

# A Comparative Study on Factors Affecting Employee Retainability

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## Abstract

Human resources of an organization are the main asset of any organization. They are unique in character and dynamic in nature. The key challenge for any organization is to manage and retain them. The main motivation of employee retention is the prevention of the loss of the right employees from an organization as it can negatively affect productivity and service delivery. This study aims to identify key influential factors that affect employee retention of two competitive organizations in apparel industry. Also, this study investigated the impact of training, superior-subordinate relationship, working environment, motivation, and benefits on employee retention. A sample of 172 employees from both apparel organizations was considered in the study. The multistage cluster sampling technique was used to select the cooperative offices of two organizations in Colombo district and the simple random sampling was utilized to select the middle level managers from the selected two apparel organizations. The results were obtained using the Structural Equation Modeling technique, revealing that organizational goodwill and benefits have a significant impact on employee retention. One organization has shown a high positive impact on employee retention due to an attractive benefit package, whereas the other has demonstrated a comparatively lower positive impact on retention. However, the overall retention level of both the organizations was 49.74%.

**Keywords:** *Apparel industry, Employee retention, Middle level managers, Structural equation*

## 1. Introduction

Employee retention is one of the key challenges in management. As the work environment is dynamic in nature, when considering past and current employees, their beliefs, motivations, and value structures have changed vastly from one to another. Retaining employees is crucial in organization because high turnover rates result in loss of high performers, employee shortages and having less qualified workers that would eventually affect the organizations' ability to remain competitive (Rappaport et al., 2003). With managers facing a difficult challenge of motivating and retaining the employees at an environment of increased uncertainties (Mitchell, 2002). According to Bridges (1991) the retention rates generally fall as employees become distracted, confused, and preoccupied with potential outcomes immediately following an organizational transition. Excessive employee turnover may cause a key barrier to high quality service so it is necessary to identify the reasons employers can do to retain the best (Branham, 2005). The factors affected employees to change mind over the current organization is not always the same as the factors affected employees to remain. Organizations implement different retention strategies to attract their employees to retain appropriate workforce within the organization. It has been recognized that employee retention is not influenced by a single factor, but there are hosts of factors which are responsible for retaining employees in an organization. It's not a single entity but all the right individuals together perform a massive task to take its organization to its mission and vision.

According to Fitz-enz (1990), management needs to pay attention to factors such as compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice. Furthermore, the researcher claimed that that retention is a very important concept and it's blended with several factors to keep employees remaining in a company. Management must make the best recipe to keep their employees in the organization. A study carried out by Logan (2000) mentioned that retention is driven by several key factors, which ought to be managed congruently: organizational culture, communication, strategy, pay and benefits, flexible work schedule and career development systems. Also, employees get attracted to an organization if they see that their organization treats them in a better way than the other organizations in the industry. It was conducted an empirical study and evaluated six Human Resource (HR) practices (realistic job information, job analysis, work family balance, career development, compensation, and supervisor support) and their likely impact on the Employee Intention to Leave (EIL) in the Bangladeshi Banks (Mahmud and Idrish, 2011).

Workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance between professional and personal life have an indirect influence on employee retention by Hytter (2007). Moreover, it has identified direct factors and indirect factors which could influence employee retention. According to Pritchard (2007), the training and development are one of the important retention programs incorporated to retain their employees and claimed that it is very important to arrange and implement periodic training and development programs to retain its employees. Energetic employees always seek to go forward hence that, they wait for organization to arrange training to develop themselves and the organization. Employees who are satisfied have higher intentions of persisting with their organization, which results in a decreased turnover rate (Mobley et al., 1979). High turnover is caused by unhappiness with the work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools, and poor candidate screening. Other causes are lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with management (Jackson, 1981; Steer, 1991).

