

Swot up of Literature to Discover the Determinants of Employee Retention

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Abstract

Employee retention is a very hot topic of importance in this era. Retaining employees is a tough job for the human resource managers now-a-days. Employees are fascinated by various benefits provided by the organisation. They tend to move on to the organisation which satisfy the needs and motives. It is in the hands of the HR manager to identify the determinants in order to motivate the employees and develop a feeling of belongingness or attachment towards the organisation among the employees. This will help in increasing the retention level of employees.

Key words: Benefits; motives; attachment

Introduction

The steps followed by an organisation to encourage employees to stay for a longer time is termed as employee retention. According to Olowu and Adamolekun (2005), it is becoming more essential to secure and manage competent human resource as the most valuable resource of any organization, because of the need for effective and efficient delivery of goods and services by organizations, whether in public or private sector. Therefore, for an organization to realize its goals, appropriate strategies for employee recruitment and retention are sine-qua-non for enhanced performance. Gberevbie (2008) has stated that employee retention strategies refer to the plans and means, and a set of decision-making behaviour put

formulated by the organizations to retain their competent workforce for performance.

Factors of Human Resource Management

Meyer and Allen, 1991 in their research found several human resource management practices that will help in motivating employees in order to retain them. The factors include compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice. Apart from employee retention it will help in increasing the productivity, profitability and quality of work in the organisation.

When the organizations are more committed to their workers will make more investment compared to similar organization. Employee retention can be increased by progressive human resource practices which includes education, training & development and compensation package (Arthur, 1994). Miller and Wheeler (1992) in his study found factors that will increase the employee intention to stay in the organisation. The factors include meaningful work and opportunities for promotion that will significantly increase employee retention.

From the beginning the major factors that an organisation will consider to retain employees are remuneration and other types of benefits. Although they play a role in retaining employees, it is important to note that there are

other factors that outperform these factors and play a role in retaining employees. The factors include strong employee commitment, employee participation in decision making, workplace wellness, work-life balance, indicating a strong interest in work and recognition influence employee's decisions to stay with or leave a company (Hom & Griffeth, 1995).

The organisation should scrutinise the pre-employment application so that they can recruit people who will suit best for their requirements (Boles et al. (1995)). This will help in preventing the employees from leaving the organisation. According to (Klubnik, 1995) employee recognition plays a lead role in retaining the employees.

According to the research the following factors should be provided considerable importance in order to retain the employees. The factors include recruitment effort, review job content, compensation practices, leadership and supervision, career planning, and development, alternative work schedule, working conditions, non work factors, team building, centralization, organization communication and commitment, counseling leavers, flexible working hours (SafdarRehman M 2012) The researcher found the following factors will influence employees to stay longer in the organisation. The factors include: Superior-Subordinate Relationship, Employee Motivation, Organisational Commitment, Communication Skill Recognition, Learning and Working Climate, Cost Effectiveness, Job Flexibility, Training, Career development, Benefits, Compensation and Cost Effectiveness (Chandrashu Sinha, 2012).

The factors which help in retaining employees are: career opportunities, work environment, work life balance, Organizational justice, and existing leave policy and organization image. Areas like career

progression, team support (socialization), comfortable environment, communication, etc. The organisation should administer properly by establishing retention strategy to increase productivity and profitability of the organisation (Davidson, *et al.*, 2010). According to Collins (2007) the affective commitment of the employees can be increased by the following factors which will not only increase commitment but also increase the employee retention rate. The factors include (i) skills development opportunities, (ii) systems that allow people to recognize their individual contributions, and (iii) systems that encourage greater participation in decision-making.

Career Development and Advancement

Employee development plays a key role in the organisation. In order to strengthen the employee-employer bond and to retain their employees, organisation should spend time in developing their employees (Hall & Moss, 1998). Hausknecht et al (2009) eventually found out that when the organisation provides career advancement opportunities the higher performing employees will stay for a longer time. The demand and expectations of employees have undergone a drastic change. Money is not a primary motivator. Now-a-days career and growth prospects are considered by the employees as important factors when they join the organisation. This will increase the employee retention rate.

