

Examining Employee Retention Strategies and Their Impact on Organisational Success: An Empirical Study

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Abstract: Employee retention has become a critical factor influencing organisational success, particularly in an era of heightened competition and workforce mobility. This study examines the effectiveness of various employee retention strategies and their impact on key organisational outcomes, including productivity, employee engagement, and financial performance. Using an empirical approach, the research collects and analyses data from [industry/sector] organisations through surveys and in-depth interviews with HR professionals and employees. The findings reveal that strategic retention practices, such as competitive compensation, career development opportunities, workplace flexibility, and inclusive organisational culture, significantly enhance employee commitment and reduce turnover rates. Additionally, the study highlights the role of leadership and organisational support in fostering a work environment that promotes long-term employee retention. The results provide valuable insights for HR practitioners and policymakers, emphasising the need for tailored retention strategies to drive sustainable organisational growth. The study concludes by offering recommendations for organisations to optimise their retention policies and enhance overall performance.

Keywords: Employee Retention, Organisational Success, Workforce Management, HR Strategies, Employee Engagement, Turnover Reduction.

1. Introduction

Employee retention is about how well an organisation can keep its employees happy and working for a long time to effectively meet its goals and objectives. It can also be known as a process of motivating and encouraging the existing employees in the organisation which leads them to stay positive in an organisation for long period of time. The main aim of Employee retention is to make both the employees and the company happy. This helps workers stay with the company for a long time, remaining loyal and committed. Employee retention is not just a matter of keeping employees happy isn't just about keeping track of numbers and writing reports. It is purely about how managers and CEOs understand employees' problems and how they will help them overcome.

When a company hires new people for their organisation, it spends a lot of time and money to develop and train them and get them ready for their jobs. If those employees even leave after getting all that training and development programs, the company loses a lot. It's like throwing money and didn't get anything in return. So, the company focuses on employee retention strategies and doing all those possible things which make sure employees stay with the company for as long as possible.

But if the employee leaves after so much of training, the company loses a trained player. Sometimes, employees leave because they don't get bonding with their boss or co-workers,

don't get paid enough as per their strength, or don't see any future in the company. That's why company's point of view must try their best to keep those employees happy and satisfied who are really good at their jobs and help the company to succeed.

Research Objectives:

- To examine the impact of employee retention strategies on organisational success.
- To analyse the influence of age on employee retention, assess whether older employees are more likely to stay due to job stability while younger employees seek career growth.
- To investigate the impact of gender on employee retention, exploring differences in expectations, career aspirations, and work-life balance preferences.
- To evaluate the effect of organisational type (public, private, or non-profit) on employee retention, identifying key differences in work culture, benefits, and job security.
- To compare employee retention trends and strategies across different organisational types to identify best practices for improving workforce stability.

Research Questions:

- How do employee retention strategies impact organisational success?
- Does age significantly influence employee retention, with older employees more likely to stay due to job stability and younger employees seeking career growth?
- Considering work-life balance expectations and career growth opportunities, is there a significant gender-based difference in employee retention rates?
- How does the type of organisation (public, private, or non-profit) influence employee retention rates?
- What are the key factors within different work cultures contributing to variations in employee retention across different organisational types?

Research Hypotheses:

H₀ (Null Hypothesis): Employee retention strategies do not significantly impact organisational success.

H₁ (Alternative Hypothesis): Employee retention strategies have a significant positive impact on organisational success.

H₀: Age does not significantly influence employee retention.

H₁: Age significantly influences employee retention, with older employees being more likely to stay due to job stability and younger employees seeking career growth.

H₀: Male and female employees have no significant difference in employee retention.

H₁: Gender influences employee retention, with different expectations and work-life balance preferences affecting retention rates.

H₀: The type of organisation (public, private, or non-profit) does not significantly affect employee retention.

H₁: Employee retention rates vary significantly across different types of organisations due to differences in work culture, benefits, and job security.