It was noticed that some factors such as unattractive pay packages, lack of training and development, partiality, and lack of career development influences employee to leave the job but some factors do not influence employee turnover though it seems to be important such as long working hours, lack of job security and work life imbalance (Tanchi, 2015). Moreover, the researcher provided evidence of factors such as low job safety, imbalance nature of work life and long working hours do not affect to leave from an organization. It was concluded in a study that employees are the long-term investments in an organization and as such management should encourage job redesign, task autonomy, task significance and task identity, open book management, empowerment of employees, recruitment and selection must be done scientifically with the objective of retaining employees and decreasing employee turnover (Henry Ongori, 2007).

Statistical evidence indicates job training is a critical factor for personal (behavioral) and professional (technical) development (United States Department of Labor, 2009). It was found that one of the important factors in employee retention is investment on employee training and career development (Messmer, 2000). According to Eisen (2005), training programs available to all employees correlate with a 70% increase in employee retention rates. The organization suffers in quality and implementation due to lack of training (Barden, 1997; Stewart and Waddell, 2003). The goodwill of organizations can keep the

leading edge in this competitive world by having their employees well trained in the latest technologies (Tomlinson, 2002). It was revealed that there is a strong association between training opportunities in organizations and sustainable employee retention (Srinivas, 2008). It was uncovered that insufficient training opportunities forced workers to quit their current employment (Ramlall, 2003). Access to regular training programs enhances growth, prosperity, and retention for both employees and employers by Amble (2006). According to Cappelli (2000), the relationship between managers and employees influences employees' decision to stay in a job. (Newaz, et. Al, 2007) claimed that the most important factor for leaving the organization is lack of appreciation and recognition by the organization. Feedback is very important for employees to decide whether retention is appropriate or not in the current organization. As general people, everybody prefers appreciation and recognition. Research was done by (Chandranshu and Ruchi, 2012) on factors affecting employee retention: a comparative analysis of two organizations from heavy engineering industry with 100 middle level managers identified the main factors of employee retention through factor analysis were skill recognition, learning and working climate, job flexibility, cost effectiveness, benefits, career development, superior-subordinate relationship, communication, and employee motivation. The adverse work conditions have a significant impact on the well-being and mental health of the workers (Angerer and Weigl, 2015). A survey was conducted using 692 registered nurses who were working in a university hospital and results showed that job satisfaction increases with better workplace conditions and employee retention increases (Mizuno et al., 2018).

According to Shamsuzzoh and Sumon (2010) Burke and Hsieh, (2006) working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long. Levi (2002) claimed that the focus of organizations must be on how to provide better jobs with a great work environment to retain employees. Horwitz (2003) observed in this study that a fun working environment is a conducive factor of retention. A positive work environment can have a positive impact on employees and ultimately it positively impacts on the growth of an organization.

According to the annual Global Shapers Survey from World Economic Forum (WEF) with more than 30000 respondents with age under 30 across 180 countries, 49.3% consider that salary is the most important criteria in considering a job (Clarke, 2017). According to the Global Shapers Survey, it can be stated that half of the respondents have agreed that salary is a good motivation for employees when they consider a job. Research on determinants of employee retention in Telecom sector of Pakistan (Shoab et al., 2009). The purpose of conducting this research was to identify the factors such as career development opportunities, working environment, supervisor support, working environment, rewards, and work life policies on employee retention. The sample size considered was 130. The data were analyzed using correlation and regression analysis. According to the research there's a positive relationship between career development opportunities, supervisor support, working environment, rewards, and work life policies with employee retention.

There exists a direct relationship between labor productivity and health care insurance while some researchers propose that it only has indirect benefits (Devaraj and Patel, 2017). A study was conducted by (Froese et al., 2018) using 636 employees in Japan and it has showed merit-based monetary rewards are strongly and directly correlated to job satisfaction and employee retention. Another study was conducted in service and manufacturing fields of Pakistan has showed that to increase employee retention,

employers must increase compensation. 1054 employees were surveyed, and results show that if compensation is increased, employees perform better (Khalid and Nawab, 2018). There is a great deal of inter-individual difference in understanding the significance of financial rewards for employee retention (Pfeffer, 1998; Woodruffe, 1999).

