

# CAA54(62)

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# **LITERATURE REVIEW ON EMPLOYEE RETENTION**

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## Annotated Bibliography

### 1. Employee retention, especially of your best, most desirable employees, is a key challenge in organizations today. What drives the retention of high performers?

Alhmoud, A., & Rjoub, H. (2019). Total rewards and employee retention in a Middle Eastern context. *SAGE open*, 9(2), 2158244019840118.

This article describes the impact of total rewards on retaining the highest performing employees in respect of Islamic banks in Jordan. Rewards including extrinsic, intrinsic, and social incentives are mentioned in this study to confluence high-performing employees in an organization. The aforementioned parameters are evaluated as the main drivers to retain employees associated with Islamic banks in Jordan. Primary quantitative data have been collected by surveying 500 employees in different banking institutions across Jordan. It is mentioned that modern organizations prefer to retain talents to incur excess costs related to new talent recruitment, selection, and training. Jordanian Islamic banks are also focused on retaining proficient employees to ensure the highest level of productivity within the business network.

It is mentioned that employee retention is a major challenge for modern organizations in terms of losing a valuable workforce. As mentioned in this paper employee turnover costs an amount of \$200,000 in Saudi Arabian organizations. Moreover, losing talented work personnel also results in declining organizational performances in the competitive market. Therefore, reward programs are adopted by Islamic banks to motivate employees and retain them for a prolonged period. Financial rewards, career development opportunities, a supportive working environment, and social rewards are found to be the main factors driving employee retention in Islamic banks.

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**Ansari, K. R., & Bijalwan, P. (2017). Team effectiveness: A relational approach with employee retention. *Metamorphosis*, 16(2), 115-121.**

In this paper, team effectiveness is mentioned as an effective parameter to influence employees' decision-making to stay with or leave an organization. A suitable set of statistical tests are performed in this article to investigate the impact of team effectiveness on employee retention. It is found that team effectiveness leads to optimal team performance through meeting mutual expectations. Employers put a systematic effort to ensure a cooperative working environment across the organization. A transparent and cooperative working environment results in enhancing potential employees retained with an organization for a prolonged period. Hence, modern organizations utilize suitable strategies to retain employees and maintain their effectiveness throughout work. A reliability test is performed in this article to show the impact of team effectiveness on employee retention. The values of Cronbach's Alpha are found as 0.863 and 0.821 for team effectiveness and employee retention respectively.

Above reliability, values depict that providing facilities to work with an effective team result in employee satisfaction and lead them to retain with the corresponding organization for a prolonged period. Hence, work overload is prevented by the corresponding organizational authority to protect employees from frustration and ensure their prolonged performance across the business network.

**Khalid, K., & Nawab, S. (2018). Employee participation and employee retention in view of compensation. *SAGE Open*, 8(4), 2158244018810067**

A wide range of research is conducted in this paper to assess employee retention across six different industries of cement, banking, food and beverages, higher education, pharmaceutical, and health care. As a result of the survey, *delegative participation* is found to be

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influencing employee retention in an organization potentially. The aforementioned participation technique of employees is described as an effective tool to ensure the responsible performance of each employee in an organization. By allowing employees' participation in each delegated task, the organizational authority ensures enhanced employee performance. Employees' involvement in decision-making activities ensures an increased level of productivity.

Empowering employees by allowing them to participate in providing suggestions to improve the overall organizational performance is prevalent in modern organizations. Both direct and indirect participation ensures the interaction of subordinate employees with the higher authority. Hence, the HRM department identifies the areas of improvement and takes suitable strategic measures to train the employees as per organizational needs. It also confirms the accomplishment of employees' demands by providing adequate incentives and moral support. Hence, talent acquisition and retainment are ensured in the corresponding organization effectively.

**Khan, N. A., Bharadwaj, S., Khatoon, A., & Jamal, M. T. (2021). Assessing the Nexus Between Employer Branding and Employee Retention: Moderating Role of Organizational Identification. *Management and Labour Studies*, 46(4), 379-398.**

In the modern competitive business environment, brand promotion plays a significant role in attracting a talented pool of employees. The entire discussion is conducted by covering employees associated with the IT sector. Employers of the modern period utilize suitable strategies of branding to maintain a competitive advantage in the existing marketplace. Adequate investment is made by modern employers in respect of talent hunting, recruitment, and talent acquisition. A suitable set of training is also provided by employers to enhance employees' skills regarding the core business value of the associated organization. The theory of resource-based

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view is utilized in this paper to show the usage of both tangible and intangible assets in employee retention.

It is mentioned that employers provide *psychological, functional, and economic* benefits to their employees for retaining existing talents and attracting new talents within the trading network. A value-added policy in respect of providing supporting working environments is also considered a major driver to ensuring employee retention in an organization. *Social Identity* theory is also mentioned in the article to show the positive impact of *CSR, perceived organizational support, and training and development* on employee retention in a business unit.

**Narayanan, A., Rajithakumar, S., & Menon, M. (2019). Talent management and employee retention: An integrative research framework. *Human Resource Development Review*, 18(2), 228-247.**

An interrelation between talent management and employee retention is discussed in this article using the theories related to *the resource-based view* and *social exchange theory*. Human resources are considered an asset in organizations to attain a competitive advantage through utilizing high-performing talents. It is found that an organization has to undergo a huge financial loss along with experiencing moral damage on losing a talented employee. A suitable talent management strategy is utilized in an organization to handle talent turnover effectively. Assessment of employees is important in this regard to identify the key areas of improvement and provide them adequate support in both tangible and intangible means.

The adoption of a set of multicomponent attitudes by modern organizations is also described in this article. These skills include *affective, conative, and cognitive* elements of attitudes to retain talents within an organization. Identification of the level of proficiency of employees and delegation of work based on this leads to effective talent retention in an

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organization. Distributive, Procedural, Informational, and Interpersonal justice are mentioned to mediate the relationship between talent management and talent retention. Thus, modern organizations utilize suitable talent retention strategies to accomplish their business goals effectively through retaining proficient employees for a prolonged period.

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