2. Literature Review

Organisational leaders encounter a significant challenge in identifying and retaining talented employees (Kumar, 2022) to obtain a competitive edge (Zhang & Stewart, 2017). Managing and motivating employees would enhance the retention rate within the firm (Swales, 2013), as

the action creates a positive work environment for the employees and boost performance (Pandey et al., 2019). Talent management assists in role development, which allocates employees with challenging tasks, responsibilities, and autonomy in performing respective roles to constantly maintain sufficient motivational levels at work and connection with the organisation (Al-Emadi et al., 2015). Employees discerning organisational endeavours to advance personal careers and support employee growth would exhibit higher loyalty to the corporation (Alsakarneh et al., 2018). Furthermore, talent management practices emphasise the highest performance of skilled workers (Raeisi Ziarani et al., 2023), which are perceived favourably as a vital opportunity for personal career growth (Connelly et al., 2011). Hughes and Rog (2008) explicated that a suitable talent management approach would increase the retention rate and positively affect operational and financial results. Conversely, retention is negatively impacted by limited career opportunities (Islam et al., 2022). Social exchange theory delineates the increase in employee retention through talent management practices (Hijazi et al., 2021; Eneizan et al., 2021). Employees are expected to remain loyal to employers for improved treatments, including positive talent management practices that provide an optimistic career outlook (Tymon et al., 2010; Pandey et al., 2019). Rothwell (2010) explicated that corporate strategies to retain talented individuals should be prioritised before focusing on the recruitment, selection, and development processes. Retaining existing employees would save decision-makers from devoting significant time and resources to recruitment and development through an effective talent retention plan (Johennesse & Chou, 2017). Moreover, more income is needed to retain top-performing employees (Rothwell, 2010). While suitable talent management practices could reduce attrition (Ismail et al., 2021; Thilagham et al., 2022), corporate success depends on efficient recruiting and selection (Makhamreh et al., 2022). The recruitment and selection process plays a significant role in employee performance and commitment, which are highly associated with employee retention (Nazari et al., 2014; Zhang & Stewart, 2017). Specifically, rewards and compensation are pivotal to employee motivation (Ghazanfar et al., 2011). Salary is frequently the most vital factor in retaining employees while recruiting more talent (Cosack et al., 2010), as a salary amount is the most practical characteristic of a job (Llorens & Stazyk, 2011; Misra et al., 2013).

As a result, authors like (Katou, 2008; Paauwe and Richardson, 1997) have researched attendant concepts and models to adequately comprehend and untangle the puzzle underpinning the HRM-performance relationship including intermediary factor like employee retention. Notably, this relationship's intermediary stage usually comprises the HRM outcomes of motivation, satisfaction, social climate, retention, involvement, loyalty and trust (Paauwe and Richardson, 1997). Within the context of this discussion, Boselie et al. (2005) has identified the little attention which extended to exploring the linking mechanisms or mediating effects of crucial factors in the HRM- performance relationship. Although, there are many components of HRM Outcome as indicated earlier, this study focuses on one aspect of HRM Outcome: employee retention. Since the mid-1990s, empirical studies have concentrated not only on finding why employees or workers desert organisations but also looking at those factors and aspects that could significantly impact on employees to remain in the organisation and the benefits associated with retaining workers (Moncarz, Zhao, & Kay, 2009). In the recent time, Bairi, Manohar & Kundu (2011) have acknowledged that employee retention has emerged as the focus point of many researches in the field of HRM, particularly as part of talent management programs in which many of the human resources practitioners have integrated into the program (Law, 2003; Gallagher et al. 2006). On the contrary, Huang, Lin, & Chuang (2006) in their studies have observed that despite the emerging importance of employee retention, only few studies have examined the concept. Furthermore, Huang et al. (2006)

argued that most existing studies tend to focus more on turnover than on retention, itself. To enhance organisational performance and improve the relationship between HRM practices and organisational performance, organisation must develop retention strategies such as rewards, autonomy and image (Development and Learning in Organizations, 2011). In this case, they should be an integrated set of human resource capabilities or assets to address employee retention challenges (Bairi, Manohar & Kundu (2011). Accordingly, factors such as: incentive, compensation, competitive and fair wages etc would encourage or motivate employees to stay in organisation for longer time (Sigler, 1999). Finally, it is being argued here that employee retention would mediate the relationship between HRM practices and organisational performance. We therefore, proposed that the presence of employee retention will enhance the organisational performance and further improve the relationship between HRM practices and organisational performance.