Middle-level managers are the employees who are responsible for the accurate and reliable flow of information and ensure that the strategies developed by top level managers are communicated to the operating people. They are responsible for the functioning of the business and are accountable and report to top level managers. Dealing with human resource is a challenge as they could think, feel, react as well to organize themselves in a way that can create anti-attitudes towards managerial level of an organization. Serving as a link between low and upper-level managers is also riskier and a hard task. These middle-level managers frequently deal with all the layers of managers, and they maintain a close relationship among workers than the other two layers of managers. When working for a long period under stressful and busy situations, especially in an apparel organization, some middle-level managers tend to leave, while others choose to stay with the same job and organization.

Very few studies have been identified regarding employee retention, especially in the context of Sri Lanka's apparel industry. However, due to the current economic crisis, the composition of employee retention has changed drastically, with employees expressing dissatisfaction with their workload assignments and income. This study aims to help identify the present employee retention level, especially in the apparel industry. Considering the above explanation, the main objective of this study is to identify the factors that affect the retention of middle-level managers in the same industry under conditions of high pressure, risk, and busyness, as they serve as intermediaries between upper and lower levels of management.

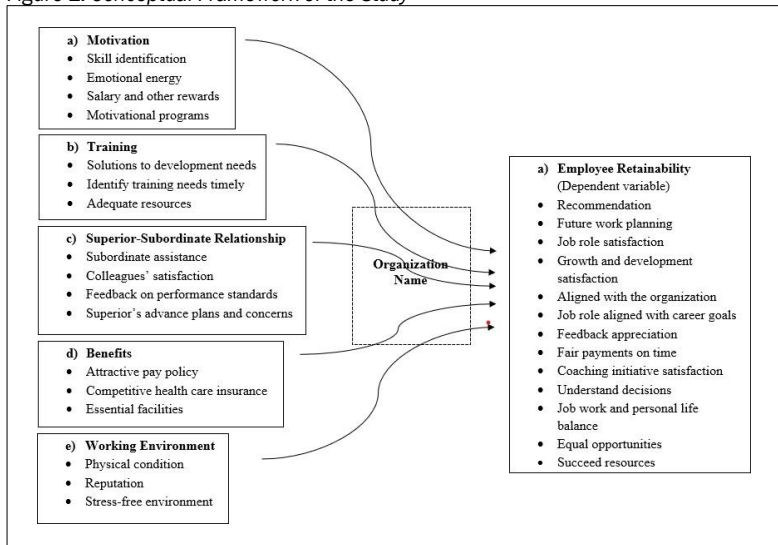
## 2. Methodology

As the population of the research, it was considered all the middle level managers who are currently working at the considered two organizations in apparel industry corporative offices in Colombo district. Hence, using cluster sampling two offices from 1<sup>st</sup> organization and one corporative office from 2<sup>nd</sup> organization have been taken for further study. It was used by middle level managers for the study and out of selected offices, middle level managers have selected using simple random sampling. As the researcher considered two corporative offices from the organization A and one office from the organization B in Colombo district, the target population size of middle level managers was about three hundred and according to the relevant population size Krejcie and Morgan table gives a sample size of one hundred sixty-nine.

The study was completely based on primary data. The first section of the questionnaire contains demographic questions. The corresponding data were collected by using a structured questionnaire. This study has used central tendency, dispersion and characterized posterior distribution to display a descriptive statistic for employee retention level. The researcher has used the Mann-Whitney U test to check whether there is an impact on employee retention due to organization name. The researcher has used the Kaiser-Meyer-Olkin (KMO) test to check the validity of the dataset. The researcher has used structural equation modeling as the multivariate analysis technique. Data were gathered using standard questions in different dimensions under main independent

factors; Employee Motivation, Training, Superior – subordinate relationship, Benefits and Working Environment. Employee Retainability is also measured using different dimensions too. Tests which involve convergent validity and discriminant validity were obtained to test the validity of the measurement model. The conceptual framework is illustrated by figure 1.

