CHAPTER 3

REVIEW

OF

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The chapter of literature review aims at re-visiting research already carried out in this area. An attempt is being made to capture the past research done. An honest attempt is being made to reproduce such articles giving credit for the work to the original authors. The literature review is crucial as it helps in taking the past research more extensively. Past research provides a helping hand to the present research and helps in building the gap between the past research, present research and also the future research. For the above foresaid Literature Review of total 59 studies has been undertaken out of which 22 Indian Studies, 15 Asian Studies and 22 Outside Asian Context pertaining to Employee Retention have been reviewed.

The study gives an account of all literature which is on hand related to Employee holding. The literature has been divided into parts such as beginning parts deals with aspect which have an effect on employee holding, secondly it deals with studies showing effect on employee holding, which is followed by studies dealing with effect of influence of compensation on employee mobility and holding, then by studies dealing with effect of work environment on holding of employees lastly studies related to effect of demographic characteristics on employee retention have been taken.

STUDIES RELATED TO FACTORS AFFECTING EMPLOYEE RETENTION

Roy, B. (2015) in his research work titled “A Study on Employee Retention Factors in the Indian Banking Industry – An Empirical Study” was of view that for any organization to move ahead of its competitors and grow manpower that is available on hand that means key talents is undoubtedly the most inevitable. On the basis of his study it was revealed that HRM practices and employee relationship had significant relationship and the component which had influenced employees to depart from the current organization were the work pattern, opportunities for growth and development in private banks which implies that in current competitive market you should make aware and also recognize that employees of your organization are your most valuable
assets and it’s your responsibility to take care of their needs and symbolizing that all of them are equal to you so that they are able to achieve their and organizational objectives too. This implies that companies have to give their key talents most suitable Growth Chances, Good Work Environment, Appropriate immediate boss help, Recognition and benefits accompanied with work life balance all these would help employees in giving their best.¹

Shakee, N. and But, S. (2015) in their study on “Factors Influencing Employee Retention: An Integrated Perspective” stated that mobility of the key talents is one of the greatest problem any company faces but vice versa all types of mobility is not good is a mis-inception if the mobility that is taking place in your organization is not of equilibrium in nature the outcome would be same routine system and workplace and company may not have chances of bringing in innovations, knowledge, skills, dynamism and utmost new ways of doing things and mobility has a direct impact on client contentment and profit of an company which means in order to hold employees to remain intact in your organization you have to increase the morale and motivation of employees which is related to take care and sustain the various needs of an employee to hold on to these key talents. The purpose of the study was to know various aspects which if dealt in an amicable way would result in holding of employees. On basis of the research it was revealed that if the company do not reward employees well in terms of pay they won’t be able to retain them that implied if you don’t want your key talent to leave the organization you have to pay them which is best as comparison to the current market.²

Tangthong and et al, (2014) The core aspects in the research concentrated majorly on issues in relation to retention of employees in context of Thailand Organization which revealed that HRM practices have a greater impact on no of peoples leaving the organization, the performance of the employees which is related to company performance which means company have to put lot of efforts And desire to hold on key talents an employee who has high motivation and aspiration will obviously perform that means hr practices and policies should also concentrate on increasing individual motivation which can be raised by giving host of ways such as giving rewards, good work environment, increasing individual performance through various ways and means which a employee long for.³
Ananthan and Rao, (2011) the researcher in this paper highlighted on the various ways to retain employees in context of Indian Co. and MNCs in Bangalore. The researcher adds on it’s not only problematic to hold on to key talent with key skills and knowledge but its rather challenging. Due to stiff competition all the companies are in hoard to grab hold of key talents which are short in nature. They further concluded that if any company wants good talent by attracting them they would constantly have to bring change in strategies in terms of HR policies and practices which should be in line with aspects which employees desire and longs for and it should be competitive or even best as compared to the competitors.  

Rao, A. (2011) Author of “Employee Retention-A real time challenge in global work environment” was of notion that holding on to key talents is very vital for any organization but its actually very problematic and difficult task as each individual is unique and has different aspirations and because of which policies and procedures in order to retain employees have become an integral part of an HR Policy and it can work on its own it has to be included in main frame. Retention strategies must become a part of the HR policy of the organization in totality and not to be followed in isolation. The work culture and the environment at work place should be such that each employee should love to come to work out there and this can be done when each individual problem are understood and dealt separately by giving equal importance to all such problems and this can be possible through clear and open communication and it leads to increase loyalty among employees as nowadays individuals have lot of avenues and vistas in their grasp if they don’t find environment good individuals would leave the company. An employee who is given reward on basis of his skill knowledge is not discontent that pays this aspect also has to given equal importance by the employer.  

Allen, D. and Bryant, P. (2010) the study dealt with the aspects pent up turnover. With the development of the market as employees start having options in their hands they start looking out for avenues which is very problematic as its leads to distortion of work, good will and image in the market plus loss of key talent and it gets more aggregated when company do realize this important issues need attention but they cannot deal with it effectively as company activities to deal with this problem is basically based on data which is at time not viable or unclear. He concludes further
adding that the myth of employee departure are resolved and reinstated with research based facts. And these important ways to resolve this major issue should be made known to people reading it and managers in simplest and easy way as these ways are worthless for top management and managers who care a lot about these important aspect.