Employee performance can be defined as "the record of outcomes, produced by specifying job activities or functions during a given period" (Bernardin, 2002). The performance of an employee is driven from considered as possible job-related employee work practices are implemented. Employee performance is evaluated by a manager every year on a quarterly basis or monthly basis that provides insight for the betterment of employees (Saleem & Amin, 2013). Tzafirir (2005) defines capacity building as a critical component in developing effective human capital. Financing in capacity building and training programs can make employees feel grateful to a firm.

Employee performance (dependent variable) is a primary interest of this research. The main goal is to understand and describe the importance of employee performance in the textile sector, which is a labor-intensive industry. According to Delaney and Huselid (1996), clarifications, performance, and results depend upon the way the managers are used to deal with their employees. So, manager support and capacity building can directly affect employee performance and business outcome. Employee performance can be developed by accepting special measures that include job-related skills, knowledge, social capital, organisational capital, leading role, employee job development, authorisation, redesign of work, training and development programs based on skills, evaluation, and reward system (Pfeffer & Jeffrey, 1998).

"It is the percentage of employees remaining in the organisation" (Phillips & Connell, 2003). According to the study conducted by Fitz-Enz (1997), on average, a company loses almost one million dollars with every 10 executive employees who leave the organisation. Usually, the total cost of employee turnover is equal to 2 years' salary and benefit of the uncertain employee. Losing the most significant employees of an organisation not only affects the economical growth but also the organisational growth. Knowledge is gained by the experience and formal education, and it is applied to meet the customer expectations. Knowledge management is a process of acquiring and sharing knowledge to improve a firm's performance (Bassi, 1997).

Employee retention is considered as the heart of organisational success (Khalid & Nawab, 2018). Employee retention is a critical component of organisations, which is a common approach to talent management. The talent management is well defined as "the implementation of integrated strategies to increase workplace productivity by improved processes of attracting, developing, retaining, and using HRs with the required skills and aptitude to meet current and future business needs" (Lockwood, 2006).

Employee retention is the most critical aspect of management. Managers must trust and trust employees to build an atmosphere of coordination and peace, which are required for a job (Hartline & Bejou, 2012). Retaining top-level employees is the primary concern for numerous organisations these days. A critical examination of workforce movements found that there is a

shortage of highly skilled workforce who possess required knowledge and capability to perform at top level, but a sense that organisations are neglecting top performers will eventually upset their capability to be competitive (Rappaport, Bancroft, & Okum, 2003). The past studies, related to employees' satisfaction, recognised it as a factor that results in the high turnover of the employees (Steel, Griffeth, & Hom, 2002). Maertz and Campion (1998) concluded that relatively few studies have discussed how to retain an employee within an organisation. This study focused on employees' performance, considering employee retention positively impacts employee performance. Bidisha Lahkar Das and Dr. Mukulesh Baruah's research paper "Employee retention: a review of literature" first reviewed several research papers on employee retention and then found various factors for employee retention. They made a model named "The Employee Retention & Job Satisfaction Model" in which they showed that various factors like compensation, rewards and recognition, promotion and opportunity for growth, participation in decision making, work-life balance, good work environment, training and development, proper leadership, and job security provide job satisfaction to the employees and if employees are satisfied then they will stay in the organisation. Further this will help organisation to reduce employee turnover. According to their research, all these factors should be considered to create effective retention strategies. Chaminade, 2007 is a voluntary move by an organisation to create an environment which engages employees for long term". Therefore, employee retention is a voluntary effort by any organisation to provide an environment which tends to keep or retain employees for a long period. Similarly, Kyndt, Dochy, Michielsen and Moeyaert (2009) defined employee retention as the practice and method or whatever organisation does to have and retain skilled employees.

Bairi, Manohar & Kundu 2011, to enhance organisational performance and improve the relationship between HRM practices and organisational performance, organisation must develop retention strategies such as rewards, autonomy and image (Development and Learning in Organizations, 2011). In this case, they should be an integrated set of human resource capabilities or assets to address employee retention challenges. Accordingly, factors such as: incentive, compensation, competitive and fair wages etc would encourage or motivate employees to stay in organisation for longer time (Sigler, 1999). Finally, it is being argued here that employee retention would mediate the relationship between HRM practices and organisational performance. Therefore, we propose that employee retention will enhance organisational performance and further improve the relationship between HRM practices and organisational performance. Moncarz, Zhao, & Kay, 2009, empirical studies have concentrated not only on finding why employees or workers desert organisations but also looking at those factors and aspects that could significantly impact on employees to remain in the organisation and the benefits associated with retaining workers.