Figure 1: Conceptual Framework of the Study



### 3. Result and Discussion

Table 1: Target Population and sample sizes

Organization	Population size	Sample size
A	152	87
B	148	85
Total	300	172

According to the study, the sample composition of the respondents is explained by table 1. The highest value for the gender has taken by the 'female' category whose value is 56% whereas the 44% of the respondents are males hence more than 50% of middle-level managers are females in this sample. The average age of the middle-level managers is 42 years while the highest frequency of the age is 45 years, which means most of the middle-level managers are at that age. On average, the age deviates by 3.192 years. The average service duration of the respondents in each considered organization is 3.68 years and the highest frequency of the service duration is 4 years which means most of them remain in the same organization from 4 years. On average, the service duration deviates by 1.38 years. It is noted that 74% of the middle level managers who participated in the survey were married. The highest level of education of the middle-level managers is the 'masters' which in number is 80% whereas the rest 20% have followed other types of courses. The average income of the middle-level managers is Rs.362,383/-. The average expenditure of the middle-level managers is Rs.227,906/-. On average, the expenditure deviates by Rs. 75,879/-. An index which varied from 0% to 100% was calculated for the retention level using Principal Component Analysis. The corresponding summary statistics are as follows.

Table 2: Tests of normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Degree of freedom	Significance	Statistic	Degree of freedom	Significance
Retention level	0.109	172	0.000	0.948	172	0.000

As per table 2, the significance value (0.000) for both normality tests is less than 0.05, indicating that the employee retention data does not follow a normal distribution.

Table 3: Summary statistics of employee retention

Measurement	Mean	Median	Standard deviation	Skewness	Kurtosis
Overall value	49.74	43.75	25.59	0.47	-0.69
Organization A	53.76	46.94	26.50	0.33	-0.90
Organization B	45.62	41.58	24.09	0.59	-0.39

As per the summary measurements of table 3, the average retention level of the middle-level managers is reported as 49.74%. The employee retention level of organization A is 53.76% while the employee retention level of organization B is 45.62%. The null hypothesis that the distribution of employee retention is the same across categories of organization was tested by using Independent-Samples Mann-Whitney U Test and as per table 4, the P-value reported as the 0.018 revealed that employee retention significantly different by the organizations which were considered.

Table 4: Organization and employee retention

Null Hypothesis	Test	Significance
The distribution of employee retention is the same across categories of organization.	Independent-Samples Mann-Whitney U Test	0.018

According to the table 5, the Barlett's test of sphericity for each construct is statistically significant (P-value < 0.05) hence it can be said that correlations between items are sufficiently large for principal component analysis. The dependent variable 'employee retention' and the independent variables have KMO values which are greater than 0.6. It can be proved that the data of independent and dependent variables has a good validity. The Structural Equation Model was employed to find the factors that affect employee retention.

Table 5: KMO and Bartlett's Test

Variable	KMO Measure of Sampling Adequacy	Bartlett's Test for Sphericity	
		Chi-Square	P-Value
Retainability (Y-variable)	0.886	568.030	0.000
Motivation	0.740	175.410	0.000
Training	0.704	154.889	0.000
Superior-subordinate relationship	0.759	275.269	0.000
Benefits	0.707	188.891	0.000
Working environment	0.662	77.022	0.000

According to table 6, the CMIN/DF value of the measurement model is 1.427, it says there is an acceptable fit between hypothetical model and the sample data considered. The observed value of RMSEA is 0.050 which indicates the hypothesized model fits with a population covariance matrix for the estimated model. The value of RMR 0.023 is less



than the critical value 0.1 while GFI that represents the overall amount of the covariation among the observed variables that can be accounted for by the model, is 0.873. The CFI (0.964) value for the model is greater than 0.9 which indicates a good overall fit of the measurement model. The NFI value (0.889) of the study occurs close to 1. The TLI and RFI values for this model are 0.957 and 0.868 respectively, which indicates a good incremental fit. Furthermore, Parsimony fit indices are close to one. According to the estimates, all the model fit indices meet the requirement for a good fitting measurement model.

