

Factors Influencing Employees' Retention in Healthcare Organizations of West Bengal: An Empirical Study

Puja Tiwari

Assistant Professor, Department of Business Administration,
Haldia Institute of Management, Haldia, West Bengal, India.
pujatiwari9955@gmail.com

Soumendra Nath Bandyopadhyay

Professor and In-Charge TAG, NSHM Knowledge Campus, Kolkata
soumendra.bandyopadhyay@nshm.com

Arunangshu Giri

Associate Professor & Head of Department,
School of Management & Social Science,
Haldia Institute of Technology, Haldia, West Bengal, Pin-721657, India.
arunangshu.giri@hithaldia.ac.in

[Submitted on: 7.6.23; Revised on: 5.11.23]

DoI: 10.23862/kiit-parikalpana/2023/v19/i2/223459

Abstract

Healthcare organizations provide specialized services wherein the main purpose is to cater to the patient's needs. These specialized services can be provided by experienced, knowledgeable, and talented key people who have the capability of handling difficult situations. Hiring such employees is the need and moreover, retaining these employees has become a challenge nowadays. Poaching has emerged as one of the major problems of the healthcare industry as the demand for such employees is increasing day by day. The main purpose of this study is to identify the factors which will influence the retention of employees in healthcare organizations. In this paper, both primary and secondary data were used. SPSS and AMOS software was also used. Then in this research study, the regression analysis was conducted from the factors identified in this study.

Keywords: Employee Retention, Healthcare, Poaching, Turnover, Regression

Introduction

Healthcare sector is one of the dominant sectors in India which contributes a significant part in Indian GDP. With

the expansion of globalization and advancement in technology, healthcare sector has also changed a lot. Healthcare facilities are indeed a vital service which

is needed by everyone. Especially, nowadays, with the upsurge in different disease patterns, it has become essential that everyone should be able to avail the healthcare facilities. In India, healthcare system has been strengthened over a period of time. The main objective of the healthcare system is to make healthcare facilities accessible to all citizens of the country at a very reasonable cost. There is a huge transformation in the healthcare system and all can be possible with the help of healthcare professionals. However, there are few loopholes exist which creates barrier in the further development of the healthcare system. Healthcare services are affected by various factors like insufficient health workers, technological advancement, cost of healthcare services, patients and employee's expectations etc.

Employees working in the healthcare organization works diligently to cater the patients' needs, offer them comfort and help them to recover fast but unfortunately while serving to the hospital and patients their health sometimes being ignored. Especially, in the vast competitive world, they are always under psychological pressure to face the challenges in their job. In this current scenario, it is very crucial that healthcare employees should be taken care of by the management of the organization as they are the ones who are responsible for the delivering the service in the healthcare organization. The loopholes that have been discussed above all can be controlled with the support of these competent and experienced workforces. The performance of the healthcare

organization is mainly dependent on these employees' skills, knowledge and experience. So, management are encouraged to carefully watch the performance of each and every employee and also put efforts in motivating and retaining them (Macey et al., 2011).

Healthcare professional are the frontline service provider who always ready to cater patients. These employees have an indispensable role to play in delivering the services in the healthcare organization. With the increasing population and emerging new diseases, it has become essential that quality healthcare service should be provided and there should not be any shortage of employees in the healthcare organizations. There is huge demand of the healthcare employees nowadays. In order to compete with the demand, retaining employee is one of the key solutions. Employee retention means that employee will remain with the organization for a longer period of time (Francis, 2014). It is also referred to as the organization's effort in framing policies which prevents employees leaving the organization (Hao, H., Kumar, R. & Kadiresan, 2012). According to (Das, B. & Baruah, M., 2013) in order to have an edge over its competitors, management of the organization must ensure that their competent employee should remain in their organization and it totally depends on how much satisfied they are with their current job.

