



RETENTION AND RECRUITMENT SATISFACTION: A STUDY AT OIL INDUSTRY IN PUBLIC SECTOR UNDERTAKINGS (PSU)

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Abstract

Today's "best" companies understand that the real key to maintain a world class is not just to hire the best, but to retain them for their competency and organizational learning. The outcome of the pilot study conducted at an oil company of a public sector undertaking in India showed that beside some common factors for retention the satisfaction of the recruitment process is a unique factor. The study conducted on randomly selected 120 employees at eastern region shows that the junior and middle level employees are very much loyal to their organisation, but somehow due to inflexibilities in some of the organizational culture/ policies seniors are not so satisfied. Correlation and regression analysis shows that recruitment satisfaction plays a major role in retaining employees. Beside this, job environment ie, environment, increment and facilities and job values ie, job itself and accomplishment are positively correlated with retention of employees.

Index Terms: Retention, Recruitment Satisfaction, Job Environment, Job Values.

1.0 Introduction

The most critical assets in organization are people. Outstanding people give the organization a competitive advantage. Selecting right person for right job is the primary function of Human Resource Management department in any organization. But this is not the end of journey of the HR department. Today's "best" companies understand that the real key to maintain a world class is not just to hire the best, but to keep them once they are hired. Obviously best HR plan is to create a great employee retention plan.

“Employee retention is the ability of an organization to retain its best employees and hence maintain a lower turnover” (Armstrong ,2006). A comprehensive definition was given by Chiboiwa, et al (1996) as “Retention is to prevent the loss of competent employees from leaving productivity and profitability” According to Saravanan and Sruthi (2017), “Retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project”.

Management of an oil company of the Public Sector Undertakings (PSUs) in India realize that they somehow are not comfortable in retaining their employees. To get an overview about the reason behind such a pilot study about the attitude of employees and managers was conducted at the eastern region in India and is shown in Table 1:

Table 1: ranking given by employees and managers about the reasons behind their resignation. (5= most important.....1=least important)

Rank given by		Reasons Behind Resignation (Eastern Region)	No of Resignation at Eastern Region		
Employees	Managers		(2016-2017)	(2017-2018)	2018-2019)
5	4	Lack of recognition or appreciation	15	13	18
2	2	Problem with Co-worker.			
4	5	Decision or action of Top Management.			
5	1	Work environment.			
1	3	Place of posting.			
3	5	Family circumstances.			
1	2	Recruitment policy and process			

The survey conducted by the company highlights the lack of recognition and appreciation, decision or action of top management regarding official matter and non conducive family conditions are primary reasons for attrition. It is also came to know that maximum resignations are form middle level of managers.

Beside these they also point out very uncommon cause i.e. the role of recruitment policy and process to retain the employees. It may be assumed that the impression created during the time of recruitment regarding recruitment policy, clear communication about system, transparency in procedure satisfy a future employee about recruitment of the company and help to develop positive image about the organization to stay with. In this regard the recruitment satisfaction may be considered as the level of employees' perception about the process of organization's hiring process.

Recruitment is defined as “a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications and attitudes and encouraging them to apply for jobs in the organisations” (Armstrong, 2006). The aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organisation. According to Flippo (1984), “It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization”. These definitions indicate that organizations select the suitable employees with a specific objective to orient and develop them for the organization and retain them to utilize their learning for the organization as well as for the development of future employees.

With this background, the present study intended to systematically and scientifically figures out the possible causes for the loss of Human Capital in an oil company in PSU. The present study also concentrated on the role of recruitment process and its satisfaction in retaining the employees.

2.0 Survey of Literature

The reasons behind leaving organization by employees are not universal in nature. Most managers believe that money is the most important retention factor and many employees mention better pay or higher compensation for leaving one employer for another (Mathis and Jackson, 2003). However Shaw et al (2005) identified Lack of Competitive Salary, Inadequate Benefits and Poor Communication are the common reasons to leave the organization by employees for most of the cases. Milkovich and Newman (2004) found that among all types of reward, monetary pay are considered the important and significant factoring in retention. Also, employees want career growth opportunities to develop and rise in their career ladder. Mitchell et al., (2001) also found that employee benefit packages increase worker commitment to the organization and reduce the tendency to think about other job opportunities. So, pay and benefits must be competitive or these must follow procedural and distributive justice comparing what other employers are providing.