Figure 2: Measurement model

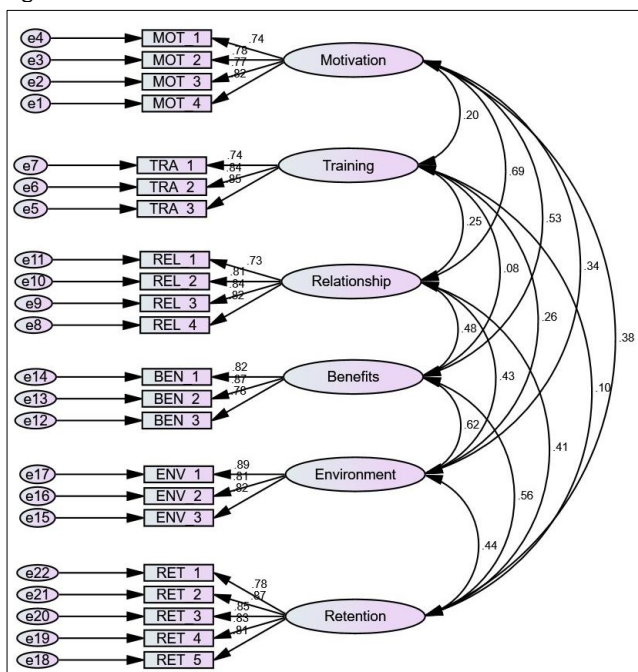


Table 6: Model fit indices of measurement model

Category	Goodness of fit index	Observed value	Threshold
Absolute fit indices	CMIN/DF	1.427	<3
	GFI	0.873	>0.8
	AGFI	0.834	>0.8
	RMR	0.023	<0.1
	RMSEA	0.050	<0.1
Incremental fit indices	TLI	0.957	>0.9
	CFI	0.964	>0.9
	RFI	0.868	>0.8
	NFI	0.889	>0.8
Parsimony fit indices	PGFI	0.669	>0.6
	PRATIO	0.840	>0.8
	PNFI	0.747	>0.6
	PCFI	0.809	>0.6

According to table 7, all the constructs (retention, motivation, training, superior-subordinate relationship, benefit and working environment) have reached the standardized factor loading values above 0.7. When considering the average variance exacted, all the constructs have reached values higher than 0.6. According to the table all the constructs have obtained composite reliability values higher than its cut-off 0.7. According to the above measurements, the above table gives the evidence for a satisfactory level of convergent validity for the considered measurement model.

*Table 7: Validation of measurement model*

Construct	No: of items	Standardized factor loadings		Average variance exacted	Composite reliability
		Min	Max		
Retention	5	0.778	0.866	0.683	0.915
Motivation	4	0.742	0.818	0.605	0.860
Training	3	0.737	0.851	0.658	0.852
Superior-subordinate relationship	4	0.733	0.842	0.645	0.879
Benefit	3	0.776	0.869	0.676	0.862
Working environment	3	0.807	0.893	0.709	0.880

Table 8 compares the inter-construct correlation estimates with the square root of average variance exacted for each of the above constructs. According to this, the square root of AVE of each construct are higher than the correlations between the construct and other constructs. Therefore, it confirmed that the discriminant validity of the considered model.

*Table 8: Inter-construct correlations and square root of AVE*

	MOT	TRA	REL	BEN	ENV	RET
Motivation (MOT)	<b>0.778</b>					
Training (TRA)	0.201	<b>0.811</b>				
Superior-subordinate relationship (REL)	0.693	0.251	<b>0.803</b>			
Benefit (BEN)	0.528	0.082	0.485	<b>0.822</b>		
Working environment ENV)	0.340	0.261	0.427	0.618	<b>0.842</b>	
Retention (RET)	0.379	0.103	0.409	0.555	0.440	<b>0.827</b>

The estimated structural model is illustrated in figure 3. According to table 9, the CMIN/DF value of the hypothesized modal is 1.427, it says there is an acceptable fit between structural model and the sample data considered. The observed value of RMSEA is 0.050 which indicates the hypothesized model fits with a population covariance matrix for the estimated model. The value of RMR 0.023 is less than the critical value 0.1 while GFI that represents the overall amount of the covariation among the observed variables that can be accounted for by the model, is 0.873. The CFI (0.964) value for the model is greater than 0.9 which indicates a good overall fit of the structural model. The NFI value (0.889) of the study occurs close to one. The TLI and RFI values for this model indicate a good incremental fit. Furthermore, Parsimony fit indices are close to one. According to the



estimates, all the model fit indices meet the requirement for a good fitting structural model.

