

“Factor Influencing Employee Retention With Reference To Retail Sector”

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Abstract:

Employee Turnover is a major challenge faced by the companies globally. Employees are the assets of any organizations and organizations cannot afford losing its key performers. Organizations are striving to retain the talents by implementing effective retention strategies and high Employee Turnover would subsequently have an impact on productivity and sustainability of the organization. This study is an attempt to understand the impact of Retention Strategies on Employee Turnover. Employee turnover is a common phenomenon which many organizations are facing today. Organizations invest immensely in recruiting and developing their employees. Hence employee turnover is a potential loss for any firm. HR managers try to prevent the employee turnover by implementing effective retention strategies. Employee turnover is a common issue in organizations, though the trend has been reduced for the interim due to the recession.

Keywords: *Employee Turnover, Retention strategies, Recruitment, Organizations, Employees*

1. Introduction

The fierce competition globally for skilled employees has made it pertinent for manufacturing industries to exert more attention upon retention of skilled workforce. However talent, an intangible asset and managing talented employees create a number of challenges and retention process become more exigent, especially with this new generation of workforce exceptionally mobile and always looking for better opportunities (**Bogdanowicz & Bailey, 2002; Correia de Sousa & van Dierendonck, 2003**). Retaining employees means fostering employee engagement

(Glen, 2006) which involves giving the employees a sense of participation, freedom and trust and enhancing organizational commitment, which is related to employee attitudinal variables, such as job satisfaction (Knippenberg and Sleebos, 2006), and behavioral factors, such as turnover intentions (Meyer and Allen, 2007), organizational citizenship behaviors (Payne and Webber, 2006; Williams and Anderson, 2007), and performance (Riketta, 2007). The relationship of employee retention on performance is exceedingly complex. There is evidence that performance can decrease if the employee retention is bad and there is a possibility of stagnation if employee turnover is too dejected. Besides recruitment and employee retention, The labor relations can also affect the employee performance, where the problems usually arise from the difference of work, age and demographics. The retention of good employee will result in improved employee performance (Susilo, 2008). People leave the organization due to various reasons. The experience of job related stress (job stress), the range factors that lead to job related stress (stressors) , lack of commitment in the organization and job dissatisfaction make employees to quit. Employee can be dissatisfied with the organization due to many reasons. Personal dissatisfaction itself is a major reason for an employee to leave the firm. This dissatisfaction can arise from various factors such as compensation, job security, job autonomy, relationship with the supervisor and other colleagues etc. Turnover intentions can arise from organizational factors as well. Organizational culture itself can be motivating or de-motivating to many employees. Some organizational cultures can be inspiring to their employees and provides an inductive environment to their employees. Organization with strong communication systems enjoy lower turnover of staff. The subsequent replacement process essentials manifold costs to the organizations. High employee turnover increases cost in resources, recruiting, and time when replacing open positions. Expense to the organization for recruiting a new employee costs half to 200% of the former employee's salary (Hebenstreit, 2008). The increased cost related to recruitment, includes advertising and overlapping of salary, making it difficult to maintain positive employee culture and morale In order to minimize the costs associated with the turnover, firms are implementing various strategies. Given that there is increase in direct and indirect costs of labor turnover, therefore, management is frequently exhorted to identify the reasons why people leave organizations so that appropriate

action is to be taken by the management. Providing competitive salaries and other benefit, empowerment, providing stock options, flexible work hours are few of such strategies adopted by the firms to retain their staff. But how significant are these strategies to the employees? The purpose of this study was to study the impact of the retention strategies on employee turnover.