It is to be noted that retaining current employee is far easier and inexpensive rather hiring new employee as it involves huge cost and wastage of time

and resources (Baker, 2006). Whenever employees leave the organization, it creates void and they not only leave the organization but they also take away their skills, knowledge, experience which is indispensable (Latha, 2017). This void cannot be easily filled. It will take some time and meanwhile the organization and the patients have to go through a lot. There is also financial loss, the organization has to incur as they have to again recruit new employees, train them (Holtom et al., 2008), till then they have to use their human resource inventory or look for some temporary staffs. In one of the research studies, it has been found out that one of the reasons of employee turnover is that management seems to take care of new employees more than the current one (Hemalatha and Savarimuthu, 2013). They try to satisfy the newcomers in all possible way but unknowingly ignore their current valuable employees which make them sometimes left out and dissatisfied. So, it can be said that if management tries to satisfy their current employees needs and expectations there is a possibility that they will be successful in retaining those employees. However, it is not that easy to satisfy the needs and expectations of the employees as they are varied from individual to individual (Alnaqbi, 2011). It is the responsibility of the management that they should try to know their expectations from the organization by various means such as counselling, weekends discussions and meetings, friendly talk and sometimes by taking feedback from them about the management activities towards the employees etc.

Literature Review

Nowadays healthcare service is a dire need of everyone. With the help of the technological advancement and education, the importance of healthcare services is understood by almost everyone. In addition to that, various diseases have come into picture in the recent years which made it very clear to the human being about the importance and need of the healthcare facilities and services and also motivate them to start taking care of themselves. Now, merely having knowledge would not help until there is an expert healthcare professional. They are high in demand in healthcare industry. Retention of healthcare professionals are important as they are the ones who is going to cater the healthcare services to the patients. This will also help the hospitals grow and build good reputation in the market. Healthcare organizations should always consider employee retention policies while framing the organizational strategies and have an idea about its long-term effects on organization's productivity (Mohanty, 2009).

With the help of research papers, books and articles few factors have been found out which have an impact on employee retention in the healthcare sector. These variables directly or indirectly influence the employees to stay back in the organization for maximum period of time. It includes working culture, employee development, compensation and acknowledgement.

Employee working in the healthcare organizations have a very busy schedule. Healthcare professional spend

most their time in their workplace so, it is the managements responsibility to create a conducive working culture for their employees. They should foster working environment in such a way that ensures that all employee needs are met which may have a significant impact on their retention (Cowden et al., 2011). If the management of the organization is successful in providing a proper working environment and a certain level of privacy which employees seeks then it is likely that employee commitment towards their organization will increase and they will be motivated to be in the same organization for the long term (Wells and Thelen, 2002). Likewise supportive, caring working culture can also be encouraged by the seniors as employee perceives seniors support as a strong pillar in their workplace. Taking decisions in critical situations becomes easy with the help of senior. Seniors should also set an example for the newcomers so that they can learn (Zenger et al., 2000). Seniors should also take responsibility of keeping an eye on the newcomer's performance and give feedback whenever it is necessary. This enhances the employee's commitment towards their job and they can have the opportunity to learn from their seniors which ultimately motivates them to be remain in the organization (Morrow, 2011).

As it is very much clear that without the human asset healthcare organization will not survive. So, it is essential that management must ensure that their employees grow as the time changes. Investing in human capital is one of the

major decisions which has a significant impact on employee retention (Messmer, 2000). Management must also consider employees needs and organization expectations while arranging training & development sessions. The aim of this training should be to fill the gaps where the employees' needs to learn new skills. This is beneficial for both the employee and organization as they have an edge over their competitors in the market (Tomlinson, 2002). Knowledgeable employees will be capable of delivering the best performance and can meet the challenges out there in the market (Garg & Rastogi, 2006). So, it is clear that training & development enhance the employee efficiency and knowledge and it helps in retaining employees as they feel more confident about their work (Vinesh, 2014). It is important to grow in life be it a personal or professional. When employee given a chance for their career development by the organization, it develops a sense of commitment towards the organization. It shows that organization also wants you to grow professionally. Career development could be both internal or external. Internal opportunities comprise of promotions, getting new position, learning new skills etc. whereas external opportunity includes moving to some other company. By providing such opportunities to employee, organization can retain skilled and talented employees who seeks to grow (Khan, 2014). It has been found out that internal career development enhances the employee's commitment (Meyer et al, 2003), which may help in retaining employee.