Kaye, Jordan-Evans, 2000 in their study found the top reasons that will help the management in retaining employees. They are career growth, learning and development, exciting work and challenge, meaningful work, making a difference, great people, being part of a team, good boss, recognition, autonomy and flexible fair pay and benefits

Employees should be treated in a fair manner and distributive justice should be provided. Unfair treatment of the employees regarding any particular outcome will affect the emotional state of the employees and intentions such as guilt or anger will be developed forcing them to leave the organisation (Weiss, Suckow & Croponzano, 1999)

In a survey of 448 employees reported on by Dibble (1999), employees will stay in the organisation that will provide them with flexibility of working hours. Findings of (Panoch, 2001) revealed that Career development and advancement, flexible work schedules, and free facilities for childcare act as the important factors for employee retention.

Lockwood, (2006) in his study found factors that help in increasing the affective commitment of the employees towards the organisation. The organisation should give a clear view to the employees regarding advancement plans, internal promotion and accurate career previews at the time of hiring which will help in motivating the employees to work with commitment. This helps in increasing retention rate. When the career development plans of the employees are aligned with the needs of the employees in a fair manner then the retention of the employees will increase (Wetprasit, 2006).

In a similar way the research conducted by Vos & Meganck (2009) identified career development as the factor which plays a prominent role in employee retention. Career development opportunities will increase the loyalty of the employees and thus will motivate them to stay in the organisation. This results in increasing the retention rate. The goal of each and every employer should be to increase employee retention rate and reduce the employee

turnover rate. Employee loyalty will also act as an effective instrument to achieve this goal.

Monetary Benefits and Rewards

According to Williams and Dreher (1992), although many factors play their roles in retaining employees, wages play a critical role in influencing the employee attraction and retention process of the organisation. Gerhart et. al. (1994) established the importance of employee compensation because it plays a lead role in the employment relationship. Employees usually depend on wages, salaries, and on benefits that provide security for income and health. This will create a sense of satisfaction among employees leading to the retention of the employees in the organisation.

Hom, Gaertner (2000) revealed that employee retention can be achieved by the impact of pay and pay-related variables. The analysis of the relationship between pay, productivity and turnover rate of employees showed that if the high performing employees are paid less then they will quit the organisation. Thus only the jobs with sufficient monetary incentives will motivate employee's intention to stay longer in the organization. Employee retention can be achieved by the appropriate design of the pay system. This will help in motivating the performance of the employees and also help in attracting and also retaining employees (Wah, 2000).

Organizational commitment can be enhanced among the employees by higher levels of perceived organizational support and, this will indirectly reduce the employee turnover resulting in greater employee retention. (Rhoades et al., 2001).

According to Kusluvan (2003), when an employee begin to perceive that the organisation distributes fair wages, they will become more satisfied. As the satisfaction level

increases then the employee's intention to stay longer in the organisation will increase.

Employee rewards not only act as a tool for compensating employee's work but it also as a tool for recruiting and retaining strong service performers (Alan Price, 2004).

McCann, 2004, identified the key reasons that make employees to leave the organisation. Employee quits the organisation when the basic financial needs are not met, competitive salary is not provided by the organisation, benefits are not satisfactory, poor communication, work environment is not positive, lack of recognition, unfair treatment of the employees, lack of challenging tasks and lack of job security.

Training

Training is not a cost lowering strategy but a strategy that adds value to the organisation Storey and Sisson (1993). The researcher recommends that training motivate employees to work with organization commitment and the retention rate increases.

Employee training is steadily becoming more effective. According to Nankervis et al (1996) the important aspects of the employees working life are training and imparting new skills to the employee. Although it may sound like an upgrading process it will result in a complete change among individuals and organisation. When training is conducted employees feel motivated and the retention rate of the employees' increases.

Research carried out by Arnett et al., (2002) revealed that employees who are well trained have clarity in their roles and showed less role conflict which increased the job security and satisfaction. This shows that when organisation train their employees then the willingness of the employees to stay in the organisation will increase

Employees can be provided an opportunity to learn and can increase their efficiency, and professional knowledge when the organisation provides them intense training Chang and Chang (2008). Training not only improves the employee's knowledge and skill, but also lets the manager to know about their employee's ability to perform daily tasks. The employee-employer bond will become strong and the employees will retain in the organisation.