1.2 Causes of Turnover.

The causes of turnover varies from external environmental factors such as economy, to the organizational variables such as type of industry, occupation, organization size, payment, supervisory level, location, selection process, work environment, benefits, promotions and growth (**Achoui and Mansour, 2015**). Other factors are individual work variables such as job satisfaction, pay and working conditions. Study conducted by **Singh and Loncar (2015)** revealed that pay satisfaction and job satisfaction affects turnover intention. **Currivan (2009)** conducted a study which examined four possible models of the causal relationship between job satisfaction and organizational commitment in models of employee turnover. Reviews of the turnover literature across occupations indicate that both age and tenure are associated with voluntary job leaving. Those employees who are younger and those who have been in a job for a shorter period of time is more likely to leave the job than older or longer term employees. Organizational culture refers to ‘a system of shared values and norms that define appropriate attitudes and behaviors for organizational members’. It is one of the fundamental factors in developing and maintaining a high level of organizational commitment among employees. Indicated that organizational commitment was negatively and significantly related to intention to quit and Job satisfaction negatively and significantly related to turnover intention. Organizational culture has been shown to have a direct influence on staff satisfaction and commitment and turnover intention (**MacIntosh and Doherty, 2015**). The intention or the actual intention to leave has been identified as the most immediate psychological determinant of actually quitting the job. Behavioral intention is one of the best methods of predicting turnover rates among staff (**Egan, Yang and Bart**)

1.3 Aim of the Study

Employee Retention refers to the various steps involved to retain the outgoing employees. Hiring is a cumbersome process and it is really not easy to find an employee who is loyal towards the organization and looks forward towards achieving its targets. An organization must encourage the employees to stick to it for a good amount of time and contribute effectively in their respective areas. Every individual strives hard to give his hundred percent to the organization and expects the same in return. The organization must promise opportunities for further growth to all the employees and each one should foresee a bright future there. Every individual expects peace and healthy working conditions to deliver his level best. A shady background and poor financial condition of the organization are the major factors leading to unrest amongst the employees. No individual likes to work with an organization running into losses. A sick unit is unable to pay salaries on time making it difficult for the employees to work with it for a long time. An organization must be financially stable for the employees to feel safe and secure.

1.4 Need & Scope of Employee Retention

Let us understand why retaining a valuable employee is essential for an organization.

- Hiring is not an easy process
- An organization invests time and money in grooming an individual and make him ready to work and understand the corporate culture
- When an individual resigns from his present organization, it is more likely that he would join the competitors
- The employees working for a longer period of time are more familiar with the company's policies, guidelines and thus they adjust better
- Every individual needs time to adjust with others
- It has been observed that individuals sticking to an organization for a longer span are more loyal towards the management and the organization
- It is essential for the organization to retain the valuable employees showing potential

1.5 Objectives of the study.

To determine whether the intention to stay of an employee depends on the variables like and also to determine is there any relationship between the Independent variables.

1. To understand the importance of employee retention in any sector.
2. To identify the key variables influences the employee intention to stay in the organization.
3. To analyze the relationship between key variables and employee intention to stay in the organization
4. To suggest and recommend the same to the organization for the development.

1.6 Managerial Implication

Today, employees can't work much harder or longer, and now they have more choices in terms of their employment. Given the choices, the leverage has shifted from the employer to the employee. Managers and organizations should protect their back doors from hungry recruiters by learning how to focus on key employee satisfiers and dissatisfies. Such a fundamental shift in thinking is required to counteract today's increasing turnover

2 Literature Review

Employee Retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome. In a Business setting, the goal of employers is usually to decrease employee turnover thereby decreasing training costs, recruitment costs and loss of talent and organizational knowledge. By implementing lessons learned from key concepts employers can improve retention rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only those

employees who they consider to be high performers, right jobs for every organization. There is no single definition of employee retention. 'Employee retention is all about 'keeping good people.' It is much to do with our culture and how we treat people.'

Dibble (1999). Employee retention strategies are a key part of an organization's vision, mission, values and policies. He also shared that employee retention starts with orientation. Dibble identifies key components employers need to provide employees so they chose to remain with the organization. The employee's acceptance of the organization's vision, mission, values and policies come by way of effective leadership communication examined the impact of employee's perception of training on organizational commitment and they predicted the importance of training as a tool to enhance the affective commitment of employees.