Azeez (2017), identified that effective operation, productivity, performances and long-term sustainability of any organization depends on staff retention and which have also indirectly create an impact on the image of the organization as a whole to external world. Oppositely, factors like organizational fit and culture, family support, rewards, recognition, training and development and career development all plays an important role in retention. Saravanan and Sruthi (2017) identified that the primary reason why employees leave the firm is the Limited Praise And Recognition. Besides this, the other reasons for employee leaving the job are; Job is Not What Employee Expected, No Growth Opportunities, Lack of Appreciation, Lack of Trust and Support, Stress From Over Work and No Personal Life. In relation to retention a concept of job embeddedness ie perceptions of employees' fit with the job, organization, and community is a significant aspects. Bibi et al (2016) in their research found the mediating role of job embeddedness on the relationship between HRM practices (performance appraisal, promotional opportunities & job security) and employees retention. According to this theory a person leave his job due to some combined forces acting in an around the person within the organization. Biswas and Bhatnagar (2013), from their study argued that feeling of psychological safety create an employee engagement among the employees which depends on person – organization fit. According to the findings of Marzuki (2013), in today scenario organizational stress is a burning issue and which is the major cause for absenteeism and turnover. Agarwal, Datta, Blake-Beard & Bhargava (2012) found that engaged employees are highly energetic, enthusiastic and attentive in conducting their job. They would feel happy and show greater interest that could influence them to continue performs their work for longer period in the organization. As a result work engagement negatively impacted on employees' turnover intention. The compensation policies, faulty recruitments, faulty performance management systems, lack of suitable reward & recognition and lack of appropriate training and career development opportunity lead to dissatisfaction of employee, and his commitment to the organization. All these, influence his decision of leaving or staying with an organization (Kundu et al 2007, Jins & Radhakrishnan 2012). Research by Meyer et al, (2003) has shown internal career development of employees is often the best predictor of an employee's effective commitment. Lambert et al. (2002) points out that a fundamental way of decreasing employee turnover i.e. to retain employees is to raise the level of job satisfaction. Aspects relating to the nature of work itself, such as organizational commitment, compensation, overall job satisfaction, and job involvement, could also affect employee turnover. Van Knippenberg (2000) after his research on retention concluded that employee retention depends on how far he or she justifies his or her presence and contribution in a work group.

2.1 Research gap analysis.

Literature survey reveal that factors like, satisfactory salary, benefits, conducive working environment and work policy, challenging and meaningful work tasks, positive co-worker relationships, stress management etc are possible reasons for retaining employees in organization.

However, pilot study indicated (Table I) the recruitment satisfaction may have some role in retaining of employee. Kundu & Lata (2017), said that selection of the competent person for the organization is one of the way of reaching competitive advantage through employees and it also help in reduction of employee turnover. In the same line of thought, Hughes & Rog (2008), told that the effectiveness of recruitment practices of an organization can be measured through the extent which organization attract committed and well-qualified employees who remain with the organization for a longer period.

But there is no comprehensive research findings on this i.e. the role of recruitment satisfaction on employee retention. So, this is considered as an opening to carry out the present study.

2.2 Statement of problem

Study about the factors like salary, superior – subordinate relationship, growth opportunities, facilities, policies and procedures, recognition, appreciation, suggestions, co-workers help to know the attitude of employees about the organizations and possibilities to retain them. Beside this the present study mainly focuses to find out role of recruitment i.e. recruitment process satisfaction in retaining the employees.

2.3 Objectives of Study:

On the basis of the conceptual framework and literature surveys following objectives are considered for the present study:

1. Identification of reliable and valid components of employee retention of the oil company under PSU.
2. Identification of the level of different factors for retention, overall experience in organization and perceived recruitment satisfaction of the employees with variation of service period and number of promotion received of the oil company under PSU.
3. Identification of the relationship between recruitment satisfactions with retention of the oil company under PSU.