Figure 3: Structural model

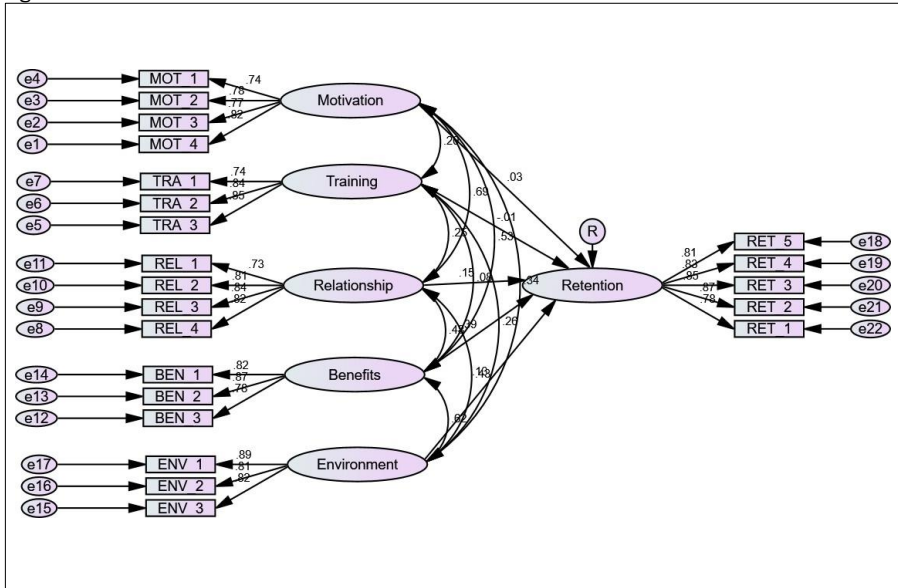


Table 9: Model fit indices of structural model

Category	Goodness of fit index	Observed value	Threshold
Absolute fit indices	CMIN/DF	1.427	<3
	GFI	0.873	>0.8
	AGFI	0.834	>0.8
	RMR	0.023	<0.1
	RMSEA	0.050	<0.1
Incremental fit indices	TLI	0.957	>0.9
	CFI	0.964	>0.9
	RFI	0.868	>0.8
	NFI	0.889	>0.8
	Parsimony fit indices	PGFI	0.669
PRATIO		0.840	>0.8
PNFI		0.747	>0.6
PCFI		0.809	>0.6

Table 10: Significance and standardized direct effect of independent variables

Constructor	Standardized direct effects	Bootstrap standard errors	Two tailed significances
Benefits	0.391	0.154	0.030
Superior-subordinate relationship	0.147	0.152	0.239
Training	-0.005	0.093	0.908
Motivation	0.028	0.156	0.999
Working environment	0.128	0.141	0.284

According to table 10, there is a positive relationship between considered all variables with the employee retention except training. However, all four constructors of do not show a significant impact on employee retention as their P-value is greater than the significant value 0.05 except the benefit construct as it shows a significant impact on employee retention and its P-value (0.030) is less than the significant value.