(Shalley, Gilson & Blum, 2000). Most of the manufacturing organization felt the need of creating a motivating environment to help employees fully expose their capabilities Employees get benefited by work environment that provide sense of belonging and provision of generous personalization policies and sound control on workspace enhance the motivation levels of employees to commit with organization for a longer period. Some of the work environment variables, supervisor support, promotion, co-worker relationship, general working conditions. Thus organization which provide employee-friendly work environment crates a good sense of trust among the employees that organization cares them and this will become a major factor considerably related to their commitment.

Clark-Rayner and Harcourt, (2000) and Dess and Shaw, (2001). Employee turnover often results in a drain on management time, and creates pressures in work force planning. Intangible costs include: negative impact on culture or employee morale; adverse effect on social capital; erosion of organizational memory. In addition to a number of direct costs associated with the process of recruiting replacement staff, there are multiple indirect and intangible costs. Indirect costs include learning costs for new employees; the costs of being short staffed, with knock-on effects for remaining employees; and costs to the quality of products or services.

Agarwal and Ferratt (2002). The effective utilization depends on the availability of employees to plan, develop, maintain, and integrate applications. The ability of organizations to retain

their staff has been a critical factor in the effort to achieve strategic business goals. The exit of an employee who knows a project inside and out can delay or even prevent the implementation of a new technology or system.

Curry's (2004). Diversity in the workplace is a strategy that increases employee retention. This article is known because it reminds us that diversity is more than just black and white. Diversity crosses gender, racial and age limits. In research, the author explained how the work environment is influenced by each generation. He offered ideas on how to adapt to the unique traits and work styles for personal connection (Baby Boomers); self-reliance (Gen X) and inquisitive/expressive nature of opinions.

Ramlall's (2005). Article as it concurred that keeping employees trained is important and has a significant economic impact. We agreed with his explanation that training and development are tools for motivation and optimize the potential for employee retention by increasing their commitment. Confirms our suggestion that the appropriate training exposes the employee's strength and weakness. This is helpful as we discuss how training encourages employee retention due to leadership opportunities because it discussed providing employees with stakeholder training.

(Garg & Rastogi, 2006). To enhance employees' performance to meet global challenge managerial learning frame work is required the more knowledge the employee acquire, the more will be their performance. The necessity of increased skills and efficiencies of employees had been felt by organization and they are investing on training programs. Provision of training and development opportunities to make employees feel that their organization value them and this increases their attachment towards organization. Skills of workforce is a credential factor for manufacturing industries to compete favorably their business rivals and provision of training and development opportunities are positively related to the commitment of employees towards their organization.

Starks (2007). Determined how the Agencies were able to recruit and retain top college graduates in federal employment. Utilizing "fit" and generational theories, he found that recruitment and retention rates were improved when occupations were congruent to

educational background and when individuals were hired into agencies with a higher proportion of white collar employees. This article supported our claim that retention is decreased when agencies hire employees into fields that are dissimilar to educational background.

Dawley, Houghton, and Bucklew (2010). Provide us with an examination on turnover decisions, or intentions, which are driven by how an employee perceives their fit in a company. In as much that person-organization fit enhances retention; it also impacts an employee's decision to leave a job. Shows job fit is relative to personality. He promoted the use of Enneagram, which is a personality and motivation system to recruit and retain employees. His article evaluated data from Enneagram and revealed nine personality subtypes, which interact to create a work environment conducive to retention.

Gaan (2011). Employee turnover has been a major issue pertaining to companies. It has been noted frequently that employee personnel have a stronger than average tendency to leave their current employer to work for another. Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Retention is defined as a voluntary move by an organization to create an environment which engages employees for long term. The main purpose of retention strategies is to prevent the loss of competent employees from the organization.

Susilo and Sumarni, (2011). The relationship between employee retention and employee performance is known from previous research. There is a direct positive influence employee retention on employee performance this means that the higher employee retention will increase the employee performance. The performance is a result of someone's effort and achieved by the presence of a person's ability and the act in certain situations this particular situation can be intervened and created by the company, namely through a strategic employee retention program that is appropriate and sustainable.

Powell's (2012). Research that most employers and business leaders often fail to understand why their employees leave. Unfortunately, many business leaders contribute high turnover to poor relations between employees and managers. The employee survey most employees quit

their job due to reasons that include lack of opportunities for professional development, inadequate compensation, poor work/life balance, job stress and unfair treatment. This would be even more evident for women and minorities within a less diverse workplace.

