

Antecedents of Employee Retention Among Startup Organization

Narashimhadeva Venkata Sastry

Chitkara Business School, Chitkara University, Punjab, India
sastry.venkat@gmail.com

Kulwant Kumar Sharma

Chitkara Business School, Chitkara University, Punjab, India

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Introduction

Due to the ecosystem and ease of starting business, there has been a strong growth in the startup Organization in India. There are lot of challenges for an entrepreneurial organization when competing with conglomerates. It is significant to maintain their core competencies intact for creating a sustainable business. Human resources has always been a critical competency for startup organizations as it becomes difficult in identifying and deploying the necessary skillset. The inevitability of organizational commitment comes to play here in retaining the competent HR Resources. The study tries to understand the factors that dictate the employee retention in the startup organization

Literature Review

Purba, S. D., & Susetyo, T. (2021) Passion towards work has a direct influence towards the Organizational commitment which can influence other variables direct and indirect methods which is exclusively found in startup organizations. (Osibanjo, A et al,2019) Gender and Marital status dictate the level of organizational commitment

when it comes to Tech based startups Quality of Work Life is the predominant factor that affect the Organizational commitment in the Tech based Startup Organization. Wicaksono, P. B. W., & Muafi, M. (2021) When comes to Leadership there are two types namely Transactional Leadership and Transformational Leadership. It is found that Transformational Leadership has a positive effect towards Employee Retention. Rizki, L. P. (2021) The systems that are supporting the organizational learning in the Organization help in shaping the affective commitment in the organization . Employees feel empowered when training programs help them in enhancing their skilled. Onetti, A. (2019) Open Innovation programs in the organization help the employees to implement necessary changes which contributes to the organizational growth. Open innovation practices therefore increases the organizational commitment.

Olaisen, J., & Revang, O. (2017) Knowledge sharing among the teams helps in collaboration in the team and helps in understanding the errors and

issues in the processes. Knowledge collaboration helps in creating a culture that supports organizational Commitment. Nguyen, L. D. Q. (2020) Psychological Capital helps in affecting the organizational commitment when comes to startup organizations. Hafiz, M., & Indrayanti, I. (2022) Authentic Leadership affects the Work Engagement which keeps the employees valued, thereby encouraging Work Commitment in startups (Fitt et al,2020) Job security parameters and policies help the employees to reduce the turnover intention in startup organization. Siswanto, S., & Masyhuri, M. (2022) Organizational Citizen behaviour directed programs helps to increase the job involvement attitude of employees

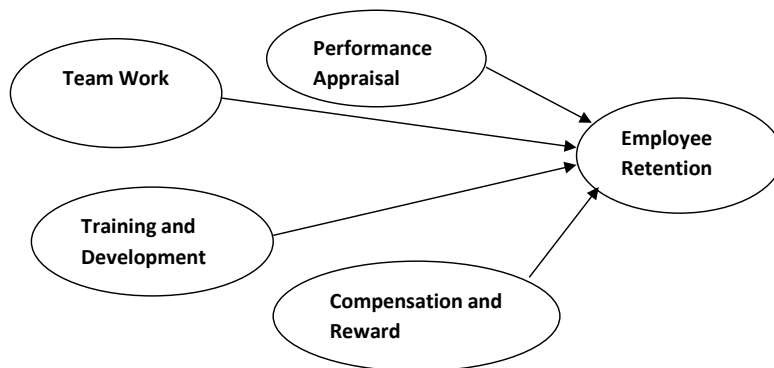
Cannone, G., & Ughetto, E. (2014) Team competency management help in enhancing organizational flexibility. Competency enhancement skill training directly helps in expanding the Organizational commitment and thereby adds profitability to entrepreneurs. Chughtai, A. A. (2021). Social Capital of employees increases the affective commitment towards the job and thereby

role performance and organizational citizenship behaviour are positively affected by the increase in affective commitment. (Baron et.al, 1999) Evolution of organizational structures during the growth of organization is affected by the key element of Affective commitment by the employees. De Winne, S., & Sels, L. (2010), HR practices in organizations are crucial for innovation in the sector and therefore creates an environment to challenge the existing processes with the viewpoint of increase in efficiency.

Research Methodology

The Organizational Retention constructs were extracted from the Bader yousif Obideat et.al model and processes using the Statistical Package for Social Sciences and the structural equation modelling parameters are evaluated through the SmartPls3.0 using the partial least squared method. The sample size taken for the study is 493 and sampling method adopted is Purposive sampling. The survey instrument has been provided to experts for the purpose of validity and resolving any errors in the same.

Conceptual Model



Analysis and Interpretation:

Construct Reliability:

Construct	Cronbach's Alpha
PA	0.732
TW	0.882
TD	0.757
CR	0.821

From the above table it is evident that reliability of the constructs is established. The reliability of the constructs measure the stability of the model in repeated testing of the model.

Path Analysis:

Structural Equation Modelling of the model is performed with the help of SmartPLS 3.0 and the Path analysis output is given in the following table

	OS	T	P Values
PA -> ER	0.315	2.662	0.03
TW -> ER	0.342	6.344	0.001
TD -> ER	0.221	3.053	0.014
CR -> ER	0.278	2.771	0.028

It is found that the T value of the path is above 2 and the p value are found to be below 0.05 for the all the paths. It is found that the Team work is found to have a significant impact on the Employee retention in Startup Organization.

Model fit

The average communality and average R² for endogenous variables are the geometric means of the global goodness of fit (GOF). The global goodness of fit for this model is 0.683 and 0.723 is much above the cut-off 0.336.

$$GoF = \sqrt{AVE} \times \sqrt{R^2} = 0.612$$

$$GoF = .683$$

Chi Square Test between Age and Training Efficiency

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.341 ^a	16	.023
Likelihood Ratio	16.415	16	.004
Linear-by-Linear Association	1.552	1	.001
N of Valid Cases	493		

It is found from the above table there is a significant association between Age and Training Efficiency which is evident from the p value less than 0.05. Therefore the training methods in the startup organization has to be customized on the basis of age.

Analysis of Variance between Gender and Team work

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	77.223	3	20.543	1.401	.012
Within Groups	5372.231	490	14.201		
Total	5372.231	493			

It is found from the above table that Teamwork efficiency varies within gender and the results are validated by the significance value less than 0.05. Therefore in a startup organization it is important to create an organizational culture and Coordination possibilities accordingly.

Conclusion

In a startup organization there is lesser importance towards Compensation and rewards and higher significance is provided towards the teamwork among the employees. The growth of the startup organization depends on the employee retention which depends on the coherence of the team. The training of the employees provide them a sense of skill enhancement which further affects the employee retention in organization.

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