Job Satisfaction

Tett and Meyer (1993) in their study found that the when satisfaction levels of the employees increases the employee's intention to stay in the organisation increases. If an employee quits his job then it means he is not satisfied with the job. Al-Anzi (2009) study result shows that the quality of their working environment affects their mood and attitude of employee's work. It is also very essential to increase the satisfaction levels. This shows that healthy work environment and employee friendly work based determinants will motivate employees to stay in the organisation. Yin, and Dellmann-Jenkins (2008) used motivation-hygiene theory to motivate employees in the organisation. It revealed that motivation will increase the employee job-fit and productivity of the employees. This will increase their intention to stay longer in the organisation.

The organisation should place their focus in understanding the needs and motives of the employees. If the organisation acts according to the employee's needs then they will become satisfied. The satisfied employee can be retained in the organisation (Masri, 2009).

When the employees feel that there is a match between the need motives of the employee with that of the organisation then the intention to stay in the organisation will increase. (Silversthorne, 2004).

Empowerment

When the superiors provide empowerment to their subordinates by delegating responsibilities to them, it will result in increasing the satisfaction levels of the subordinates. They will consider their supervisors to be fair and in turn they will perform well to meet their superior's expectations. Delegation helps in increasing the employee retention rate (Keller and Dansereau, 1995).

Employees are considered to be empowered where managers supervise more employees than in a traditional hierarchy and delegate tasks to their subordinates. The subordinates are asked to make decisions (Malone, 1997). Managers will act like coaches and help employees to solve problems. Employees in turn have an increased sense of responsibility. Employee empowerment will help in enhancing the continuity of employees in the organisations

Fernandez and Moldogaziev (2011) found that when the employees empowerment is aimed in providing employees with access to job-related knowledge and skills and at granting them discretion to change work processes, which will have a positive and substantively significant influence on perceived performance. Empowerment will enhance the employee intention to stay longer in the organisation

Working Atmosphere

The management has the key responsibility to explain the relationship between individual performance, recognition, increased productivity and value to the organization. Employees feel comfortable to stay longer in the organisation where they are in a position in which they are involved in some level of the decision-making process. That is at any time employees should be fully

aware about the issues that affect their working atmosphere (Magner et al. (1996)).

To keep employees motivated, employers must create a positive work environment and provide them with growth opportunities. When employees are motivated, there is an increase in retention rate and enthusiastic employees will out produce and outperform the unmotivated employees. Open communication is extremely important and considered a top priority by the majority of employees to stay longer in the organisation (Honore, 2009).

Alexandrov et al. (2007) in his study found that employees will work with commitment in the organisation when the management acts to them in a supportive and a concerned way during tough and crisis times. This concern will help in increasing the employees intention to stay longer in the organisation.

Feedback

The organisation should communicate well with the employees. There should be a two-way communication in the organisation. The employees should be consulted for decision making relative to the work. This is because when an employee is informed about the work related issues he/she will feel connected at the work place therefore will retain in their jobs (Brown, 2004).

Gross and Friedman (2004) in their research found that employee benefits play a key role in influencing the employee's intention to stay in the organisation. The waiting period, that is the amount of time employees must wait before they are eligible to be in the benefits program, had a significant impact on the employees. When the waiting period is reduced it resulted in higher retention. Hence, an appropriate benefits package is

important in the retention of qualified employees

The management should value the employees and respect & recognise their efforts. Employees who feel valued will help in creating a positive work environment that will enhance employee retention. This standard should be followed by hospitality industry, to retain the employees (Levine, 2005). Employees get frustrated when the organisation fails to provide employees with opportunities to grow. Several barriers within the company may prevent employees from showing their full potential (Branham, 2005). The organisation should be fair in providing opportunities for employee development. If the employees are allowed to use their innovative ideas to achieve the tasks then they will feel encouraged and will work with commitment. This will result in employee retention.