3. Methodology

3.1 Research Design

The study is based on the primary data through questionnaire survey method which contains both qualitative as well quantitative responses. The responses have been bifurcated in to convenient column to evaluate the impact of a certain HR parameter. These are the Relationship with Manager, Reward and Recognition, Organisational Support (Infrastructure, Equipment, Sharing idea.), Working Environment, Working Nature, Organisation Facilities, Work Life Balance- self management and family care, Felling of Personal Accomplishment, Workplace Support (Increment, Appreciation), Working Hours, and Stress Overcoming.

Thereafter, it has been converted into components vis, Job Environment, Job Values, ROI (Return on Investment) and Stress Management through factor analysis (shown in table 2A and 2B) to identify the relevant parameters for the scale. The names of the components are given as per the logical clubbing of the factors.

Table 3 shows the reliability of the scale considering the components. To identify validity of the scale inter item correlation of the items under each components were found out (Table 4A, B, C and D). After modification of the scale items, again reliabilities of the components of the retention scale were calculated (Table 5).

Beside this, for recruitment satisfaction survey, the satisfactions of employees were identified considering the items- the Recruitment Process (information); Accuracy of the Job Posting (Posting); Response Time from Employment in Processing Applications/Resumes (Response); Employment Assistance throughout the Hiring Process (Assistance); Level of Efficiency (Efficiency).

3.3 Sampling Technique

3.3.1 Method: Random sampling has been used in the study.

3.3.2 Sample size: 120 (one hundred twenty only)

3.3.3 Sample Area: Employees of an oil company under PSU at eastern region in India.

3.3.4 Target respondents: A study population is a well-defined or specified set of people of the company between the age of 26--55 of both male and female employees.

3.4 Statistical Tools used

For Reliability and Validity of Scale: Factor analysis, inter item correlation and Cronbach's Alpha were conducted.

Descriptive Statistics: To identify the central tendency of data, mean, median were determined.

For find out the relationship: Bivariate Pearson Product Moment Correlation study was conducted. After that stepwise regression analysis was conducted to identify any facilitating or moderating effect of recruitment satisfaction and its parameters on retention.

4.0 Results:

Objective 1: Identification of Reliable and Valid components of retention of employees of the oil company under PSU. (Table 2 to Table 5)

4.1 To identify the components for retention of the organization the factor analysis were conducted with the selected items used for the questionnaire.

Table 2 A: Rotated Component Matrix

Items	Components			
	1	2	3	4
Relation	-.065	-.202	.913	.087
Idea sharing	.618	.047	.086	.084
Reward	.008	.154	-.180	-.878
Appreciation	-.221	-.842	-.094	-.254
Accomplishment	.010	.872	.001	-.245
Job	-.207	.872	-.381	.027
Stress release	-.533	-.115	-.400	.634
Relaxed	-.745	.038	-.485	.258
Salary	.098	.049	.756	.145
Increment	.951	-.018	-.062	-.081
Environment	.846	-.332	-.167	-.186
Facilities	.720	.349	.059	.075
Working hour	-.004	.145	.095	.619

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

a. Rotation converged in 5 iterations.

Table 2B: Rotated Component Matrix, With The Name Of The Components

Items	Components			
	Job Environment	Job Values	ROI (Return on Investment)	Stress Management
Relation			.913	
Idea sharing	.618			
Reward		.154		
Appreciation				
Accomplishment		.872		
Job		.872		
Stress release				.634
Relaxed				.258
Salary			.756	
Increment	.951			
Environment	.846			
Facilities	.720			
Working hour				.619

Rotated component matrix identified 4 components shown in Table 2A. According to the grouping of items arrived by factor analysis, components are given name viz, Job Environment, Job Values, Return on Investment and Stress Management, shown in Table 2B. The item '**Appreciation**' is not considered for its all negative outcome.