Lucas' and Baldoni's (2013). Report that employers don't understand the expense of high employee turnover. Recruiting new staff is costly due to advertising and administrative expenses; time and resources for onboarding and training; as well as loss of productivity. Helps us to understand that employee engagement goes beyond productivity: it reduces employee absenteeism, safety incidents and quality concerns.

Bell and Martin (2014). Provide supportive levels in their book for managerial communication and explain the importance of mastering non-verbal communication, which should guide healthy discussions among employees on all levels. We understand that the results of unhealthy communication within an organization lead to a poor work culture which in turn leads to employee turnover. Employee turnover is expensive to the organizations bottom-line.

Gabriel et al (2014) tests the relationship between perceived fit and the overall attitude associated with an employee's positive experiences on the job. The study showed that there is direct correlation between Person-Organization fit and job satisfaction. They implied that direct assessment of fit initiated at recruitment improves fit as it aligns employee skills.

Md. Sahidur Rahman and Jen Hung Wang (2016) shows that Job satisfaction was found related positively significantly with organizational culture while a significant negative correlation was found between personal satisfaction and turnover intentions. Moreover, organizational culture was also found negatively correlated with turnover intentions. Significant and positive association between job satisfaction and organizational commitment, while the association between job satisfaction and turnover intention was positive but not significant.

2.2 Research Gap

The study was focusing on interpreting Herzberg's motivational factor and hygiene factors to employee's performance and motivation and in return how it is effecting in employee retention. They didn't emphasis on the behavior of employees towards these factors. They only look at motivational factors. And there was a gap for future study that is focusing on the behavior of employees, understanding their behavior with optimum attention.

2.3 Statement of the Problem

The problem statement was that – they only focused in sales organization, the result presented was only with respect to sales organization. Only focusing on sales organization might not give reliable results. The study would have conducted on all departments, not on just sales department. If the study was conducted with other departments too then the result would have given some closer view in understanding employee behavior.

3.0 Research Methodology

Type of research practiced in this research is a quantitative research with explanative method. The reason the use of the explanative method to identify and examine relationships between variables that can make generalizations that clarify the description near the object of inquiry. Independent variables in this study are Encouragement (X1), Organization Culture (X2), Motivation (X3), Personal Satisfaction (X4), Package/ Remuneration (X5) and then the Intention to stay (Y) of an employee as the dependent variable.

3.1 Objectives of the study.

To determine whether the intention to stay of an employee depends on the variables like and also to determine is there any relationship between the Independent variables.

1. To understand the importance of employee retention in any sector.
2. To identify the key variables influences the employee intention to stay in the organization.
3. To analyze the relationship between key variables and employee intention to stay in the organization
4. To analyze the relationship between the variables.
4. To suggest and recommend the same to the organization for the development.

3.2 Methodology.

The study aims to explore the dimensions of employee willingness to stay in organization and find out its important determinants. The population for this study comprise of employees working in the organized retail stores at MysorCity. The retail store operates whole day and all

7 days of the week, the branches of retail stores is been originated in many cities in the country. Hence for the study we have chosen the region Mysore district.

3.3 Sampling Technique

Convenience sampling technique was used to select a sample size of 104 employees who were available at the time of data collection to gather data since it was not possible to build one-to-one rapport with all the employees. The data has been gathered from the bottom and middle level employees, where attrition rate is highest. Convenience sampling technique was used because the respondents that is been considered were available and in their idle time hence this technique was found more suitable and appropriate. Information was gathered through questionnaire that was administered to the same sample of 104 employees and their responses were collected. With the conditional assistance of various associates, data was collected comfortably from the respondents working in the industry. A primary data was collected by using 30 questionnaires which were given to respondents by using goggle forms and collected their responses

3.4 Instrument.

A questionnaire was intricately designed to tap the factors that are expected to be present in the organization, job and individual for staying in an organization. The instrument was divided into 6 parts. Part 1 gathered information about the personal profile of the respondents which included their age, gender, education, marital status, and tenure. Part 2 consisted of questions about their Encouragement. Part 3 consisted of questions about their Motivation. Part 4 consisted of questions about Organization Culture. Part 5 Consists questionnaire about their Personal Satisfaction. Part 6 consisted of questions about their package/ Remuneration paid to the employees. Part 7 aimed at knowing the factors that may influence the employees to stay for their sustenance in an organization. The basic idea was to measure the degree to which certain characteristics were expected to be present that would help them to sustain in their current job. And last of all, willingness to stay with the organization.