Compensation is given to the employee in response to their contribution towards the organization. It is considered as one of the most crucial elements for the employee to stay in the organization (Milkovich and Newman, 2004). Compensating employees not only includes paying salary or bonus but it also consists of free meals facilities, additional vacation etc. (Bansal, 2014). It is to be noted that in the healthcare industry, employees connect emotionally with patients and the patient party. It is difficult to measure their effort and that is why the inference can be drawn that they should be paid according to their efforts and performance they deliver to the organization which ultimately helps in employee retention (George, 2015). So, it is very much evident that reasonable salary motivates employee to stay and it has a positive impact on employee retention (Luna- Arocas and Camps, 2008). Apart from salary, incentives given to employee also plays a major role in retaining employee. Incentives are the most simple and effective way of motivating employee (Banker, 1996, Manson, 2010). Motivation plays a very pivotal role in encouraging employees to be with the organization for a maximum period of time (Schepers et al, 2005).

Acknowledging employee effort is essential to gain the employee's trust. One of the studies, (Das, 2013), shows that recognizing employee performance will increase the employee's commitment and loyalty towards their job which may influence them to remain with the organization. This is also supported by (Walker, 2001) that getting recognition

from the management, increases loyalty towards the organization. Management must also ensure that employees are being empowered to take decisions on their own. In healthcare organizations, when employees are being empowered then it facilitates the entire process and they also feel valued which leads to increased employee engagement (Markos & Sridevi, 2010) and may also have a positive impact on employee retention.

In the healthcare organizations, retaining key employee is more important as they are difficult to find. Retention is essential as the entire procedure of recruitment and selection is very expensive in terms of time as well as money. So, it becomes important for the organization to prevent employee turnover (Sajjad, A.K., 2014) In order to do that first it is crucial to find out the reasons of employee turnover which have a direct negative impact on employee retention. Furthermore, the decreasing employee productivity influences the organizations to implement a strict attitude towards their employees which creates the challenge of employee retention in the organization. Other factors like the working culture of the organization, the compensation provided to the employees by the organization, the development of the employee in the organization and also their acknowledgment in the organization influences the employee retention level.

Research Gap

The healthcare sector is a service driven industry which relies mainly on the

human resources who are responsible for delivering quality services to the people. Various studies have highlighted that the challenges faced by the employee in the industry is huge as a result of which the retention rate of the employees across the organizations continue to diminish at an alarming rate. However, very few studies have addressed this issue altogether and hence this paper is a minute effort in understanding the factors responsible for the increasing employee retention in West Bengal.

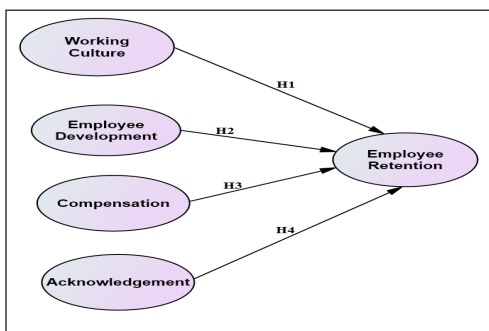
Hypotheses Development

H1: 'Working Culture' has a positive and significant impact on the 'Employee Retention'.

H2: 'Employee Development' has a positive and significant impact on the 'Employee Retention'.

H3: 'Compensation' has a positive and significant impact on the 'Employee Retention'.

H4: 'Acknowledgement' has a positive and significant impact on the 'Employee Retention'.