4.2 To identify internal consistency, items reliability with corresponding components is conducted.

Table 3: Reliability Of Items With Components (Sample Size=120)

Components	Cronbach's Alpha	Number of Items
Job Environment	.795	4
Job Values	.652	3
ROI	.669	2
Stress Management	.592	3

It has seen that there exists moderate to high level of internal consistency (Table 3)

4.3 Inter item correlation were identified with the corresponding components and shown in table 4A, B, C and D.

Table 4 A: Inter Item Correlation Matrix For The Component Job Environment

	Idea sharing	Environment	Increment	Facilities	Job Environment
Idea sharing*	1	.415	.446	.266	.665
Environment		1	.827	.440	.819
Increment			1	.650	.918
Facilities				1	.770
Job Environment					1

In table 4A Inter item correlation for Job Environment also signifies that the corresponding items: Environment, Increment and Facilities are the valid items for the component and the item Idea sharing is discarded. Therefore, the component Job Environment will be explained by three items.

Table 4 B: Inter Item Correlation Matrix For The Component Job Values

	Reward	Job	Accomplishment	Job Values
Reward*	1	.188	.355	.666
Job		1	.711	.823
Accomplishment			1	.854
Job Values				1

From Table 4B it is seen that valid items for the component Job values are Job itself and Accomplishment.

Table 4C: Inter item Correlation Matrix for the Component ROI

	Relation	Salary	ROI
Relation	1	.503	.862
Salary			.871
ROI			1

It is seen from Table 4C that Component ROI has high correlation with the two items: Relationship in organization and Level of Salary. So these two items are considered as the representative of ROI.

Table 4 D: Inter Item Correlation Matrix For The Component Stress Management

	Stress release	Relaxed Mood	Working hours	Stress Management
Stress release	1	.736	.239	.868
Relaxed		1	.114	.918
Working hours*			1	.437
Stress Management				1

In Table 4D for insignificant correlation 'Working hours' is not considered as the valid item for Stress Management. It has two items Stress Release and Relaxed Mood.

Considering the selected valid items again internal consistency of the scale is judged and shown in Table 5.

Table 5: Reliability Of Items With Valid Components (Sample Size=120)

Components	Cronbach's Alpha	Valid Items	Number of Items
Job Environment	.829	Environment, Increment and Facilities	3
Job Values	.800	Job itself and Accomplishment	2
ROI	.669	Relation and Salary	2
Stress Management	.740	Stress Release and Relaxed Mood	2

It is seen that for all the components internal consistency is high.

Objectives 2 and 3 of the study were done considering the mean value of reliable and valid items of the extracted components considered as factors for retention.

Objective 2: Identification of the level of different factors for retention, overall experience in organization and perceived recruitment satisfaction of the employees with variation of service period and number of promotion received of the oil company under PSU. (Table 6 & 7)

4.4 Identification of trend between service period and number of promotion received.

Table 6: Trend Of Relationship Between Service Periods And Possibilities Of Number Of Promotion Received As Per The Company Policy

Service Period in Years	Number of Promotion Received
5-10	0 or 1 or 2
11-15	1 or 2
16-20	2 or 3
21-25	3 or 4
26-30	3 or 4
31 and above	5

Table 6 shows Number of promotion received depends on year of services and it increases proportionately. Qualitative data also indicate that in promotion policy, priority is given for seniority.

4.4 Level of different factors for retention, overall experience about organization and perceived recruitment satisfaction were identified with number variation of promotion received and variation of service period and shown in Table 7A and Table 7B.

Table 7A: Descriptive Statistics With Variation Of Number Of Promotion

Number of Promotion Received	Different Factors for Retention					Experience	Recruitment Satisfaction
	Job Environment	Job Values	ROI	Stress Management	Mean of Retention		
0	Mean	5.04	4.44	4.61	4.39	4.65	4.822
	Median	5.33	4.00	3.50	3.50	4.64	5.000
1	Mean	5.33	3.50	6.00	3.50	4.64	5.000
	Median	5.33	3.50	6.00	3.50	4.64	5.000
2	Mean	4.27	5.35	5.30	4.60	4.83	4.750
	Median	3.67	5.00	5.50	5.00	4.82	4.600
3	Mean	4.48	5.00	5.25	5.14	4.88	4.771
	Median	4.33	5.00	5.50	5.50	5.03	4.800
4	Mean	4.67	5.00	4.75	5.00	4.69	4.600
	Median	4.83	4.75	4.75	4.75	4.68	4.600
5	Mean	3.33	5.00	4.50	5.50	4.49	4.600
	Median	3.33	5.00	4.50	5.50	4.49	4.600
Total	Mean	4.50	4.86	5.06	4.73	4.76	4.737
	Median	4.50	5.00	5.00	5.00	4.82	4.600