Henri, B. (2010), in the article titled as “Employee is the King: Exploring Various Issues and Challenges of BPO Companies”, opinioned that – as In this era of stiff competition India has emerged as hottest destination for investment and it has translated into one of the most valued country for mnc to invest in business on account of its geographical viability and availability of cheap but skilled workforce. As a result of this the major problem that is faced by BPO in Indian context is that people leaving the organization have become an important aspect faced by the growing business and it goes well with the saying that an employee is the king when said in terms of BPO. The research focused on problems related to employee contentment and holding employees in this upcoming and growing industry and the outcomes would be beneficial to employer to reduce the gap and improve the major problem faced by them.

Khatun, R. (2009) conducted study on problem related to get and hold on to key talents he added on that in current scenario companies are facing lot of issues in getting and retaining these key talents as there is dearth of them but he added that as retail has started setting its roots in village it has become one of the major source of employment generator for young generation of India but they lack proper growth plans and stress level is too high these young generation have started departing from there and the current research was based on model which aided in knowing the causes and reasons of departure of employees which was advanced by Firth et al. taking into account statistical tool that is multiple regression it came out that work related to inefficiency to cope up, company related stressors and loyalty had more affect than employee contentment when it came to depart from the current job and this study is more important as retail is growing leap and bounds these issue will become more important too.
Manjrekar, P. and Aggrawal, A. (2008), in research study titled “Employee-sensitive BPO Branding – A Case Study Approach”, threw light on various issues that leads to departure of an employee from Bpo/Kpo they highlighted that raise in pay is at one looks when other avenues or benefits are not possible or veryun realistic to achieve. The rules and regulations are very harsh and tough, as a result career development does not come that easily and to address these key problems means change in HR policies and procedures. Higher salary plays amajor role when there is nothing more to look forward to in any BPO/KPO.Promotions don’t come easy; policies are stringent; and the light securitmeasures at work are an everyday hassle.9

Shrivastava, A. (2008), in his article entitled as “Attrition and Retention of Employees in BPO Sector” says that “ as world has become global village with development and updating of technology and telecom sector has resulted in bringing all countries under one platform which has aided in rising competition which has propelled administrators all round the world to develop effective strategies to bring in reduction of cost in doing business with efficiency but simultaneously also acquiring key talents to compete effectively in the market which nahnhs aided on to pressurize the business to focus on wide variety of rewards to be given to these key talents who are knowledgeable who are multitalented as they have diverse skills and expertise to work in different situations.10

STUDIES RELATED TO EMPLOYEE COMPENSATION:

Ajmal1, A. et al, (2015) in their study on “The Effects of Intrinsic and Extrinsic Rewards on Employee Attitudes Mediating Role of Perceived Organizational Support”stated that the monetary rewards aid in contenmned which is in relation to pay while non- monetary rewards aid in giving importance as sense of accolade and recognition for good work done which helps in raising the motivation and morale of the employees. They further added that the employees who feel that their company values them and their performance will get better performance from these employees while employees who are treated as good for nothing would depart from the company. The results of the research indicated that the job satisfaction had more correlation than organization culture and reward and the results also indicated that employee retention had more significant impact on job satisfaction level than intrinsic reward and intrinsic reward and extrinsic reward had significant impact on employee contentment which had impact on employee retention.11
Imna, M. and Hassan, Z. (2015) in their study titled “Influence of Human Resource Management practices on Employee Retention in Maldives Retail Industry” stated that objective of the present study was to examine in details various aspects which might have an impact on employee holding, analyze impact of individual aspirations to grow and develop on employee holding, analyze the impact on holding employees as a result of guidance and advancement and analyze the impact on employee holding in relation to benefits as well as remuneration. The findings revealed various aspects in context of personnel administration such as benefits and compensation policies and practices had vigorous and concrete impact when talking of employee holding which can be associated with many companies as key talents or best performers are usually paid more so that they remain motivated and loyal to company but this also cannot be thumb rule to hold on to employees therefore non monetary aspects such as recognition, appreciation should also be given due and utmost importance too.

Mwakidimi, D. and et al, (2015) in their study titled “Effects of Pay and Work Environment on Employee Retention: A Study of Hotel Industry in Mombasa County stated that the services sector is one of the major pillars in Kenya” when it comes to industry which has grown by leap and bounds talking in terms of money generation or in terms of development when talking of infrastructure to aid this industry. But growth is also accompanied by issues like for stiff competition to grab hold of key talents which has become inevitable for every employer to grab hold and retain their key talents. On the basis of the findings of the research it was revealed that there was lot of disparities in the income that the best talent received for the work done by them as compared to similar players in other companies as a result these key players then started to regularly search organizations which would pay them well according to their talents and performance which can further summarized as one of the major cause for inefficiency of employee holding practices and policies.