3.5 Scale.

Survey questionnaire has five sections, namely such as Encouragement, Personal Satisfaction, Motivation, Organization Culture as independent variable and Intention to stay as dependent variable. Scoring was done based on five points Likert's scale strongly agree = 5, Agree = 4, somewhat agree/disagree=3, Disagree = 2 and strongly disagree = 1. The questionnaire was printed and given to all the respondents and collected their responses.

3.6 Statistical Tools.

In this research descriptive statistics was used to comprise and further for grading number and frequencies. Continuing the findings Mean and Standard Deviation of the raw data was also calculated. For the analysis to find out the appropriate result calculation such as Factor Analysis and Regression Analysis were the tools adopted to analyze the data and to establish the relationship between the dependent and the independent variables. Adding on further in order to perform the hypothetical testing for independent variable and also to study their relationship with each other correlation is used.

3.7 Conceptual Model.

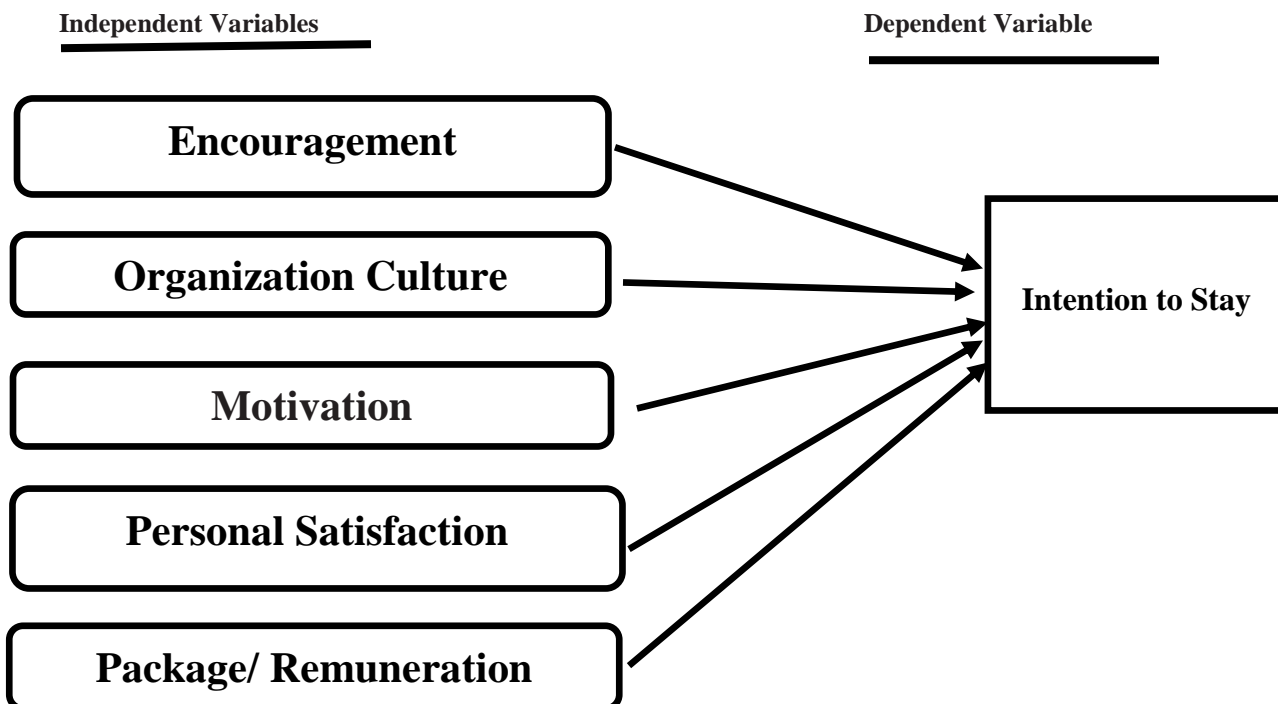


Figure 2: Conceptual Model of Variables investigated for the Study.

