

THE IMPACT OF ORGANIZATIONAL FACTORS ON EMPLOYEE RETENTION IN THE LOGISTIC SECTOR OF KARACHI, PAKISTAN

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ABSTRACT

The present study was conducted to examine the question that how Organizational factors impact on employee retention of the logistic sector of Karachi, Pakistan. The type of research is causal because our research design is quantitative in nature. In order to answer this question; five points of Likert type scale was devised. The sample of 350 employees was conveniently drawn from the logistic sector of Karachi, Pakistan. Response percentages were calculated by processing the data through SPSS statistical software, the research included 6 independent variables that are Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation and Benefits and one dependent variable that is Employee Retention. After conducting the research, it was found that Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation and Benefits have been accepted and have immense influence on Employee Retention.

Keywords: *Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance, Compensation and Benefits, Employee Retention*

INTRODUCTION

Employee retention can be improved if we know the factors it depends upon. Organizations should know the problems faced by employees and make sure to fulfill their needs, for this the manager of the organization should arrange career development and should provide compensation and benefits to employees. Working environment also play a dynamic part in employee satisfaction and also motivation. Good and attractive working environment may include safety and security of the premises, clean and hygienic environment, good employee relations, and a clear line of command, progressive organization culture and interactive two-way communication. A reward management system should be set in place to keep the employees motivated, to keep performing well and also to stay long in the organization (Chhetri, 2017). Now, organizations realize that organizational factors are very important to retain talented employees so that employees will likely to work in an organization for a longer period of time. In today's era, not only good and attractive salary is important for retaining employees but there are some factors which are very important for retaining employees such as employee career development, employee empowerment opportunities, work life balance etc. (Dajani & Zaki, 2015; Tunio, 2020).

An organization can also be increase employee retention by improving the firm's norms. Company norms are a combination of personal inter-communication between the supervisor of the organization and employees and personal inter-communication between employees. It is generally more about attitudes, personalities and how well the organization gets along. Employee retention can also be increase if an organization manages its employee engagement (Vorina, et al., 2017; Afshan, et al., 2021). Employee engagement is a method that upshots in proper condition for all workers of an association to give their greatest on a daily basis. They should similarly be committed toward their organization's objectives and values and should contribute to the organization's success while being intact with their sense of own wellbeing. Employee retention can also be increase if an organization enhances all factors which are needed to retain employees (Okwakpam, 2019; Gilal, et al., 2020).

The main reason of employee retention is not having enough coaching or capital to get the work done. If you put employees in a position in which they do not feel at ease to achieve their objectives, then there will be a problem and those problems include it doesn't matter what you think and what are your responsibilities. Always find out the solutions that will minimize the problems for both, an organization and an employee (Azeem & Akhtar, 2014; Tunio, et al., 2021). Employee retention can also be increased through structured dispute resolution. It is important because when problems come, how well you deal with an employee and it creates an important impact on structuring an employee's attitudes. Maintaining neutrality can also be increase employee retention (Cloutier, et al., 2015; Tunio, 2020). When an employee brings to you an issue, you either solve their problem or you either ignore their problem. Howbeit, employees want to feel that they can access their heads, so they can look at their problems. It doesn't matter that what is good for an organization, but they can see that what needs are to be fulfilled to keep an employee's mind at comfort. Employee retention can also be increased to give the employees respect and expect to receive respect (Kossivi, et al., 2016; Chaudhry, et al., 2021).

Organizational factors and its impression on employee retention is based on the element that how much of an employee's time stands utilized in the firm and how much work is being done considering the organization. Employee retention is considered as an achievement and belief towards the organization because if the employees believe towards the organization, they will spend more time in the organization and they stay long period of time in the organization. Employee retention shows the employees discern faithfulness towards the firm. Moreover, employee retention can also be achieved through successful organizational factors. Other factors that determine employee retention include employee empowerment opportunities, work life balance, compensation and benefits etc. (Kelly, et al., 2021; Gilal, et al., 2021). HR policies play a significant role towards employee's job and eventually lead to successful firm performances. HR practices tend to improve the employee loyalty and gain employee trust which gives an employee satisfaction from its work which in turn is beneficial for the organization (Chaudhury, 2015; Tunio, et al., 2017). Employee retention can be increased by an organization through many ways. Some of them being increase confidence in leadership; this could be achieved if an individual takes up every opportunity to seek training, give feedbacks and to seek ways to boost your own growth. When employees see the supervising team of the organization

growing in their work, that positive energy will enthuse each and every employee (Bao & Zhong, 2021; Tunio, et al., 2021).

Objectives of the Study

The main objective of the study is to identify the organizational factors that effect on employee retention. The objectives of the study are as follows:

1. To identify the impact of employee engagement on employee retention.
2. To analyze the impact of employee empowerment opportunities on employee retention.
3. To understand the impact of employee career development on employee retention.
4. To gauge the impact of pay for performance culture on employee retention.
5. To determine the impact of work life balance on employee retention.
6. To establish the impact of compensation and benefits on employee retention.

Research Questions

1. Does an employee engagement have an impact on employee retention?
2. Do employee empowerment opportunities have an impact on employee retention?
3. What is the impact of employee career development on employee retention?
4. Do pay for performance culture impact on employee retention?
5. Does work life balance impact on employee retention?
6. What is the impact of compensation and benefits on employee retention?