Agustine, A. and Ssemugenyi, F. (2014) in research study titled “The influence of human resource management practices on employee’s retention in Kenya power company ltd” the study covered the following independent aspects which are training, compensation, leadership, and placement. The mentioned aspects are one of the major indicators for employee retention and if done properly can lead to high level of retaining key talents. The objective of the research majorly was to establish aspect in relation to compensation on employees’ retention in Kenya Power, To
assess the influence of leadership on employees’ retention in Kenya Power, To determine the extent to which job placement affects employees’ holding in context of Kenya Power and To establish the relationship between staff training and employee recruitment affects employees’ retention in Kenya Power the results of the study depicted that if there is increase in compensation nit has direct effect on employee retention which was also followed by training and development, leadership job placement had the least impact on employee retention. Employee contentment, monetary rewards such as raise in income, job security recognition and respect from peers and facilities for growth have been used to great extent to have effect on employee retention.14

Tangthong, S. et al, (2014) in research study titled “HRM Practices and Employee Retention in Thailand—A Literature Review” Conducted an empirical research in order to investigate the impact on employee holding when talking in terms of personnel administration process in Thailand’s FDI manufacturing industry. HRM practices that were covered in the research consist of compensation & benefits management and reward system, and training & development. The findings by reviewing the literature, studies indicated that the importance of HRM practices as it had significant impact on employee retention directly and indirectly. Reward and training had positive correlation. Further it was also said that monetary benefits of compensation in pay is not one of the major factor but it symbolizes value for good work done which has also aided in employee retention.15

Terera, S. and Ngirande, H. (2014) In their study titled“The Impact of Rewards on Job Satisfaction and Employee Retention” stated that mobility is well known in government institutions specially talking of health sector and the major challenge is to retain them because of increased competition. This has led to major task for organization to develop such a policy in terms of compensation which is effective and efficient to retain these key talents. The findings revealed that employee contentment in relation to employee holding had any symbolic accord and there was no association between rewards and employee contentment which indicated rewards alone do not constitute towards job satisfaction there are host of other factors too which can lead to conclusion rewards did had significant impact on employee holding employee is one of the important determinants when talking of employee retention.16
Das, B. and Baruah, M. (2013) in their study titled Employee Retention: A Review of Literature indicated the most vital and unrepeatable aspects for any organization to develop are their manpower. Despite that all of the industries nowadays operate by the technology but you require manpower to run it. As a result they are the most important resources for any company. As a result of this important aspect of retaining the key talents due to stiff competition among all competitors. The analysis of the results indicated that individuals are very complicated and difficult to know but they are vital assets for any company if the employer are able to hold them for long time that means they have done a great job and will add on to goodwill of the employer in the market but rather more difficult ids to content this valuable resources and they futher Added that other aspects such as rewards, leadership, flexibility in working time, etc all these things should be given due importance and implemented by HR personnel. 17

Kwenin, D. et al, (2013) in their study titled “The Influence of Employee Rewards, Human Resource Policies and Job Satisfaction on the Retention of Employees in Vodafone Ghana” stated that the objective of this study was to analyze the impact of personnel administration benefits, and employee contentment in terms of their working relation to holding of key talents. The findings of the study revealed that employee retention was highly correlated with work environment and career development which meant that these two factors had significant impact on employee retention. The study also further added that compensation, employee contentment and human resource policies had significant impact on employee retention which has led to conclusion a company should provide a good working environment such as which is related to opportunities for career development to and compensation should be such structured that it should be based on performance and it should raise satisfaction and commitment from the employees. 18

Nazia, S. & Begum, B. (2013) in their study on “Employee Retention Practices in Indian Corporate – A Study of Select MNCs” stated holding on employees have become inevitable issue for any organization in current scenario as there are dearth of talented employees due to stiff competition. The major purpose of the study was to look into examine and analyze various retention policies adopted by Indian MNCs. The outcomes on account of research indicated reward, recognition and respect three
valuable aspects which any company has to keep in mind when talking of retention respect is directly related to an esteem that an employee has which has impact on its morale, recognition is attention which an employee seeks and rewards are the motivators which induces an employee to work hard and give its best all these three have direct and major impact on employee retention.  

Oginni, B. and Ogunlusi, O. (2013) in their study titled “A Study of Employee Retention Strategies and Organizational Survival in Private Universities in South West, Nigeria” indicated any company where there is no movement of people entering or leaving the company does not have an existent as human beings are highly dynamic their behavior aspirations keep on changing and if they feel dissatisfied they would move on to another organization. The purpose of the research was to look into various employee holding policies and practices adopted by the organization and as a result of adopting these strategies how successful they have been in addressing this important issue. The outcome of the study indicated that the existence of the organization was directly related with holding employee approach which meant if the organization are not able to effectively hold on to employees it would be rather difficult for organization to survive in this competitive era.  

R. Akila, (2012) in her study “A study on employee retention among executives at bgr energy systems ltd, Chennai”stated retention is a technique through which companies are able to sustain their key talent for as longer period of tenure to stay in the organization and it is beneficial both for the individuals and the company. the purpose of the research was to know perception of the executives in relation to employee holding and to examine the employee holding frequency on the basis of study it was revealed that compensation had major impact on employee retention and company should give major importance to monetary compensation in order to retain key talents it was also revealed that working environment and work life balance also had an significant impact on employee retention.  

Irshad, M. (2012) in his study titled “Factors affecting employee retention: evidence from literature review” indicated that compensation is one of the major factors which has an impact on employee retention as it plays a vital role in motivating and inducing key talents who are high performers with unique knowledge and skill to remain and also apply in the organization as their cost is very high as organization
spend lot of money and time in developing and nurturing them and they are paid fairly it raises their commitment and loyalty too towards the company. The purpose of this study was to know the aspects which influences employee holding. The results on account of research indicated that rewards, compensation and acknowledgement were the major factors which had an impact of employee commitment and motivation which aided in holding key employees and opportunities for growth that means career development work environment, promotions opportunities training and development were also an important factor that aided in employee retention.