Figure 2 explains the variables that are been investigated in this study which are based on the literature reviews that have been done earlier. Variable 'Intention to Stay' has been considered as the proxy variable (dependent variable) to study the Employee Turnover. And the variables such as Retention Strategies, Welfare Benefits, Personal Satisfaction, and Organization Culture were considered as the independent variables that are been investigated in this study. Dimensions used under each respective variable were included in the questionnaire to understand the perceptions of the respondents chosen as the sample.

3.9 Hypotheses.

Based on the study and literature review, following hypotheses are being formulated.

H0: Encouragement have no significant relationship with Intention to Stay.

H1: Encouragement have a significant relationship with Intention to Stay.

H0: Personal Satisfaction have no significant relationship with Intention to Stay.

H2: Personal Satisfaction have a significant relationship with Intention to Stay.

H0: Organization Culture have no significant relationship with Intention to Stay.

H3: Organization Culture have a significant relationship with Intention to Stay.

H0: Motivation have no significant relationship with Intention to Stay.

H4: Motivation have a significant relationship with Intention to Stay.

H0: Remuneration have no significant relationship with Intention to Stay.

H5: Remuneration have a significant relationship with Intention to Stay.

4.0 Calculations and Analysis

4.1 Descriptive Statistics.

	N	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
oc1	104	3.0577	.02297	.23429	.055	3.850	.237	3.078	.469
oc2	104	2.8750	.03259	.33232	.110	-2.301	.237	3.359	.469
oc3	104	1.8654	.06120	.62408	.389	.100	.237	-.448	.469
oc4	104	1.7308	.04371	.44571	.199	-1.056	.237	-.903	.469
oc5	104	2.3269	.06327	.64526	.416	-.431	.237	-.679	.469
oc6	104	2.9808	.02359	.24058	.058	-1.177	.237	4.910	.469
oc7	104	2.9519	.03169	.32321	.104	-1.008	.237	6.520	.469
oc8	104	3.0000	.04678	0.5170	.100	.984	.237	1.489	.469
wb1	104	2.9808	.04095	.41759	.174	-.131	.237	2.964	.469
wb2	104	3.0192	.04730	.48232	.233	.054	.237	1.455	.469
wb3	104	2.4615	.05278	.53830	.290	-.225	.237	-1.167	.469
wb4	104	2.8462	.03555	.36255	.131	-1.947	.237	1.826	.469
wb5	104	3.4135	.06639	.67710	.458	1.374	.237	.548	.469
wb6	104	3.0385	.01895	.19324	.037	4.871	.237	1.250	.469
wb7	104	3.1346	.03363	.34297	.118	2.173	.237	2.773	.469
wb8	104	2.8077	.03883	.39602	.157	-1.584	.237	.520	.469
ps1	104	2.4615	.05278	.53830	.290	-.225	.237	-1.167	.469
ps2	104	2.6346	.04938	.50353	.254	-.799	.237	-.821	.469
ps3	104	2.2596	.05112	.52130	.272	.236	.237	-.344	.469
ps4	104	2.2981	.05445	.55529	.308	-.009	.237	-.553	.469
ps5	104	1.6538	.05251	.53552	.287	-.065	.237	-.853	.469
ps6	104	2.5288	.05105	.52058	.271	-.328	.237	-1.422	.469
ps7	104	2.4615	.05278	.53830	.290	-.225	.237	-1.167	.469
ps8	104	2.8173	.03807	.38829	.151	-1.666	.237	.792	.469
rs1	104	2.8558	.03722	.37953	.144	-2.584	.237	6.271	.469
rs2	104	2.9231	.02626	.26776	.072	-3.222	.237	8.546	.469
rs3	104	2.4038	.05207	.53097	.282	-.002	.237	-1.164	.469
rs4	104	2.9423	.02297	.23429	.055	-3.850	.237	3.078	.469
rs5	104	3.1635	.03644	.37158	.138	1.847	.237	1.438	.469
rs6	104	2.7885	.04024	.41038	.168	-1.433	.237	.055	.469
rs7	104	2.8558	.03462	.35302	.125	-2.055	.237	2.267	.469
rs8	104	3.1538	.03555	.36255	.131	1.947	.237	1.826	.469
is1	104	4.0385	.08525	.86936	.756	-.075	.237	-1.683	.469
is2	104	3.6058	.07023	.71622	.513	.751	.237	-.698	.469
is3	104	3.5192	.04923	.50205	.252	-.078	.237	-2.033	.469