Work life Balance

According to (DiPietro, & Milman, (2004)), work-life balance is the key attractor that motivates employees to remain in the organisation. Employers can make it easier for the employees to manage their work and life. It can be done through transferring full-time to part-time work and vice versa, introduce pro-rated benefits for part-time workers, guarantee a return to full-time status for those who elect to work part-time, and protect employee seniority when shifting from full to part-time work, and vice-versa.

When the supervisor recognises and rewards the employee's performance then the employee will feel committed. This commitment will in turn increase the performance of the employee. The results in increasing the loyalty rate and retention rate of the employees (Padron, 2004).

Employee assistance programs

The organisations where employee assistance programs are conducted at regular intervals will result in increasing the retention rate among the employees (Logan, 2000). Lee (2000) found that employees will stay longer in the organisation when they get the opportunity to exercise autonomy and control over the job as it will result in motivating the employees. The salary, compensation and benefits of the employees can be increased to motivate the employees. Service quality and organizational performance can be increased by a good pay. Two-way communication, trust and openness will help in retaining employees. Employees should be made aware of the information regarding the values, mission, strategies, competitive performance, and changes may positively affect employee's enthusiasm resulting in employee retention (Gopinath and Becker 2000).

Innovation

According to Frazis et al, (1998) firms that provide innovative job practices, provides more benefits as compared to other firms and train their workers regularly will make their employees to stay for a longer time.

The organisation should keep on introducing new and innovative plans to motivate employees to stay in the organisation. It includes incentive packages like free meals, paid vacations, free uniforms, retirement programs and paid time off which will help in increasing the employee intention to stay in the organisation (Agrusa & Lema, 2007).

Flexible employee benefits

Flexible employee benefits are one of the innovations in rewarding employees. The needs of the employees are diversely increasing and the organisation should introduce a greater

variety of choice in the benefits from which their workers can choose. The introduction of flexible benefit packages will be a key ingredient in ensuring good employee retention. It is the responsiveness of the organisation to cater to the specific needs and circumstances of individuals. Some of the flexible employee benefits includes earned time off, on-site child care, paid paternity leave, sabbaticals, tuition reimbursement, etc (Milman, (2003).

Organisational culture

Employee retention can be increased when there is a high employee commitment. When the organisation establishes different strategies to retain employees it will result in: cultivation of satisfaction among the employees, enhanced goodwill and generates trust that ultimately leads to productivity (Willie, *et al.*, 2008). Organizational mission, goals and direction, employee recognition, rewards and compensation were found to positively increase employee retention. (Moncarz, 2008).

Recognition

Govaerts et al., (2011) revealed that employees will stay in the organisation for a longer time when their talents are recognised and rewarded. The organisation should create a learning working climate so that the talented employees will get motivated to stay in the organisation. Recognition and rewards are playing the lead role in the attraction and retention of the employees in the hotel industry. Employees will be happier if their contribution is recognised. Employee recognition creates a working atmosphere of high employee morale. Performance related rewards and financial incentives should be provided (Seema, 2010).

Task Diversity

Diversity in tasks for the workers will enhance the spirit of interest among employees. Rotating people through variety of assignments will eliminate the sensation of boredom that employees get from normal assignments, thus increasing the retention (Griffeth, Allen, Hom, (1997)).

Work Flexibility

Ashby and Pell (2001) reported in the study that most workers prefer to work with flexible hours as it will help them to take care of their personal concerns and this will increase the employee intention to stay in the organisation for a longer time.

Mentoring and Coaching

The most important source of transferring intangible and tacit knowledge among employees is through mentoring and coaching (Frank, 2002). The organisation can achieve this by appointing an experienced worker as a mentor/coach to less experienced worker over a period of time, allowing the less experienced employee to observe and learn the actions of the mentor or coach.

Organisation fit

In 1991, O'Reilly, Chatman, and Caldwell in his study found that employee retention plays a critical role in the current era. This can be done by matching employees values with the organization's values (high person-organization fit) will more likely result in high employee retention.

Conclusion

Retention strategies play a pivotal role in the development of the organisation. Employees are the foundation of an organisation, when the HR managers try hard

in implementing strategies to retain their employees then their profitability and productivity increases. If the managers pay attention in salary, benefits, career development and should emphasise in attaining full satisfaction among their employees.

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