Nwokocha, I. and Iheriohanma, J. (2012) in the study titled “Emerging Trends in Employee Retention Strategies in a Globalizing Economy: Nigeria in Focus” indicated current trends that are going in global economy when we talk on employee retention with emphasis on Nigeria in which they also argued the global economy has aided in more turnover of employees which also has its implications in context of Nigeria too. The results of the study indicated that employees view the pay paid them as an assessment of their worth and value for the company as compared to their peers or subordinates which has made it inevitable for the companies to design a pay structure which covers different aspects of pay not only monetary compensation which includes basic salary but pay based on performance too which should be in line with competitors or even better than them for similar jobs all these would aid in keeping employees motivated and increase their morale which would help in retention of these key talents.

Achieng, N. (2011) in his study titled perceived effects of employee benefits on employee retention at Kenya Forest Service stated that the management or the owner of the business should always strive the location or area where workers come to work should be a great location which they love and aspire so that it becomes every individual dream or choice to work out there and this happens that means they will keep on associating with such organization as they would be loyal and committed too. The results indicated that compensation programs aided in helping the employees survivors and dependants from losses which included income, resifting cost, health related which are related to job injuries resulting into death, disability or payment of medical cost transport rewards help in reducing absenteeism and coming late to work. Flexible work hours were indicated one of the major indicators for motivating
employees and it also aide in improving employee morale and commitment. Employee assistance programme was also one of the major benefits that employees perceived in terms of counseling and referrals from the employees.²⁴

Nawab, S. (2011) in her study on “Influence of Employee Compensation on Organizational Commitment and Job Satisfaction: A Case Study of Educational Sector of Pakistan” stated that the purpose of this study was to develop on an understanding about the effect of employee reward on employee contentment and commitment among Pakistan University teachers. By raising the commitment level among the teachers will definitely aid in retention and they would certainly give their best and by perceiving what employees feel about the aspects of compensation will aid the company to increase employee contentment and which would result in employee retention if done appropriately. The findings indicated that compensation that an university teacher may affect their employee contentment and its commitment. And in order to raise the commitment of an employee compensation can be an important tool to raise it. Monetary and non monetary aspects and other benefits can aid in increasing commitment of the teachers. Changes in pay that is variable pay and work environment can also be used to increase employee commitment.²⁵

Berry, M. (2010) in her study titled “Predicting Turnover Intent: Examining the Effects of Employee Engagement, Compensation Fairness, Job Satisfaction, and Age” on the basis of the research indicated that the pay that a employee gets and how employees or individual are kept occupied has a direct impact and outcome an employee holding which means the more the employees are kept occupied and given fair pay the less they will think to leave the organization.²⁶

Rathnaweera, R. (2010) in her study titled “Do HRM practices impact employee satisfaction, commitment or retention? (Empirical studies of Sri Lankan public sector banks)” did a study to know the effect of personnel administration aspects and in relation to their effects on performance of the banks. The outcome on the basis of the research indicated reward, social benefits, appraisal of the performance of the employees that are given to them came out as most significant factors affecting employee retention and the results of the hypothesis also supported that compensation and social benefits is positively related to higher employee commitment as well as employee retention.²⁷
Ongori, H. (2007) in his study titled “A review of the literature on employee turnover” on the basis of their study concluded that employee should be paid fairly on the basis of their performance and it should be communicated effectively and properly to all the employees of the organization and other aspects which have direct impact on their morale such as employee stock options fringe benefits etc should also be given to them to keep their morale and performance high efforts should also be directed to explore and examine the main causes of employee holding and try to implement appropriate strategies to improve the situation as it has become inevitable in able to survive and grow in this competitive era you should have the best talents for that you should give best inputs to your resources so that they can give you the best output which is very important for survival, growth and progress of an organization.

STUDIES RELATED TO JOB SATISFACTION:

Javed, M. et al, (2014) in their study titled Determinants of Job Satisfaction and its Impact on Employee Performance and Turnover Intentions stated that employee contentment or discontented has an impact on employee and organizational performance and growth, the growth of any company depends on their workforce who love and get associated with company as a place where they love to come and work and feel happy in terms of what they get on part of work they do but the problem is when this important part is not there in any company and in line it was objective of the paper to know and examine the elements which have an impact on employee contentment and know the current level of employee contentment. The findings indicated if the employee contentment is low he will definitely think to depart from the organization and results also indicated that employee contentment had negative relationship in relation to employee turnover. Loyalty towards job had a positive relationship with employee contentment the more the employees are content the more they are loyal towards the organization. Work environment had significant association with employee contentment.

Kessler, L. (2014) “The Effect of Job Satisfaction on IT Employees Turnover Intention” in his study stated that employees leaving the organization on their own are a problematic issue for any organization as it gives a bad image of the company in the market. But there have very less study on this issue when talking of IT industry. Thus this is the aim of the study to know reasons why employees leave voluntarily it
sector in context of Israel. On the basis of the research it was revealed that motivation and commitment had firm interrelationship among them also between employee contentment from job in relation to motivation, among commitment and employee contentment and loyalty and commitment.

Khan, A. (2014) in his study on ‘Impact of job satisfaction on employee turnover: An empirical study of Autonomous Medical Institutions of Pakistan’ stated that the condition of the country is in very dire states as it has become an issue for the country to provide good health facilities on account of the rise in no of peoples who want access to service and shortage of doctors to provide help to them. On account of the research it was revealed that benefits, rewards, conductive place of work, type of task and job were the dominating aspects which have a tremendous impact on doctors who have search for other alternative that is to move outside for better opportunities these aspects have to duly considered and efforts should be directed to bring a change in this situation to overcome this problem of employee holding.