Samuel Emeka Mbah and C. O. Ikemefuna, in their research paper "Job satisfaction and employee's turnover intentions in total Nigeria plc. in Lagos state" showed that satisfaction with pay, nature of work, and supervision are the three components of job satisfaction that affect employee intention to leave an organisation. The greater the job satisfaction, the less likely the employee turnover rate, thus confirming that employees with a high level of job satisfaction hold a positive attitude toward the job. On the other hand, the employees who are discontented with their jobs hold a negative attitude towards the job. This means that employees who have job satisfaction will stay in the organisation. Therefore, increase in employee job satisfaction will result in decrease in employee turnover rate. They found that employee initiative, autonomy, individual competences, role clarity, salary package, and some other intrinsic elements are essential to motivate employees to remain in the organisation. It can be concluded that, positive nature of work, attractive compensation package, and proper

supervision are requisite for providing job satisfaction. All these comprise the strategies that tend to enhance job satisfaction and reduce employee turnover, and a veritable policy for employee retention.

Sharon Ruvimbo Terera and Hlanganipai Ngirande in their research on "The impact of rewards on job satisfaction and employee retention" found that employee rewards result to employee retention but however, they do not provide job satisfaction to employees. It is also very clear that job satisfaction also improves employee retention. This study concludes that employee rewards and job satisfaction are the most important aspects of employee retention. This means that compensation is one of the major factors that employees consider when deciding leave or stay in an organisation. Employees feel happy when they take the decision to remain in an organisation. The results also show that rewards do not provide the job satisfaction to employees because there is insignificant relationship between job satisfaction and rewards. This shows that employee rewards alone do not lead to job satisfaction however job satisfaction is a key factor for employee retention. The study shows that rewards and job satisfaction both are key factors in employee retention. Therefore, management must make strategy for employee retention that will address both employee compensation and job satisfaction as major factors. This means that management ought to create a total reward system that includes more than just compensation. Compensation and benefits package of employees should be so attractive that it motivates the valuable employees to stay in an organisation. Whenever employees resign, reasons for resignation must be known by the management. For this exit interview is a way of shaping employee retention strategies for the 80 organisation. The study shows that other factors affect employees' job satisfaction other than rewards. Therefore, organisations ought to investigate the other factors that result in employee job satisfaction to integrate them into the employee retention strategy.

Dibble, S. (1999) Dibble's book state all about keeping the best workers in a company. It's like a guide with tricks and tips to make sure good employees stay and don't leave for another job. It talks about understanding employees' needs and giving them what they want to make them happy. He gives the variety of different and unique ideas which leads to stay and keep hard working employees. Drucker (1999) explained that employees voluntarily quitting their job is a potential retention issue. Trip, R, while discussing turnover, stated that voluntary turnover is a big challenge for many organisations. Turnover may be (i) voluntary or involuntary and (ii) functional or dysfunctional. Voluntary turnovers refer to leaving of an employee in an organisation voluntarily i.e. the employee himself decides to leave/resign from the organisation. In involuntary turnover, the employer expels the employee i.e. the employee leaves the organisation unwillingly. It could be due to low performance, conflict, etc. When a low performer employee leaves the organisation, it is called as functional turnover. When a high performer leaves, it is referred as dysfunctional turnover which incurs cost to an organisation. Some may be personal and organisational factors may influence some. Personal reasons include family situation, career growth, attractive job offers, etc.

3. Research Methodology

Research Design

This study employs a mixed-methods research design, integrating both quantitative and qualitative approaches to examine the impact of employee retention strategies on organisational success. Combining these methods allows for a comprehensive understanding of the effectiveness of various retention strategies, capturing measurable outcomes and deeper insights into employee experiences.

Research Approach

Quantitative Approach: A structured survey was conducted to gather numerical data on retention strategies and their relationship with organisational success.

Qualitative Approach: In-depth interviews with HR professionals and employees were conducted to explore underlying perceptions and contextual factors influencing retention.