Research Methodology

In this research paper, we used cross-sectional descriptive research design

framework. Here, both secondary and primary data were used for establishing the research model. We have collected secondary data from different journals, books, magazines and research reports. On the other hand, we collected primary data from targeted respondents by the help of pre-tested structured questionnaire using 5 Point Likert Scale ranged from 'Strongly Agree-5' to 'Strongly Disagree-1'. We distributed this questionnaire among the employees of 5 hospitals and pharmaceutical companies in Kolkata which is the capital of West Bengal, India. We used convenience and snowball sampling method for collecting primary data. Also, we calculated the sample size by the help of pilot study with 25 respondents. In this pilot study, we received 21 positive outcomes out of 25 respondents. Therefore, estimated *p-value* was 84% and estimated *q-value* i.e. (1- *p-value*) was 16%. Here, acceptable error between true and sample proportion was taken as $\pm 5\%$. The formula, mentioned below has been used for calculating the sample size in case of infinite population (Kothari, 2004).

$$n = \frac{z^2 * p * q}{e^2}$$

n = sample size;

z = *z*-table value for 95% confidence level (1.96);

p = proportion of success (84%);

q = proportion of failure (16%);

*e*² = acceptable error ($\pm 5\%$)

$$n = \frac{1.96^2 * .84 * .16}{.05^2} = 206 \sim 200$$

(nearby rounded off number)

From the above calculation, we took 200 responses for this study. The survey period was from 20th August, 2021 to 20th October, 2021. In this study, we executed Exploratory Factor Analysis (EFA), Multiple Regression Analysis by the help of SPSS-24 software and Microsoft excel as per the research requirement. Initially we checked reliability and validity of primary data which was the primary requirement for

establishing 'Hypothesized Research Model' (Figure 1).

Analysis And Results

200 employees as respondents from 5 selected hospitals and pharmaceutical companies in Kolkata took part in this study. Demographic profile of the respondents is depicted in the following table (Table 1).

Table1: Demographic Profile of Respondents

Category	Classification	Number of Respondents	Percentage (%)
Gender	Male	136	54.4
	Female	114	45.6
Age	<30 Years	62	24.8
	30-39 Years	75	30
	40-49 Years	79	31.6
	50-59 Years	34	13.6
Work Experiences	<5 Years	53	21.2
	5-10 Years	74	29.6
	11-15 Years	82	32.8
	>15 Years	41	16.4
Educational Qualification	Graduate	166	66.4
	Post-Graduate	71	28.4
	PhD	13	5.2

Reliability And Validity Testing:

Cronbach's Alpha value was tested for measuring the reliability of primary dataset. The Alpha value more than 0.7 indicates that it is under acceptable range of reliability (Hair, et al., 2014). It measures internal consistency of primary dataset including dependent and independent variables. The Alpha result of 0.868 (Table 2) was a strong acceptable value.

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
0.868	20

Initially, face and content validity were tested before checking construct validity. Face validity was tested by our own judgment. Content validity was tested by taking opinions from the experts of same field. After that, Exploratory Factor Analysis (EFA) was

executed for testing construct validity. It helped to validate factors which were created with a group of appropriate variables. This data reduction method was executed through PCA (Principal Component Analysis) and Varimax Rotation Method. It clearly explained convergent and discriminant validity in

this study. Convergent validity implies that there is a strong relationship among variables under a particular factor and discriminant validity implies that there is a weak relationship among variables of different factors. We executed KMO and Bartlett's Test (Table 3) for checking the appropriateness of EFA operation.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.739
Bartlett's Test of Sphericity	Approx. Chi-Square	2226.594
	Df	190
	Sig.	.000

Here, 5 individual factors containing 2 variables each with factor loading more than 0.7 were extracted by EFA (Table 4).

Table 4: Rotated Component Matrix by Exploratory Factor Analysis (EFA)

Variables	Factors				
	Employee Retention	Compensation	Acknowledgement	Working Culture	Employee Development
q9	.957	.008	-.018	.018	.063
q10	.953	-.023	-.004	.010	.013
q6	-.010	.962	.007	.052	-.073
q5	-.006	.956	.035	.050	-.124
q8	-.021	.022	.945	-.047	.032
q7	.002	.021	.935	.050	-.028
q1	.048	-.030	-.003	.936	-.189
q2	-.020	.138	.005	.932	-.106
q4	.011	-.095	-.006	-.126	.915
q3	.062	-.104	.011	-.163	.907
% of Variance Explained	18.817	17.473	16.377	16.205	14.884

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 6 iterations.