Neog, B. and Barua, B. (2014) in their study titled “Factors Influencing Employee’s Job Satisfaction: An Empirical Study among Employees of Automobile Service Workshops in Assam” indicated that one of the industries which have a major impact of economic development of India is the automobile industry and purpose of current research was to know aspects that have an impact on employee contentment and therefore this study objective is to know the relationship between employee contentment and compensation, supervisor aid and employee contentment working environment and employee contentment and employee contentment and job security. The results also revealed that the factors which have affect on employee contentment in automobiles sector of Assam were rewards, appreciation for good work done, employee contentment, superior aid, and clearness in task to perform.

Martin, M. and Kaufman, E. (2014) in their study titled Do Job Satisfaction and Commitment to the Organization Matter When It Comes to Retaining Employees? Stated it is of huge area of concern from any employer when it comes to reduce mobility of employees in this line objective of the current research is to examine level and relation between employee contentment, commitment and motive to depart from the organization. The results of the study were derived when independent variable and dependent variables were paired which indicated that there
was a firm adverse relationship between employee contentment, Commitment and motive to depart from the organization. Low level of employee contentment indicates strongly that an employee wants to depart from the organization and to overcome these issues is of great concern for any employee when talking of IT sector too this can be overcome if an employer is ready to incur cost on raising employee morale which is directly has an impact on motivation and commitment of employees which is strong indicator employee contentment as a result there needs to change the HR policies and procedures to address these issue.  

Ruchi, J. and Kaur, S. (2014) in their study titled “Effect of Job Satisfaction on Employee Retention in Banking Sector- A Case Study of ICICI Bank in Jaipur City” stated that holding on to employee indicated the policies And procedures used by organization to hold on to key talents who are departing from the organization and it is also an severe issue which any organization wants to deal with because in this competitive era any organization invests a lot in procuring, developing talent by training so that they become an asset for them therefore the reason for doing this research is to examine interrelationship between employee contentment and holding employee. To explore various aspects which have an impact on holding on to employee and to know the contentment level of employees before and after merger? The results of the study indicated that the major aspects which had impact on employee holding were pay, inefficiency in coping, work culture and environment all these have lead to employee discontentment and it has an impact on holding to employee.

Tiwari, U. (2014) in her study titled A Study on Employee Morale and its Impact on Employee Efficiency at Jaypee Cement Plant (M.P.) stated that morale of any employee has its relation with productivity which is feeling of wellbeing and association one has towards his work and job. Employees who are higher contentment have higher morale and output while its vice versa those who are discontented have low level of morale therefore reason for doing this research isto explore magnitude of employee morale and various aspect which have an impact on morale and output of an employee and to indicated the measure to improve it. The results of the study indicated that major aspect which had an impact on employee morale peer relationship and it had an impact on employee contentment and ultimately employee retention.
Terera, S. (2014) in his study on “The Impact of Rewards on Job Satisfaction and Employee Retention” undertook study in order to know whether there is any relation between employee contentment and rewards and to improve the situation by recommending feasible ways to the administrators and policy framers on basis of the study. The findings of the study indicated there were no significant relationships between employee contentment and rewards which means that only rewards are not the factors leading to employee contentment there are host of factors also in nursing sector which leads to employee contentment and employee retention.

Sarwar, S. and Abugre, J. (2013) in their study titled The Influence of Rewards and Job Satisfaction on Employees in the Service Industry in their research stated employee contentment is on of the major aspect and important indicator in terms of work environment and organization when talking of employee retention which indicated the more the employee is contended the more he has motivation level the more he has high morale and more the chances to retain him the results on account of research revealed bulk no of employees are not satisfied in relation to the income they received for the work they do when compared with companies of same work and nature. Higher level of pay will lead to higher contentment and motivation which would raise morale and ultimately holding on to key talents.

Medina, E. (2012) in her study on Job Satisfaction and Employee Turnover Intention: What does Organizational Culture Have to Do with It? The study revealed that job was contrary related with employee contentment and culture lead to moderation of this relation. The results derived on the basis of hypothesis revealed that employee contentment had an major impact on employee holding and the regression analysis indicated that as level of employee contentment increases the higher the chance of holding key talents and work environment, education, and pay had an significant impact on employee contentment all these aspects should be given due importance by employee when framing policies for employee retention.

Sahoo, C. (2011) “Retaining High Performing Employees through Job Satisfaction: A Theoretical Construct” stated that greatest challenge that any employer facing today is to develop such an work environment which an employee longs for and want to stay and which any other employees from other company or fresher desires for which is possible when employees are committed and motivated which leads to employee
contentment the purpose of this study was to know various aspects which have an impact on employee contentment and the impact of employee contentment on employee retention. The results of the study indicated that the senior level and bosses of the firm have to make aware and convinced about importance of holding employee and negative aspects of employee departure which means such a culture should be develop which is free biasness and favoritism. Workers have to be involved in decision making to show that they are worth and part of the organization. Opportunities for development and getting relieved from monotony should be given importance by giving them opportunities to acquire ne knowledge and develop what they have. There should be proper communication channel and ever employee should be aware about his roles and expectations of his job which would lead to reduction of stress and confusion and increasing employee contentment. Which would naturally lead to employee retention? 39