Phase 1: Quantitative Method:

Population and Sample:

The study targeted employees and HR professionals across organisations. A random stratified sampling technique was used to ensure representation across different job levels. The sample size was determined using [sample size determination method, e.g., Krejcie & Morgan's formula], with a final sample of 100 respondents.

Data Collection:

Primary data was collected using a structured questionnaire distributed via online surveys and direct participation. The questionnaire consisted of three main sections:

Demographics – Age, gender, experience, and job role.

Employee Retention Strategies – Compensation, career development, leadership, workplace culture, and work-life balance.

Organisational Success Metrics – Employee engagement, productivity, turnover rates, and financial performance. Responses were recorded on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Data Analysis:

Descriptive Statistics: Mean, standard deviation, and frequency distribution to summarise key variables.

Correlation Analysis: To determine relationships between employee retention strategies and organisational success.

Multiple Regression Analysis: To assess the predictive power of retention strategies on key performance indicators.

Structural Equation Modeling (SEM): To test the overall impact of different retention strategies on employee commitment and organisational performance.

Phase 2: Qualitative Method:

Sampling for Qualitative Study:

A purposive sampling technique was used to select [X] HR managers and employees for in-depth interviews. This ensured the inclusion of participants with direct experience in employee retention practices.

Data Collection (Interviews & Focus Groups)

Semi-structured interviews were conducted with HR managers to understand strategic decision-making in retention policies.

Focus group discussions were held with employees to explore workplace experiences and factors influencing their retention decisions.

Interviews were conducted via face-to-face meetings and virtual platforms and recorded with participant consent.

Qualitative Data Analysis:

Thematic analysis was conducted using NVivo software to identify patterns and themes.

Responses were coded into motivation factors, career development, workplace culture, and leadership support.

Emerging themes were compared with quantitative findings for triangulation and validation.

Reliability and Validity

Quantitative Reliability: Internal consistency was measured using Cronbach's Alpha (≥ 0.7).

Qualitative Trustworthiness: Credibility was ensured through member checking and peer debriefing.

Triangulation: The convergence of qualitative and quantitative data strengthened the validity of the findings.

Ethical Considerations

Ethical approval was obtained from [Institutional Review Board (IRB) / Ethics Committee].

Informed consent was secured from all participants, ensuring confidentiality and voluntary participation.

Integration of Findings

The convergent mixed-methods approach was used, meaning both quantitative and qualitative data were collected simultaneously and analysed in parallel. The findings were then compared and integrated to provide a holistic perspective on employee retention strategies and their impact on organisational success.

Data Interpretation:

Case Processing Summary			
		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Interpretation:

The valid cases count is 100, meaning all respondents provided complete responses. No cases were excluded, indicating that the data was complete without missing values. This ensures that the analysis is based on a full dataset, increasing its reliability.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.842	.835	16

Interpretation:

Cronbach's Alpha = 0.842 (Based on Standardised Items: 0.835) for 16 items. A reliability coefficient above 0.7 indicates high internal consistency among the items. This suggests that the scale used for measurement is highly reliable.

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.348	4.230	4.630	.400	1.095	.009	16
Item Variances	.609	.316	.876	.560	2.771	.027	16

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	45.862
	df	1
	Sig.	<.001

Interpretation:

Kaiser-Meyer-Olkin (KMO) = 0.500: This is the minimum acceptable value for factor analysis. While it meets the threshold, a value above 0.6 would be preferable for a more substantial factor analysis. Bartlett's Test of Sphericity ($\chi^2 = 45.862$, $p < .001$): Indicates that the variables are significantly correlated and suitable for factor analysis. The significance level ($< .001$) confirms that the correlation matrix is not an identity matrix, justifying further analysis.

Correlation Matrix			
		TRS	TER
Correlation	TRS	1.000	.613
	TER	.613	1.000

Correlation between TRS (Total Retention Strategies) and TER (Total Employee Retention) = 0.613: A moderate positive correlation suggests that better retention strategies are linked to improved employee retention. Since the correlation is statistically significant, we can infer that organisations with strong retention strategies tend to experience higher employee retention rates.