Figure 4: Structural model of the organization A

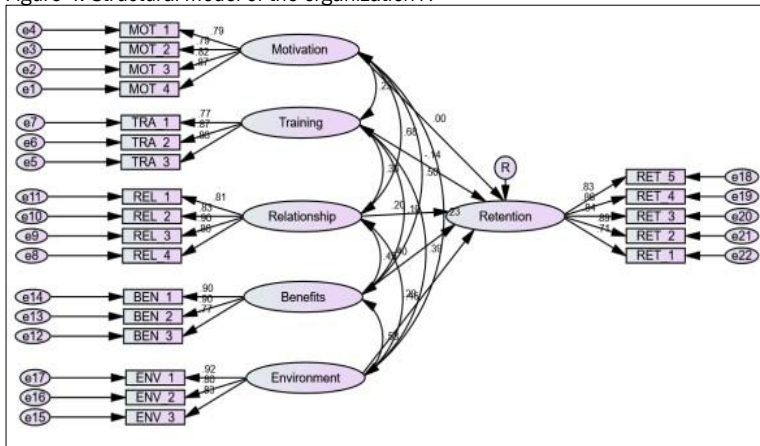


Figure 5: Structural model of the organization B

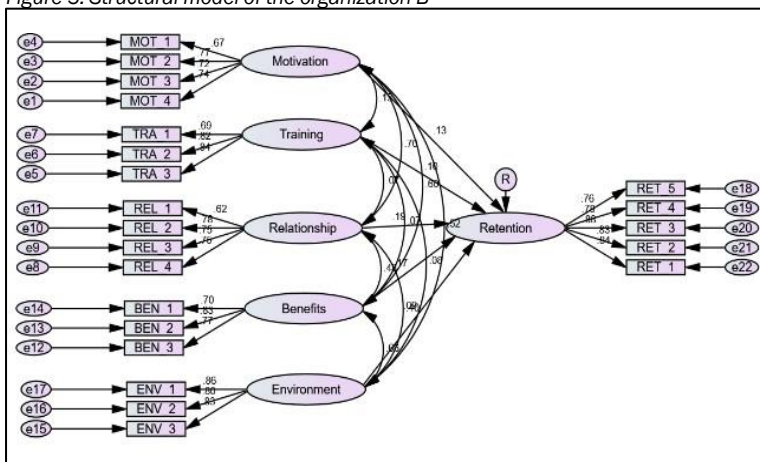


Table 11: Model fit indices of structural model of the organization A and B

Category	Goodness of fit index	Observed value		Threshold
		Model A	Model B	
Absolute fit indices	CMIN/DF	1.279	1.354	<3
	GFI	0.803	0.798	>0.8
	AGFI	0.743	0.737	>0.8
	RMR	0.032	0.029	<0.1
	RMSEA	0.057	0.065	<0.1
Incremental fit indices	TLI	0.952	0.913	>0.9
	CFI	0.960	0.927	>0.9
	RFI	0.812	0.733	>0.8
	NFI	0.842	0.776	>0.8
Parsimony fit indices	PGFI	0.616	0.612	>0.6
	PRATIO	0.840	0.840	>0.8
	PNFI	0.707	0.651	>0.6
	PCFI	0.806	0.778	>0.6

The estimated structural model of organization A and B is illustrated in figure 4 and figure 5 respectively. According to table 11, the CMIN/DF values of the hypothesized models are acceptable fit between structural model of the organization A as well as B with the sample data considered. The observed values of RMSEA of organization A and B are 0.057 and 0.065 which indicates the hypothesized models fit with a population covariance matrix for the estimated models. The values of RMR of both models are less than the critical value 0.1 while GFI that represents the overall amount of the covariation among the observed variables that can be accounted by the model A and Model B, are 0.803 and 0.798 respectively. The model CFL values are greater than 0.9 which indicates a good overall fit of the structural models. The TLI and RFI values in both models are indicated a good incremental fit. Furthermore, Parsimony fit indices are close to one. According to the estimates, all the models fit indices meet the requirement for a good fitting structural model.

*Table 12: Significance and standardized direct effect of the organization A and B*

Constructor	Standardized direct effect		Two tailed significances	
	Model A	Model B	Model A	Model B
Benefits	0.395	0.172	0.239	0.562
Superior-subordinate relationship	0.204	0.186	0.326	0.388
Training	-0.144	0.105	0.523	0.482
Motivation	0.005	0.133	0.831	0.804
Working environment	0.228	0.094	0.164	0.727

According to table 12, there is a positive relationship between all the constructors with employee retention except training in Model A while in Model B, there are positive relationships between constructors and employee retention. All five constructors of the organization A as well as B do not show a significant impact on employee retention as their P-value is greater than the significant value 0.05.