Interpretation: Employees with variation of number of promotion received are moderately satisfied (6 point scales) with job environment, job values, return on investment, opportunity for stress management, overall experience in the organization and satisfaction with recruitment process. The employees those are not yet received any promotion or have received single promotion have better positive experience with the job environment, their expected salary or increment. They have satisfactory experience in organization and satisfied with recruitment process comparing with the seniors.

Table 7B: Descriptive Statistics With Variation Of Service Periods

Service Period in Years		Different Factors for Retention					Experience	Recruitment Satisfaction
		Job Environment	Job Values	ROI	Stress Management	Mean of Retention		
5-10	Mean	5.14	4.82	4.82	4.07	4.74	5.14	4.886
	Median	5.33	5.50	5.00	3.50	4.78	5.00	5.000
11-15	Mean	5.17	5.25	4.88	4.00	4.84	5.00	4.900
	Median	5.33	5.75	5.00	3.50	4.88	5.00	5.000
16-20	Mean	3.92	5.03	5.55	5.18	4.84	3.68	4.726
	Median	3.67	5.00	5.50	5.00	4.82	4.00	4.600
21-25	Mean	3.67	4.50	4.67	5.17	4.43	3.33	4.467
	Median	3.33	4.50	4.50	5.50	4.44	3.00	4.400
26-30	Mean	5.42	4.73	5.05	4.50	4.96	5.18	4.764
	Median	5.33	4.50	5.00	5.00	4.97	5.00	4.800
31 above	Mean	3.33	5.00	4.50	5.50	4.48	3.00	4.600
	Median	3.33	5.00	4.50	5.50	4.48	3.00	4.600
Total	Mean	4.50	4.86	5.06	4.73	4.76	4.30	4.737
	Median	4.50	5.00	5.00	5.00	4.82	4.00	4.600

Interpretation: Juniors are more satisfied with job environment, job values and seniors have more positive outlook about the stress management.

Therefore, considering Table 6 and table 7A and 7B it can be said that there is a variation of the attitude of employees in respect to the reason behind retention in the organization with variation of number of promotion received or experience.

The levels of Recruitment satisfaction and overall experience about the company are almost same for all employees irrespective of number of promotion received and experience.

Objective 3: Identification of the relationship between recruitment satisfactions with retention of the oil company under PSU (Table 8 &9)

4.5 Identification of Correlation between Retention and Recruitment Satisfaction is shown in Table 8

Table 8: Correlation Among Retention And Its Components And Recruitment Satisfaction And Its Components

	ROI	Job Values	Stress Management	Job Environment	Retention	Information	Posting	Response	Assistance	Efficiency	Recruitment Satisfaction
ROI	1	.322	-.372	-.002	.238	.007	-.261	.026	.072	.607	.292
Job Values		1	.154	-.096	.401	.049	.166	.450	-.403	-.347	-.017
Stress Management			1	-.641	-.108	.578	-.109	.119	.556	-.582	-.446
Job Environment				1	.573	.582	.063	.204	-.396	.336	.604
Retention					1	.227	-.107	.632	-.203	.151	.541

Interpretation: It is seen in the Table 8, that the **job environment** of the organization i.e., facilities provided by the organization (cafeteria, transport and other corporate services etc), the workplace environment for the employees, the standard of increment in the organization and **job values** i.e., nature of work, feeling of personal accomplishment from the job are significantly positively correlated with the retention of employees of this organization.

It is also identified that **overall recruitment satisfaction** and its parameter **response** i.e. response time from employment in processing applications/resumes are significantly positively correlated with retention.