Here, we identified 5 factors from literature review. We took 'Employee Retention' as dependent variable and remaining 4 factors as independent variables. Also, the 'Variance Inflation Factor' (VIF) values of less than 3 (Table 5) under acceptable range indicated that independent factors influencing Employee Retention as dependent factor are free from multicollinearity.

Table 5: Collinearity Statistics

Factors	Tolerance	VIF
Working Culture	.491	2.038
Employee development	.522	1.915
Compensation	.600	1.668
Acknowledgement	.399	2.509

Dependent Variable: Employee Retention

Here, we used Multiple Regression to find the impact of independent factors on the dependent factor 'Employee Retention'. From the Model Summary of Regression analysis (Table 6), we observed that R-value (correlation coefficient of Model 1) was 0.948. It indicated that there was a strong correlation between dependent and independent variables. Also, we got acceptable R-Square value of 0.899 or 89.9%. On the other hand, Durbin-Watson value (<2) indicated that Model-1 was free from autocorrelation.

Table 6: Model Summary (Regression)

Model	R-Value	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.948 ^a	.899	.889	.329	.899	89.093	9	90	.000	1.834

a. Predictors: (Constant), Working Culture, Employee Development, Compensation, Acknowledgement

b. Dependent Variable: Employee Retention

From the following ANOVA Table (Table 7), we observed that the significant F-value of 89.093 (<0.01) proved the fitness of Regression Model.

Table 7: ANOVA Table for Regression

Model		Sum of Squares	df	Mean Square	F-Value	Sig. (P-Value)
1	Regression	86.986	9	9.665	89.093	.000 ^b
	Residual	9.764	90	.108		
	Total	96.750	99			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Working Culture, Employee Development, Compensation, Acknowledgement

From the following coefficient table (Table 5), we found that 'Work Culture' gained highest Unstandardized Coefficient (B) value of 0.170. Therefore, it revealed that work culture was the most influencing factor for employee retention. Following results of Regression Analysis (Table: 8) indicated that all independent factors had a positive and significant influence on employee retention.

Table 8: Summary of Coefficients

Model	B	Unstandardized Coefficients		Standardized Coefficients	t-Value	Sig. (P-Value)
		Std. Error	Beta			
1	(Constant)	-1.095	.270		-4.059	.000*
	Employee Development	.115	.051	.108	2.267	.026**
	Acknowledgement	.120	.050	.117	2.402	.018**
	Work Culture	.170	.064	.109	2.658	.009*
	Compensation	.154	.042	.159	3.668	.000*

a. Dependent Variable: Employee Retention

* & ** Significant Regression co-efficient with $P < 0.01$ & $P < 0.05$ respectively

In this study, Regression equation can be stated as follows.

$$\text{Employee Retention}(Y) = -1.095 + (0.115) X_1 + (0.120) X_2 + (0.170) X_3 + (0.154) X_4$$

$$\text{Employee Development} = X_1$$

$$\text{Acknowledgement} = X_2$$

$$\text{Work Culture} = X_3$$

$$\text{Compensation} = X_4$$

After judging Regression Coefficients and significance level, we can conclude that all hypotheses are accepted.

Discussion:

In case of first hypothesis (H1), positive (+.170) path co-efficient with significant P-value (< 0.01) supported the hypothesis. Work culture provides employee a conducive environment to

work. Due to increased competition and work pressure, good working culture really matters to the employee and it has a positive impact on employee retention (Cowden et al. (2011)).

In case of second hypothesis (H2), positive (+.115) path co-efficient with significant P-value (< 0.05) supported the hypothesis. Nowadays, employees are very competitive in nature. In order to have a bright career ahead they have to be trained properly. Trained and knowledgeable employees are always high in demand. Management must take care of the employees' personal growth and come up with provisions like scholarship for higher education, conducting seminars and workshops which could help the employees to grow. Secured career provides employees confidence to stay in the same organisation (Rambur, et al., 2005). Employee seeing managements putting efforts for their development will surely increase their commitment level towards their organisation which

ultimately leads to employee retention (Vinesh, 2014).