#### 4. Conclusion and Suggestions

The overall employee retention level of the organizations is given by the analysis as 49.74%. It indicates that the middle-level managers of the organization remain at a low level in their current organization. As for the average level of retention, it indicates that neither of the organization's current strategies is strong enough to retain their employees. The employee retention level of the organization is not at a satisfactory level and indicates that their employees are not satisfied with the current organization. As an organization, maintaining employee retention level at a good rate indicates that they think about their employees. Thus, the appeal organizations should try to improve its retention level further or maintain it at the prevailing level. It indicates that prevailing strategies, policies, and culture are not align with the current middle-level managers that is the reason they have fallen such a low rate of retention. The employee retention level of organization A is 53.76% and the level of organization B is 45.62%. It proves that the employee retention level of organization A is higher than organization B. When considering standardized direct effect of benefits of the organization A, it is 0.395. When it comes to organization B, it is stated as 0.172. According to the analysis, the significant factor is benefits without the moderating effect hence, as per the researcher's point of view, employee retention level of the organization A is significantly higher because its standardized direct effect of benefit factor is stronger than the organization B ( $0.395 > 0.172$ ).

Organization has a significant impact on employee retention too. It means the middle-level managers consider the organization when they decide to retain it in the same for the future years. According to the researcher, it can be due to the policies, strategies, or culture of the organization. Though the considered two organizations are from the same industry, there can still be differences in each organization. Employees' personal attitudes also impact on that. Employees prefer to remain in an organization with a good brand name and a workplace where they can maintain a good will. Each person has their own preferences for the type of organization that they wish to work on, those things also can influence employee retention. It can be concluded that, even if the organizations are from the same industry, employees consider the other competitive organizations for their retention.

According to the multivariate analysis, the factor which significantly impacts on employee retention of the middle-level managers is benefits. Under the factor benefits, the researcher has considered the attractive pay policy of the organization, competitive health care insurance and transportation, bonus and accommodation facilities. As per the output given by the analysis, the middle-level managers of organization A and organization B remain in their current organization because of rewards/benefits. Furthermore, when considering the A organization, the highest standardized direct effect is shown by the factor benefit (0.395) and when it comes to organization B, it is the superior-subordinate relationship (0.186). Organization A shows a negative relationship between training (-0.144) and employee retention. It can be due to weaknesses in the trainer, lack of training resources or/and inefficient training programs. Although in other countries, they have found other factors like training, working environment, motivation, and superior-subordinate relationships significant in employee retention, in the Sri Lankan context, when considering the apparel industry, it is the benefits that employees focus on for retention. Due to Sri Lanka's prevailing economic situation, people might be looking for these benefits more than in other places. Therefore, according to the period and employees' requests adjustments may need to be made to the benefit package. According to the findings of the research, it is best suited to implement more attractive pay policies, health care insurance, transportation, bonus, and accommodation to the appropriate employees.

The researcher would like to mention some suggestions to improve employee retention, thinking that it will help management to retain its appropriate employees in future. Rewards for the employees should be offered on a merit basis. Promotions should be given considering both seniority and merit basis. Then, it will help in both production and retention. An organization should recognize the set of benefits that can influence employees. Remove the benefits which are not useful from the benefit package. With the changing world, employees prefer to get upgraded benefits as their lifestyle also getting upgraded. Due to the economic crisis, the cost of living has increased significantly compared to before. The company should provide an upgraded benefit package that aligns with the current requirements and spending patterns of employees. Implement stress relief programs, and as an organization, focus on the work-life balance concept for your employees. If employees feel that the company cares about them, they are likely to become more loyal and efficient in their workplace. The researcher has identified a negative relationship between employee retention and training at the organization A hence, managers should focus on that and take immediate actions. Arrange training and re-training programs to enhance growth of employees. Once they felt that they have grown than before, they are satisfied with the job and the company which leads to retaining employees.

Take immediate and necessary actions to address employee turnover. Let employees know that the company values them, and regardless of their status, encourages collaboration by providing help and appreciation for one another.

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