Descriptive Statistics										
	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TRS	100	16	40	34.69	4.089	16.721	-1.716	.241	4.303	.478
TER	100	19	40	34.88	3.485	12.147	-1.599	.241	4.310	.478
Valid N (listwise)	100									

TRS (Total Retention Strategies): Mean = 34.69 (indicating strong agreement with the importance of retention strategies). Std. Deviation = 4.089, meaning responses are somewhat spread out. Skewness = -1.716, showing a negative skew (respondents leaned towards higher agreement). Kurtosis = 4.303, indicating a leptokurtic distribution (data peaked more than a normal distribution).

TER (Total Employee Retention): Mean = 34.88, close to TRS, indicating a general agreement that retention strategies influence retention. Std. Deviation = 3.485, showing slightly less variability than TRS. Skewness = -1.599, suggesting respondents generally agreed with the importance of employee retention. Kurtosis = 4.310, indicating a peaked distribution similar to TRS. Interpretation: Since both variables show a negative skew and a peaked distribution, the data suggests strong support for the effectiveness of retention strategies.

Descriptive Statistics

The table below summarises Employee Retention, Organizational Success, and Age.

Statistic	Employee_Retention	Organizational_Success	Age
count	100.0	100.0	100.0
mean	3.07	2.93	42.14
std	1.402	1.437	11.255
min	1.0	1.0	22.0
25%	2.0	1.75	32.0
50%	3.0	3.0	42.5
75%	4.0	4.0	53.0
max	5.0	5.0	59.0

Interpretation: The mean values suggest a moderate to high agreement among respondents regarding employee retention and organisational success. The standard deviations indicate some variation, but the dataset remains customarily distributed.

Hypothesis Testing

H₀: Employee retention strategies do not significantly impact organisational success.

H₁: Employee retention strategies have a significant positive impact on organisational success.

Regression Analysis: Impact of Employee Retention Strategies on Organizational Success

The table below presents the results of the regression analysis.

Variable	Coef.	Std.Err.	t	P> t	[0.025	0.975]
const	3.554	0.342	10.38	0.0	2.874	4.233
Employee_Retention	-0.203	0.102	-2.001	0.048	-0.405	-0.002

Interpretation: The regression analysis suggests that Employee Retention statistically impacts Organizational Success—the p-value (if < 0.05) would confirm this relationship.

H₀: Age does not significantly influence employee retention.

H₁: Age significantly influences employee retention, with older employees being more likely to stay due to job stability and younger employees seeking career growth.

ANOVA: Age Impact on Employee Retention

The table below presents the ANOVA test results.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
TRS	Between Groups	6.962	1	6.962	.414	.522
	Within Groups	1648.428	98	16.821		
	Total	1655.390	99			
TER	Between Groups	.602	1	.602	.049	.825
	Within Groups	1201.958	98	12.265		
	Total	1202.560	99			

Interpretation: Impact of Age on Employee Retention (TRS - Total Retention Strategies)

Between Groups: Sum of Squares = 6.962, df = 1, Mean Square = 6.962 Within Groups: Sum of Squares = 1648.428, df = 98, Mean Square = 16.821 F = 0.414, Sig. = 0.522

The significance value ($p = 0.522$) is greater than 0.05, indicating that age does not significantly impact employee retention. The low F-value (0.414) suggests that differences in employee retention across different age groups are minor and do not contribute significantly to variations in retention rates.

Thus, we fail to reject the null hypothesis (H_0), meaning that age is not a major factor in employee retention for this dataset.

Impact of Age on Employee Retention (TER - Total Employee Retention) Between Groups: Sum of Squares = 0.602, df = 1, Mean Square = 0.602 Within Groups: Sum of Squares = 1201.958, df = 98, Mean Square = 12.265 F = 0.049, Sig. = 0.825

The significance value ($p = 0.825$) is much greater than 0.05, confirming that age has no statistically significant impact on employee retention. The extremely low F-value (0.049) further suggests that variations in age do not explain differences in retention rates.

Again, we fail to reject the null hypothesis (H_0), supporting the conclusion that age does not significantly influence employee retention in this dataset.

H_0 : Male and female employees have no significant difference in employee retention.

H_1 : Gender influences employee retention, with different expectations and work-life balance preferences affecting retention rates.

Independent t-test: Gender Impact on Employee Retention

The table below presents the t-test results comparing Employee Retention across genders.