is4	104	3.5481	.04904	.50009	.250	-.196	.237	-2.000	.469
is5	104	3.8654	.07108	.72484	.525	.211	.237	-1.059	.469
is6	104	3.8269	.07158	.72997	.533	.281	.237	-1.071	.469
is7	104	3.5192	.04923	.50205	.252	-.078	.237	-2.033	.469
age	104	1.9712	.04625	.47166	.222	-.096	.237	1.645	.469
gender	104	1.1346	.03363	.34297	.118	2.173	.237	2.773	.469
marital	104	1.7212	.04419	.45060	.203	-1.001	.237	-1.018	.469
qualificat ion	104	2.4808	.04923	.50205	.252	.078	.237	-2.033	.469
Valid N (list wise)	104								

Table 1: Descriptive Statistics of all the factors.

4.2 Factor Analysis of Dependent and Independent Variables.

1. Dependent Variable: Intention to Stay.

a) **KMO and Bartlett's Test.**

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.600
Approx. Chi-Square	293.640
Bartlett's Test of Sphericity	df
	6
	Sig.
	.000

Table 2: KMO and Bartlett's Test of Dependent variable.

2. Independent Variable.

a) **KMO and Bartlett's Test.**

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.755
Bartlett's Test of Sphericity	700.126
Approx. Chi-Square	91
df	.000
Sig.	

Table 3: KMO and Bartlett's Test of Independent variable.

a) Rotated Component Matrix.

	Component				
	RR	CD	JS	WB	LC
WB1	.747				
JS5	.643				
CD1	.634				
RR1	.574				
RR5	.548				
LC2	.532				
WB2	.499				
CD2		.739			
WB5		.584			
CD3		.544			
LC1		.530			
RR4		.469			
RR3			.710		
RR2			.678		
JS2			.598		
JS1			.526		
JS3			.478		

CD5				.628	
JS4				.618	
LC5				.587	
CD4				.522	
LC3					.773
WB3					.595

Table 4: Rotated Component Matrix of Independent Variable.

4.5 Reliability test of Dependent and Independent Variable.

1. Dependent Variable.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.668	.730	4

Table 5: Reliability results of Dependent variable, Intention to stay.

2. Independent Variable.

- a) Personal Satisfaction.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.881	.887	7

Table 6: Reliability results of Independent Variable, Personal Satisfaction.

b) Organization Culture.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.730	.749	5

Table 7: Reliability results of Independent Variable, Organization Culture.

c) Encouragement

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.726	.729	5

Table 8: Reliability results of Independent Variable, Encouragement.

d) Motivation

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.597	.612	4

Table 9: Reliability results of Independent Variable, Motivation.

e) Remuneration

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.726	.729	2

Table 10: Reliability results of Independent Variable, Remuneration.

The result got in factor analysis is further used as reliability. To compute the significant of each group of factors. Reliability analysis refers to the fact that a scale should consistently reflect the construct it is measuring. An aspect in which the researcher can use reliability analysis is when two observations under study that are equivalent to each other in terms of the construct being measured also have the equivalent outcome.