Moyes, G. and Shao, L. (2008) in their study titled “Comparative Analysis Of Employee Job Satisfaction in The Accounting Profession” Stated that employee contentment means explains how much an employee is content with the designation he holds in his job and when the market becomes very competitive employee contentment starts gaining more significance and in order to survive and grow organization are working by leaps and bounds to met this challenging issue of employee holding. There are host of factors that effects employee contentment they are monetary and non monetary benefits, working environment, management attitude etc. 40

Shelton, K. (2001) in her study titled “The Effects of Employee Development Programs on Job Satisfaction and Employee Retention” stated any organization which ahls to develop and survive the main source is their employees they have there are other factors too which are important but a company must have key employee that make them stand out and unique from their competitors to keep them stay in the organization is very important for that they have to aware about aspects of employee contentment and holding on to employees. The results of the study indicated employee contentment was strongly related with career development programs which aided in employee retention. At times when individuals get training and development opportunities which are valuable in terms they are necessary for their development
they get motivated and their morale increases that means they are contend and as it increases they feel their worth and importance in the organization as they are given opportunities to involve in decision Making and chances to grow and develop and the organization which are able to do this by communicating to their employee they are important and organization cannot survive without them they would be able to hold on to key talents there are many other aspects which company might also have to look into but employee contentment is one of the major reasons why employee depart from the organization and the study indicated that both monetary and non monetary aspects had a significant impact on employee contentment and commitment.

**STUDIES RELATED TO WORK ENVIRONMENT:**

Ampomah, P. and Cudjor, S. (2015) in their study titled “The Effect of Employee Turnover on Organizations (Case Study of Electricity Company of Ghana, Cape Coast” stated that mobility of the employee is known by HR peoples as the pace at which employees leave the organization and the pace they need to replaced. The standout organizations are those who have identified ways and importance of employee retention such as giving them benefits, development opportunities and various other forms of motivation aspects which help any organization to keep the key talents intact for a longer period of time. The purpose of this study was to explore the reasons for mobility of employees, to examine the steps taken by companies to minimize employee departure and to know the effect of mobility on organization. The studies revealed that employees depart from the organization as they feel discontent as they are not content with the working environment and it has direct impact on their output and as a result key talents would definitely depart and the organization would have to spend a lot to replace this key talents.

Jhajharia, P. and Gupta, H. (2015) in their study titled “A Study of Employee Satisfaction and Its Impact on Employee Retention in Retail Sector stated that” employee contentment is the mean to analyze the way an employee is content with his working environment and overall job. And raising the well being of any employee which means morale is vital for any organization the higher the morale of the employee higher the chances of retaining that key talent and its vital for any organization as they will give their best effort and raise the productivity plus they would me committed and loyal towards the organization. The purpose to do this
research was to examine the contentment level of the employees. To know the attitude of employees towards work and the aspects which motivate an employee and policies that can adopted to keep workforce intake. The results of the study revealed that employees would love to work in such an environment where different and varied talents can work together and the ultimately goal should be providing best customer service which raises their morale and motivation and ultimately it leads to holding of an employee.  

Hlanganipai, N. and Mazanai, M. (2014) on their study titled “Career Management Practices: Impact of Work Design on Employee Retention” stated in current scenario the study on career development and holding on to employee is of great interest for any employer or organization. The purpose of the study was to know the work related aspects which have an impact on holding employees, to know the impact of these aspects of work on holding of employees, and to find out feasible ways and means to improve it by giving feasible suggestions to it. The findings of this study set out to explore the work design variables that have favorable impacts on employee retention. Consequently these findings are of great value in providing directions on the discourse to finding solutions to effective career management practices for long term relationship/service between the organizations and their employees. The results depicted the more any task is demanding from an employee the more he would use his skills to solve it as it allows them to be stable and concentrate in line with the purpose and goals of the organization and an clear and an aspiring employee who has high aspirations would remain in the organization if the trust is developed that they can do even more great and difficult tasks.

Kathoni, W. (2014) in his study titled factors perceived to influence employee retention at Kenya pipeline company stated that to see that an organization is able to grow and develop effectively and efficiently in these competitive environment it is the moral responsibility of the company to make sure they are able to attract and retain best talents therefore the purpose of these study was to find out the aspects that have bearing on holding employees. The results of the study indicated that the social and psychological work environment was interrelated. Working environment had direct impact on employee reasons to stay in the organization.
Tripathi, D. and Mishra, A. 2014 in their study titled Whether Workplace Stress Leads to Employees Dissatisfaction and Turnover (A Study of PG College of Sidhi and Singrauli Region) stated that there is lot of pressure on every organization in this competitive era as they want to grow, develop, survive and reach at the best level therefore the purpose of these study was to know the relationship between mobility and stress second the factors which leads to stress and role of stress in mobility of employees. The results of the study revealed that work environment was the second factor comprising of organizational stress which leads to employee retention if they are provided with good environment that is fair and amicable they will love to come there and work there for longer period of time. The second factor of organizational stress which may leads to employee’s turnover is work environment. The third factor was related to pay problems as they see their pay in context how other of same job in same nature of companies are rewarded and the pay they get in terms of responsibilities and performance in relation to other persons in the organization.

Vasquez, D. (2014) in his study titled “Employee Retention for Economic Stabilization: A Qualitative Phenomenological Study in the Hospitality Sector” stated that it is inevitable to give attention towards issue of holding to an employee as it is inevitable for company and for a country growth too as mobility of employees therefore the purpose of this study was to identify the aspects and impetus which would aid in key talents to remain in hospitality sector in spite of this high mobility in this sector. The results indicated that developing a health and good work place which consists of aid from management benefits and rewards would ultimately help in holding of employees.