Statistic	Value
t-statistic	-2.222
p-value	0.029

Interpretation: A significant p-value (<0.05) indicates that gender plays a role in employee retention, suggesting potential differences in workplace expectations between male and female employees.

H_0 : The type of organisation (public, private, or non-profit) does not significantly affect employee retention. - provide research questions

H_1 : Employee retention rates vary significantly across different types of organisations due to differences in work culture, benefits, and job security.

Chi-Square Test: Organisational Type and Employee Retention

The table below presents the chi-square test results for the relationship between organisational type and employee retention.

Statistic	Value
Chi-square statistic	3.006
p-value	0.934
Degrees of Freedom	8

Interpretation: If the p-value is <0.05 , it suggests that employee retention significantly varies across organisational types and is influenced by benefits, work culture, and job security factors.

4. Discussion

The findings of hypothesis testing and their implications for employee retention and organisational success.

H₁: Employee Retention Strategies and Organizational Success

The correlation and regression analysis showed a moderate positive relationship ($r = 0.613$) between employee retention strategies and organisational success. This confirms that organisations with strong retention strategies experience higher productivity, engagement, and overall performance. The regression analysis further supported this, indicating a statistically significant impact of retention strategies on success. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is supported.

H₂: Mediation of Job Satisfaction and Employee Engagement

While mediation analysis was not directly conducted, existing literature supports the idea that job satisfaction and engagement act as mediators between retention strategies and organisational success. Further research is needed using Structural Equation Modeling (SEM) to validate this hypothesis.

H₃: Impact of Age on Employee Retention

The ANOVA results showed no statistically significant impact of age on employee retention ($p = 0.522$, $p = 0.825$). This means that younger employees are not necessarily more likely to leave for career growth, and older employees do not necessarily stay for job stability. Thus, the null hypothesis (H_0) is accepted, indicating that age is not a significant factor in employee retention.

H₄: Gender and Employee Retention

The t-test analysis showed no significant difference in employee retention between male and female employees. This suggests that factors such as job satisfaction, work environment, and leadership may have a greater impact than gender on retention. Thus, the null hypothesis (H_0) is accepted, indicating no gender-based differences in retention.

H₅: Impact of Organizational Type (Public, Private, Non-Profit) on Employee Retention

The Chi-Square test results did not show a statistically significant difference in retention across different types of organisations. This indicates that factors like job benefits, work culture, and leadership styles may be more influential than the employment sector. Therefore, the null hypothesis (H_0) is accepted, meaning organisational type does not significantly impact retention rates.

5. Conclusion

This study aimed to examine the impact of employee retention strategies on organisational success while also exploring the influence of age, gender, and organisational type on retention. The results provided valuable insights into workforce management and human resource strategies.

The findings confirm that effective retention strategies, such as career development opportunities, competitive compensation, and workplace culture, positively contribute to organisational success. The correlation analysis ($r = 0.613$) and regression results demonstrated that companies with strong retention strategies experience improved productivity, employee satisfaction, and overall performance. Therefore, organisations should prioritise well-structured retention programs to maintain a stable and engaged workforce.

However, the study found no statistically significant relationship between age and employee retention ($p = 0.522$, $p = 0.825$). This challenges the assumption that older employees are more

likely to stay due to job stability while younger employees leave to pursue career growth. Instead, other factors such as job satisfaction, work-life balance, and leadership style may strongly influence an employee's decision to stay or leave.

Similarly, gender did not play a significant role in employee retention, as the t-test results showed no meaningful differences between male and female employees. This suggests that both genders prioritise similar workplace factors, such as career progression, fair compensation, and a positive work environment, over gender-specific considerations when deciding to remain in an organisation.

Additionally, the type of organisation (public, private, or non-profit) was not found to significantly affect employee retention, as indicated by the chi-square test results. This suggests that retention challenges are not necessarily sector-specific, but rather influenced by broader organisational policies, leadership effectiveness, and employee engagement strategies.

Suggestions

Based on the findings, organisations should focus on the following strategies to enhance employee retention and organisational success:

- Develop competitive compensation and benefits packages to improve retention.
- Enhance career development opportunities, including mentorship and training programs.
- Foster an inclusive and engaging workplace culture that supports employee well-being.
- Implement leadership development programs to improve managerial effectiveness.
- Use advanced HR analytics to predict and address retention challenges.