5. Results and Findings

Regression is also used to understand which among the independent variable are related to the dependent variable and to explore the form of these relationships. In restricted circumstances,

regression analysis can be used to infer causal relationship between the independent and dependent variables

5.1 To determine whether there is a relationship between Independent and the Dependent variable by using Regression Analysis.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.001E-013	.097		.000	1.000
Organization Culture	.188	.097	.188	1.935	.056

a. Dependent Variable: intension to stay

Table 11: Regression Coefficient table of Organization Culture with Intention to Stay.

H1: From the above table we can see that the significance value of 0.056 is valid to state that Organization Culture have a significant relationship with Intention to Stay.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.001E-013	.079		.000	1.000
personal satisfaction	.594	.080	.594	7.461	.000

a. Dependent Variable: intension to stay

Table 12: Regression Coefficient table of Personal Satisfaction with Intention to Stay.

H2: From the above table we can see that the significance value of 0.000 is valid to state that Personal Satisfaction have a high significant relationship with Intention to Stay.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.001E-013	.091		.000	1.000
Encouragement	.376	.092	.376	4.103	.000

a. Dependent Variable: intension to stay

Table 13: Regression Coefficient table of Encouragement with Intention to Stay.

H3: From the above table we can see that the significance value of 0.000 is valid to state that Encouragement have a high significant relationship with Intention to Stay.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.002E-013	.098		.000	1.000
Motivation	-.113	.098	-.113	-1.149	.253

a. Dependent Variable: intension to stay

Table 14: Regression Coefficient table of Motivation with Intention to stay.

H4: From the above table we can see that the significance value of 0.253 we can state that there is no significant relationship between motivation and Intention to Stay.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.001E-013	.091		.000	1.000
Remuneration	.376	.092	.376	4.103	.000

a. Dependent Variable: intension to stay

Table 15: Regression Coefficient table of Remuneration with Intention to stay.

H5: From the above table we can see that the significance value of 0.000 is valid to state

that Remuneration have a high significant relationship with Intention to Stay.

6. Discussion

From the study carried out to know how an organization can retain their employees and also to know what the criteria that the employees expect from the organization and fail to express and at last they turn over from the job. By this act it's a loss to both employees and the organization, hence from this study it clearly states the reason why employees tend to quit the organization. To interpret the results based on the perception of respondents in a survey for a formulated questionnaire in this study we found that the independent variable such as Personal Satisfaction, Encouragement, Remuneration and Organization culture were found to have a high significance relationship with the dependent variable Intention to stay of an employee. To know about this the Regression Test was used and identified the significance. On the other hand one of the independent variable Motivation does not have any significant relationship with dependent variable Intention of an employee to stay in the organization, on the note we can say that if the employee has a mindset or intention to stay in the organization, we can say that organization had been successful to retain that employee

7. Conclusion and Recommendation

As we discussed earlier Employees are assets of any organization and their commitment towards work will lead them towards success and in the other hand the performance and productivity of the Organization increases rapidly. To enhance employee's engagement in the organization as to take care about their employees and make them satisfied with their work such that the turnover of employees decreases. Hence no Organization can afford losing their star performers. It is the challenge of HR managers to identify the right retention strategies and the ways they can be personally satisfied and also its important to follow a friendly Organization Culture such that employee feel motivated towards their work and also they long last in the organization and hence which makes employees perceive to be effective.

Every employee's perception varies and their need from the organization keeps on varying and

this makes the task of a HR manager even difficult. For a HR manager it is equally important that the employees are satisfied with their work in the organization and also in the other hand should be cost effective to the organization too, hence the dual phase act of an HR plays a crucial role in employee retention and make sure that they perform well and productivity of the organization increases.

So as discussed above we came to conclusion that employees are assets and their retention in the organization is very much essential so the best way to enhance employee retention is to understand what the employees require from organization and provide it to them. Each employee's needs would be different, but organizations should be able to reach the limits and act accordingly. It is not feasible to satisfy every employee's demands.

But organization should make the employees feel that employees are most valuable for the organization. By enforcing proper HR practices and policies so that organization can instigate this feeling in their employees. Hence they have to follow the same and make employee are personally satisfied, friendly culture and acceptable retention strategies.

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