4.6 Facilitating effect of Recruitment Satisfaction and its parameters Response on retention are identified with stepwise regression analysis and shown in Table 9 A, B

Table 9A: Correlation Of Recruitment Satisfaction And Its Parameter Response With Retention And Effectiveness Of Recruitment Satisfaction And Its Parameter On Retention In Percentage

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	.399	.394	.1650
2	.727 ^b	.529	.521	.1468

a. Predictors: (Constant), Response

b. Predictors: (Constant), Response, RS

Interpretation: Overall recruitment satisfaction (RS) and its parameters response have influence on retention. R (approx 0.73) shows a substantial correlation of retention with predictor variable recruitment satisfaction. R square Value indicates that about 40% of the variance in retention is explained by the parameter response of recruitment satisfaction, 13% is explained by overall RS (recruitment satisfaction). As a whole, Overall recruitment satisfaction and its parameter response explain 53% of the retention.

Table 9B: Relative Influence Of Effective Variable And Its Parameter (Recruitment Satisfaction And Response) On Retention

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.461	.094		36.968	.000
	Response	.173	.020	.632	8.858	.000
	(Constant)	1.764	.310		5.683	.000
2	Response	.140	.018	.513	7.668	.000
	RS	.391	.069	.379	5.676	.000

a. Dependent Variable: Retention

Interpretation: The beta value indicates the relative influence of the parameter response time on retention is 51% (beta=0.513) and recruitment satisfaction is 37.9% (beta=0.379). Both have influence in positive direction and there exists co linearity.

So, overall Recruitment Satisfaction and specially response time for processing and giving feedback to the potential employees have substantial influence on the retention beside the factors of retention job environment and job values.

5.0 Conclusion and Recommendation:

In this study it is found that Grade A to Deputy Managers are more satisfied than those are in higher tier, regarding factors of retention, overall experience about company and recruitment satisfaction (Table 7A). It may be the fact that at lower tier the level and types of responsibilities and experiences with the system are more compatible with their competencies and expectancies. Also, they may have little or no direct realization that PSU Company is totally under the control of the policy formulated by the Government of India. As result career advancement are not totally depends on the thrust, competency and initiative of an individual employee only. Qualitative data received from seniors also reflect that they perceive inflexibilities in some of the organizational culture/ policies like working conditions, performance appraisal system, recognition and reward system, and maintenance of balance between work life and family life. All these conditions may be the reasons for dissatisfaction of the seniors. Therefore, maximum resignations are form middle level of managers (Qualitative data from pilot study).

So, it is expected that if the company sincerely feel to retain their experienced, competent employees, then they will have to take initiative to talk with higher authority regarding the modification of the promotional policies as well as the opportunity for career advancement.

The junior levels of employees are more satisfied with job environment i.e environmental condition, increment and facilities; job values i.e. job itself and accomplishment. Senior employees perceive better about stress management i.e. opportunity for stress release and to work in relaxed mood (Table 7B). Beside these factors of retention job environment and job values are positively correlated with retention of employees (Table 8). As maximum resignations are form middle level of managers (Qualitative data from pilot study) those are also at middle age group (Table 6), so it can be said that seniors, after their long tenure in this company may have perceived some disparity about procedural and distributive justice regarding job environment, job values. Beside this, they may have also realized more than juniors that in PSU, delegation of power and responsibility is restricted and is highly centralised. Therefore in this company in spite of moderate level of satisfaction, there is no need to feel stress and can work with relaxed mood and remain stress free. **Therefore, to retain experienced and competent employees in Public Sector Undertaking Company, higher authority must propose some plan for development of conducive work, work environment and system to give procedural justice at par with other equivalent organization.**

Correlation and regression analysis shows that recruitment satisfaction plays an important role in retaining employees. Recruitment satisfaction has 37.9% and time required to response for employment has 51% facilitating effect on retaining employees in the organization (Table9B). **Therefore organization should take more care in the development of transparent recruitment system in relation to providing clear information regarding recruitment process, accuracy of the job posting, response time from employment in processing applications/ resumes, employment assistance throughout the hiring process, and level of efficiency in recruitment procedure. All these are the important key to success for retaining employees in the organization.**

Lastly for confirmation of the findings, it would be better that authority will organize a longitudinal study all over India, by taking into account all these parameters with the help of Industry Experts.

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