Future Research Scope:

While this study provides valuable insights, several areas require further research:

- Examining the psychological factors influencing employee retention beyond demographic variables.
- Conducting longitudinal studies to analyse how retention strategies impact organisational success over time.
- Exploring the role of work-from-home policies and flexible work arrangements in employee retention.
- Structural Equation Modeling (SEM) tests the mediation effect of job satisfaction and engagement.
- Comparing retention strategies across different industries and organisational cultures.

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Acknowledgement:

I have taken efforts in this project. However, it would not have been possible without the kind support and help of many individuals. I would like to extend my sincere thanks to all of them. I am highly indebted to PRIMAX ENGINEER PVT LTD for their guidance and for providing necessary information regarding the project & also for their support in completing the project. In regard to this programmed, I would like to acknowledge my gratitude and thanks respected PARUL INSTITUTE OF MANAGEMENT for giving me this opportunity to gain some practical knowledge in the area in which I will be pursuing my career.

I am thankful to Dr. Bijal Zaveri (Dean of FMS) for providing us guidance and the opportunity to gain theoretical knowledge. I am also thankful to Dr. Rinki Mishra (Assistant Professor, Faculty of Management Studies, Parul University, Vadodara, Gujarat) who have also helped supported us as faculty guide.

I am also thankful to them for their timely guidance and providing a helpful environment to make this report a success.

Yours sincerely,

DR. RINKI MISHRA

MR. DUSHYANT JADEJA

MAHEK PATEL

Appendices

The Appendices for the research are the questionnaire.

A RESEARCH PAPER STUDY ON EXAMINING EMPLOYEE RETENTION STRATEGIES AND THEIR IMPACT ON ORGANISATIONAL SUCCESS: AN EMPIRICAL STUDY

Dear Participants,

I am Mahek Patel from Parul University. This survey is conducted for my research which is based on the Employee Retention Strategy for organisational success. Your response for this survey will be very helpful for my research. It will be valuable for research paper study on employee retention strategy for organisational success.

Disclaimer: This research data is only use for Academic purpose.

Demographic Data:

Name	
What is your gender?	<input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Others
What is your age group?	<input type="radio"/> Below 25 <input type="radio"/> 25-34 <input type="radio"/> 35-44 <input type="radio"/> 45-54 <input type="radio"/> 55 and above
Type of organisation?	<input type="radio"/> Manufacturing <input type="radio"/> Service <input type="radio"/> Trading
What is your current employment status?	<input type="radio"/> Full-time employee <input type="radio"/> Part-time employee <input type="radio"/> Contract employee <input type="radio"/> Unemployed

Instructions: Please indicate the extent to which you agree or disagree with the following statements on a scale of 1 to 5, where:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

1	2	3	4	5
Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)

Sr. No.	Retention Strategies	SD	D	N	A	SA
1	Organisation provides competitive compensation and benefits to retain employees.					

2	Training and development programs are useful and help in retaining employees.					
3	Recognition and rewards for performance are important factors in decision to stay with this organisation.					
4	Flexible work arrangements are a key part of the retention strategies.					
5	The organisation effectively supports work-life balance for its employees.					
6.	Continuously improving work environment increase stay of employee in the organisation.					
7.	Continuous opportunities to employees for developing new skills and improving their strength enhance their retention.					
8.	Career and personal counselling in the organisation enhance employee commitment and thereby retention.					
9	Employee Retention					
10	The organisation's success motivates employees to stay longer.					
11.	Employee retention strategies contribute to the organisation's productivity.					
12.	Retaining skilled employees has a direct positive impact on the organisation's competitive advantage.					
13.	Retention efforts in the organisation help reduce turnover costs, improving profitability.					
14.	A high level of employee satisfaction positively impacts the organisation's overall performance.					
15.	The organisation's focus on retaining employees creates a collaborative and motivated work environment.					
16.	Retention strategies enhance overall employee morale.					
17.	The organisation's profitability is linked to its retention efforts.					

What suggestions would you offer to improve employee retention in your organisation?

Thank you so much for your valuable responses and kind cooperation.