Balakrishnan, C. et al, (2013) in their study titled “Employee Retention Through Employee Engagement - A Study At An Indian International Airport “ stated the context under which the current study was done was that an airport of international repute was in very dire states as it was not able to hold on to key talents but also the base employees to despite of lot of efforts and change in policies and practices as the key talents were able to explore and get new avenues and vista which had an negative impact on holding of key talents. The outcome of the research revealed that the greater the key talents would be given showcase their talent and they are kept occupied the higher the chance to hold on to these key talents.
Fauzi, N. et al, (2013) in their paper titled “The Employee Retention Status in Paddy and Rice Industry in Malaysia” stated that the maximum time that you are able to hold on to your key employee it shows your effectiveness and in turn it is reflected in your income and growth and it is a burning issue as due to stiff competition all are in hoard to get the beat talents. The outcome of the research indicated the place where an employee works has a strong interrelationship on to hold on employees and superior or immediate boss had a major impact on holding of employees.  

Kwenin, D. (2013) in his study titled “Relationship Between Work Environment, Career Development Opportunities and Employee Retention in Vodafone Ghana Limited” stated that if an organization is not able to hold on to key talents it has direct impact on realization of the goal attainment of the company which if not achieved by the company has an direct impact on the economy of the country. On the basis of the research it was revealed that work environment and career development significantly affect holding on to key talents so it should be duty of the organization to create such a work place which employee longs for and which raises their morale and intention to stay in the organization and simultaneously organization should also provide developmental opportunities to increase employee growth and to make them satisfied and remain in the organization.

Narang, U. (2013) in her study titled “HRM Practices – Its Impact on Employee Retention” as India has become one of the hottest destination for investment and this has placed more demand on India part to have the best talent to work out this growing demand but it’s not that simple it has led to stiff competition whereby all company are constantly looking and hoarding for key talents and this is even more vital when we take into account banking sector. The outcome of this research indicated in this era of stiff competition the organizations should treat their employees as the most valuable assets and have to take care of them in order to achieve the organizational goals. Organizations have to provide their employees with the best career growth opportunities, working environment, rewards, supervisor support and work-life balance and should work on them. In this way, it will help the employees to put their best in the organization.
Qureshi, M. et al, (2013) in their study titled “Relationship between Job Stress, Workload, Environment and Employees Turnover Intentions: What We Know, What Should We Know” stated that in this competitive era, organizations are continuously looking new ways to develop their human capital. This leads to a new challenge i.e., how organizations can retain their skilled human resource. Present study is focused to find out the relationship among job stressor, workload, and work place environment and employee turnover intentions. The objectives of the study were to identify the relationship of job stress and turnover intention, to find out the effects of workload and its impact over employees turnover intention and to find out the relationship between work environment and turnover intention. The findings showed that there exists a positive relationship with workload and turnover intentions having value 0.36 and p value 0.004 shows the significance of results. Results show that with the increase in workload turnover intentions are also increased Results reveal that employee turnover intentions are positively related with job stressor and work load. The work environment and turn over intentions environment will lead to the less employee turnover are negatively associated with each and good working conditions can reduce employee turnover intentions.

Markey, R. et al, (2012) in their study titled “The impact of the quality of the work environment on employees’ intention to quit” stated that A substantial body of research has linked job satisfaction with employees’ quitting intentions. That research predominantly analyses individual-level determinants rather than organizational-level or work environment antecedents of quitting. This study investigates the concept of the quality of the work environment in relation to employees’ the findings of the study revealed that the importance of the quality of the work environment in the quitting decision. Employees are significantly less likely to intend to quit their job if they perceive it to be a good working environment. The majority of employees who thought of leaving their job perceived their workplace to not be a good place to work. Good quality of the work environment was indicated by low stress levels, feeling appreciated by management and not feeling threatened. Secondly, the research confirmed that an employee is more likely to want to leave if they are not a parent, believe that they do not receive enough important information in time, are stressed and experience a reduction in the level of job satisfaction. Thirdly, the impact of these factors on the desire to quit differs in magnitude depending on whether the QWE is
rated as being good or bad. In workplaces with a good QWE, the impact of high stress levels, lack of information on important decisions, and decreases in satisfaction are much greater on employees’ intention to quit.\textsuperscript{53}

Bashi, S. et al, (2009) in their study titled “Determinants of Employee Retention in Telecom Sector of Pakistan” stated that With today's high employment levels, organizations find out that balance of power has shifted from the employer to the employee since the turn over impact have not be administered well. Excessive turnover is often a symptom of fundamental problems within the business. The intent of this paper will help to find how valuable employees would be retained by focusing on certain determinants i.e. career development opportunities, supervisor support, work environment, rewards and work life balance. The findings of the study revealed that if employees are working in a very good environment then it will add considerable positive impact on employee retention. So the research result reveals that the affect of work environment on employees is very much. It leads to feel employees happy and keep active to perform various job tasks. It is important to note that organizations exist in environments, in which they have been operated. Work environment influences especially when one considers employee retention. From hypothesis three, the result discloses that good environment has a positive significant impact on Employee Retention in Telecom sector of Pakistan. The correlation value of reward 0.642** and the beta value 0.252 demonstrate that the impact of reward on employee’s is very much. It acts as a reminder for employee about the special achievement and relish in those feelings a little longer which perhaps serve as encouragement to repeat the effort in future. The more frequently the employee sees thinks about, or uses the reward, the more the employee is expected to realize that he/she is valued by the organization; thereby it increased the level of Employee Retention. The correlation value of work environment is 0.587** where as the beta value is 0.269 which shows a very significant relationship with the employee retention means if employees are working in a very good environment then it will add considerable positive impact on employee retention. So the research result reveals that the affect of work environment on employees is very much. It leads to feel employees happy and keep active to perform various job tasks. It is important to note that organizations exist in environments, in which they have been operated. Work environment influences especially when one considers employee retention.\textsuperscript{54}
STUDIES RELATED TO DEMOGRAPHIC CHARACTERISTICS:

Hayes S. (2015) in her study titled “Demographic Characteristics Predicting Employee Turnover Intentions” Demographic characteristics of age, education, gender, income, and length of tenure are significant factors in employee turnover intentions. The purpose of this study was to determine if a relationship existed between age, education, gender, income, length of tenure, and employee turnover intention among full-time employees in Texas. The objective of the study was to study the relation between various demographic characteristics and its effect on employee retention. The findings of the study revealed that in this study, age and income were the significant predictor variables for turnover intention. The variables that did not have a statistically significant relationship with turnover intention were education, gender, and length of tenure. Organizational leaders and human resource practitioners can replicate the study for their specific organization.

Nifadkar, R. and Dongr, A. (2014) in their study titled To Study The Impact Of Job Satisfaction And Demographic Factors On Organizational Commitment Among Girls’ College, Pune, India stated One of the major concerns of many employers and human resource management practitioners (HRMPs) is to make their employees highly satisfied in order to retain them as well as to make them productive and committed to their organization. Unfortunately, many cases of turnover and poor attitudes to work have been frequently reported by many surveys and news media. One significant reason that the cost of turnover in the secondary school remains high are due to the poor pay, limited promotion opportunities, poor supervision, poor communication among others. The objective of the study was to investigate the influence of job satisfaction and demographic characteristics on organizational commitment among teachers of Girls’ College, Pune, India. The study revealed that age, gender and marital status were positively related to employee retention but education was negatively related to employee retention and commitment, marital status did not had any interrelationship.

Ponniah, V. and Agyeman, C. (2014) in their study on “Employee Demographic Characteristics and Their Effects on Turnover and Retention in MSMEs” in this era of stiff competition the major concern for any organization is to hold on to key employee because their survival and growth is directly related to their performance.
and sustainability the more the companies are able to hold on to their key talents the more they would be able to succeed in relation to their competitors. The basic aim of this research was to identify the aspects which were related to holding on employees in MSMEs and to identify whether there was any interrelationship between background variables and holding on to employees. The findings on the basis of hypothesis testing revealed that background variables such as gender, age, marital status, qualification, income, and years of service had an impact on employee retention.

Kukanja, M. (2013) in his study titled “Influence of Demographic Characteristics on Employee Motivation in Catering Companies” stated the main aim of this research is to know whether motivation of the employees was having any relation with background variables. The findings of the study revealed varied groups perceived different motivators on basis of their specific background features. Such as talking of gender women aspired more for motivation as compared to male. Older talent valued more to non monetary aspects and stability vice versa young talent wanted relaxation, flexible working hours and fun at workplace. Opportunities for advancement and prosperity were more appealing to experienced talents as compared to less experienced talents.

Samad, S. (2006) in his study titled “The Contribution of Demographic variables: Job Characteristics and Job Satisfaction on Turnover Intentions” stated that the demographic characteristics such as age, gender, education and experience can have a major impact on employee retention. The main purpose to do this study was to examine whether aspects of the work had any association with contentment from the job and role of background variables, and employee contentment with mobility of employees. The results suggested demographic variables, job satisfaction and job characteristics had contributed significantly on turnover intentions implied that these variables are relevant in understanding turnover.

CONCLUDING REMARKS:

Holding on to key talents is an crucial aspect for any company and it need to focus, time and investment. Without having a good retention plan or practice the company eventually losses the key employees. The objective of this current research and
literature was to investigate the interrelationship between work environment, Job Satisfaction and employee compensation on employee retention in Manufacturing Sector. On the basis of this study of literature it is evident that the variables which are under study have strong interrelationship among them.

The results of this study have clearly shown that the independent variables which are Employee compensation, Job Satisfaction and working environment have a direct and positive impact on the dependent variable that is employee retention which means the enhancement of one independent variable causes the enhancement in the employee retention which is the dependent variable. Today it has become crucial to have a committed, loyal and retained work force, as it is the one whose loyalty can actually pay off in the long run to gain a competitive edge in the business. Therefore if the Manufacturing Sector work on these determinants and apply them in the organization it would definitely foster the employee retention

Finally, the study again recommends that future studies should be directed towards investigating how variables like work/life balance, organizational commitment, supervisor support, financial reward and job satisfaction can influence employee retention and to expand the scope to cover other Manufacturing industries. It is also recommended that future research studies be conducted on a larger scale in order to allow for more generalization of the findings.

Finally the chapter also dealt with the effect of demographic characteristics there were few literature available to support the effect of demographic characteristics on employee retention they have huge impact on employee retention in which age and education does have a major impact on employee intention to quit or either stay in the organization.
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