In case of third hypothesis (H3), positive (+.154) path co-efficient with significant P-value (<0.01) supported the hypothesis. Compensation is considered as one of the techniques to motivate and retain employee (Gardner et al., 2004). It is given to the employees in response to their contribution towards the organization. In this study, it has been shown that it has a positive impact on employee retention.

In case of fourth hypothesis (H4), positive (+.120) path co-efficient with significant P-value (<0.05) supported the hypothesis. Employee gets motivated when they get appreciation and their efforts are being acknowledged by the management. Recognizing and rewarding employee have a positive influence on employee retention (Das, 2013).

Managerial Implications:

In order to achieve the organizational goals and sustain in the market for a longer period of time employee retention is important. Satisfying patient and dealing with the patient's parties is quite a difficult job to do. In this paper, it has been seen that retention strategy will work only if the employees are satisfied. To satisfy, management must know what are the factors which motivates the employee and helps in retaining back in the organization. This study shows that there are multiple needs and expectations of employees which should be fulfilled by the organization as much as possible.

Management must focus on the organizational as well as the employee growth because investing in their training and workshops will ultimately benefits the organization itself which will lead to the increased productivity. In order to gain employee loyalty and commitment management should empower them and enrich with the basic amenities so that they can work effectively and efficiently. Management should also focus on designing pay system and make sure that it would be perceived as fair by the employee. Higher authority should consider these variables as a target to be achieved. This helps the organization to gain loyalty, commitment, productivity, efficiency and respect from the employees and over the period of time employee will have a sense of attachment and thus employee can be retained.

Conclusion :

As the competition in the healthcare sector increases, it has become difficult for the organizations to sustain. Skilled, experienced and knowledgeable employees are required to deliver quality healthcare services to the patients. It is crucial for the organizations to retain their key employees to remain in the industry as healthcare organizations totally depend on the human asset. In this study, it was found out that working culture has the most significant impact on employee retention. Other factors like compensation, acknowledgement and employee development were also found to have a significant impact on the employee retention of the healthcare sector. Management should ensure

that key employees of the healthcare organization should be given proper space to explore themselves in various aspects. Employees like doctors, nurses and lab technicians working in the hospitals and nursing homes should be empowered enough to take decisions unanimously as and when needed. Emphasis has to be given to the importance of retaining key employees and its impact on the organization so that it becomes easier for the organization to cater to the patient's needs.

Limitations of the Study and Scope for Further Research

Some articles might be overlooked under literature review section. In this scenario, we might get more factors for revamping our research model. Few respondents had shown

reluctant behavior when answering the questionnaire. It might change the research results and findings. Our sample size was only 200. Also, study was conducted in Kolkata region only. Therefore, population characteristics cannot be depicted clearly by this small sample size and small area. Therefore, we might get different results for larger area and big sample size.

This study is restricted only in healthcare organization. The further study can also be conducted in other sectors like Manufacturing, Banking and other sectors as well. Also, studies can be done by considering a larger area like state-wise survey. Further study related with comparison of global and Indian scenario of employee retention can be conducted in this aspect.

References:

- Alnaqbi, W. (2011). The relationship between human resource practices and employee retention in public organisations: an exploratory study conducted in the United Arab Emirates.
- Banker, R. D., Lee, S. Y., & Potter, G. (1996). A field study of the impact of a performance-based incentive plan. *Journal of Accounting and Economics*, 21(2), 195-226.
- Baker, E. (2006). The human factor. *CIO Insight*, 73(1), 40-50.
- Bansal, S. (2014). Employee retention strategies. *International Journals of Research Management and Social Sciences*, 22, 62.
- Cowden, T., Cummings, G., & Profetto-Mcgrath, J. O. A. N. N. E. (2011). Leadership practices and staff nurses' intent to stay: a systematic review. *Journal of nursing management*, 19(4), 461-477.
- Das, B. L., & Baruah, M. (2013). Employee retention: A review of literature. *Journal of business and management*, 14(2), 8-16.
- Francis, U. (2014). *Human Resource Management Practices and Employee retention in Nigeria's Manufacturing industries* By.

- Gardner, D. G., Van Dyne, L., & Pierce, J. L. (2004). The effects of pay level on organization-based self-esteem and performance: A field study. *Journal of occupational and organizational psychology*, 77(3), 307-322.
- Garg, P., & Rastogi, R. (2006). New model of job design: motivating employees' performance. *Journal of management Development*.
- George, C. (2015). Retaining professional workers: what makes them stay?. *Employee relations*.
- Hair, J. F., Black, W. C., Babin, B. J. & Anderson, R. E. (2014). *Multivariate Data Analysis* (7th ed.). New Jersey: Pearson.
- Hong, E. N. C., Hao, L. Z., Kumar, R., Ramendran, C., & Kadiresan, V. (2012). An effectiveness of human resource management practices on employee retention in institute of higher learning: A regression analysis. *International journal of business research and management*, 3(2), 60-79.
- Hemalatha, N., & Savarimuthu, A. (2013). A study on employee retention techniques. *Journal of Business Management & Social Sciences Research (JBM&SSR)*, *Blue Ocean Research Journals*, 2(8), 45-49.
- Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). 5 turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future. *The Academy of Management Annals*, 2(1), 231-274.
- Sajjad, A. K. (2014). The factors affecting employee turnover in an organization: The case of Overseas Pakistanis foundation. *African Journal of Business Management*, 8(1), 25-34.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- Latha, K. L. (2017). A study on employee attrition and retention in manufacturing industries. *BVIMSR's Journal of Management Research (BJMR)*, 5(1), 1-23.
- Luna-Arocas, R., & Camps, J. (2008). A model of high-performance work practices and turnover intentions. *Personnel Review*.
- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2011). *Employee engagement: Tools for analysis, practice, and competitive advantage*. John Wiley & Sons.
- Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International journal of business and management*, 5(12), 89.
- Messmer, M. (2000). Orientation programs can be key to employee retention. *Strategic finance*, 81(8), 12-12.
- Meyer, John, Laryssa Topolnytsky, Henryk Krajewski and Ian Gellatly (2003). *Best Practices: Employee Retention*. Toronto: Tomson-Carswell.

- Milkovich GM, Newman JM (2004). *Compensation* (8th ed.). Burr Ridge, IL: Irwin McGraw-Hill.
- Mohanty, S. (2009). Retention depicts the health of the organization. *Cambodian Manage. J*, 1(2), 1-6.
- Morrow, P. C. (2011). Managing organizational commitment: Insights from longitudinal research. *Journal of vocational behavior*, 79(1), 18-35.
- Rambur, B., McIntosh, B., Palumbo, M. V., & Reinier, K. (2005). Education as a determinant of career retention and job satisfaction among registered nurses. *Journal of Nursing Scholarship*, 37(2), 185-192.
- Schepers, C., De Gieter, S., Pepermans, R., Du Bois, C., Caers, R., & Jegers, M. (2005). How are employees of the nonprofit sector motivated? A research need. *Nonprofit Management and Leadership*, 16(2), 191-208.
- Subudhi, R. N. (2019). Testing of Hypothesis: Concepts and Applications. *Methodological Issues in Management Research: Advances, Challenges, and the Way Ahead*, 127-143. <https://doi.org/10.1108/978-1-78973-973-220191009>
- Tomlinson, A. (2002). High technology workers want respect: Survey. *Canadian Human Resources Reporter*, 15(3), 2.
- Vinesh. (2014). Role of training and development in an organizational development. *International Journal of Management and International Business Studies*, 4(2), 213-220.
- Walker, J. W. (2001). Perspectives of human resource planning. *Journal of Management*, 24(1), 6-10.
- Wells, M., & Thelen, L. (2002). What does your workspace say about you? The influence of personality, status, and workspace on personalization. *Environment and Behavior*, 34(3), 300-321.
- Zenger, J., Ulrich, D., & Smallwood, N. (2000). The new leadership development. *Training & Development*, 54(3), 22-22.