Hypotheses of the Study

H0: Employee engagement, employee empowerment opportunities, employee career development, pay for performance culture, work life balance and compensation and benefits do not have an impact on employee retention.

H1: Employee engagement has an impact on employee retention.

H2: Employee empowerment opportunities have an impact on employee retention.

H3: Employee career development has an impact on employee retention.

H4: Pay for performance culture has an impact on employee retention.

H5: Work life balance has an impact on employee retention.

H6: Compensation and benefits has an impact on employee retention.

Review of Literature

Due to the increase change in technology today, the demand for the better quality has risen not only in an organization but also has an increased competition amongst them. For organizations to survive the competition they should create contented and faithful workforce that is important for all the firms, as well as logistic sector. Due to the globalization, worldwide competition has risen in the logistic sector, high echnological changes and privatization of public logistic sectors. The logistic companies of Pakistan are also experiencing immense competition. It is however, taking part in an important role in the blossoming of the country and its financial system. Due to the high rate of logistic companies in the country, there is a fierce competition amongst them and in sequence to remain in this competitive field, logistic companies must to have largely inspired, contented, hardworking and faithful workers (Sagaro, et al., 2020; Tunio, et al., 2021).

Many studies based on the employee faithfulness have shown that the co - relation between the worker loyalty and the worker satisfaction is pragmatic. In the work of Matzler & Renzl showed that contented employees are extra faithful to the organization as collate to those who are discontented with their work. This study also proved that satisfaction among the employees lead to the higher level of satisfaction and dedication of employees with organizations. Moreover, it has been studied that the influence of worker contented on workers devotion to the firm is not just beneficial but it is one of the most chief principals that foretell the worker faithfulness. It has been found in the literature review that the relationship between the compensation and the reward and the employee behavior and the organizational performance. Prado mentioned that the feedback of the group level raised the productivity at an average of 50 percent over the baseline, the setting of the group goal raised the productivity at 75 percent over the baseline and group incentives raised the productivity at 76 percent over the baseline. In accumulation, work attitudes such as job satisfaction, turnover intentions and morale were enhanced after the interventions (Lopez, et al., 2020; Katper, et al., 2020).

Human forces are important in building and enhancing the rival edge of the organization's success as both are invaluable, different and incomparable capital. The definition of human forces can be classified under two wide standards which are specialist and distinguishing. If we talk about general idea, human forces cite to a team of human workforce that is centrally controlled which creates a source of competitive advantage for the organization. As far as distinctive approach is concerned, it focuses on traits of an employee including employee ability, understanding, capability, point of view, experiences and perception. According to different researchers, human resource management is all about maintaining a good relationship with employees to optimize the maximum output from them in order to achieve the organization's goals and increase the efficiency and productivity of employees (Montagna, et al., 2018; Katper, et al., 2020).

If we talk about the organizational factors so it can be concluded as a tool of acquiring, retaining and keeping the employees motivated through fulfilling their psychological and social needs through different ways. There are different researchers who wrote about the connection with the organizational factors and the firm's commitment

through unique tools. The most common tools for retaining employees are employee career development, compensation and benefits, employee empowerment opportunities, employee engagement, work life balance and pay for performance culture. Organizational factors further include job security, job satisfaction, training and development and working environment and culture (Kossivi, et al., 2016; Memon, et al., 2021).

Employee Career Development

Career development is one of the most important factors in employee motivation. When employees see their career more brighten, they will work hard for the success of an organization they will be more motivated and loyal to the organization. Career development refers to the upgrade of one's employee. One can move upward by doing good work and gets the high position on his hard work, advancement and opportunities leads an employee to be more productive and engaged with the organization. Employee career development is not every time formal situation up gradation, in spite the fact that often times it is a ceremonial move from one position to other (Khuong & Yen, 2016; Tunio, et al., 2021).

Human resource management is a process of motivating, retaining and attracting employees for the survival of the organization. Human resource management is implemented in such a way that it helps the organization to have loyal employees who can work for the betterment of organization and make the organization successful. Accompanied by this comprehension of what is needed to grow fortunately all over one's career, Social Cognitive Career Theory (SCCT) has actually described how a joining of variables can lead to a victorious profession. The theory was obtained from Bandura's Social Cognitive Theory. The substructure inspects how varying such as adequacy, objectives and end result assumption crossing with outer variable such as the domain in which one discover themselves and official variables such as gender in either encouraging or inhibiting impede extension in professional development. The priority logic of the Social Cognitive Career Theory is that there are three interlaced variables which are important to control a person's profession behavior and thus development adequacy reliance, end result expectations and personal objectives. Bandura understood self-adequacy faith to be each person's retribution about their ability in order to manage and then administrative and certain courses of action to achieve certain performances. Adequacy as operationalized in this research mention to the trusty system that one enhances beyond the original time based on previous production and academic achievements. End result expectations mention to the beliefs (Arifin, et al., 2020; Tunio, et al., 2021).

Compensation & Benefits

Compensation and benefits comprises of numerous categories of non-wage reimbursements provided to workers in accumulation to their standard incomes or earnings. An occurrence where a worker exchanges (cash) salary for some other procedure of assistance is generally denoted to as a "salary packaging" or "salary exchange" procedure. In most countries, most kinds of worker reimbursements are taxable to at least some notch. Due to the rapid increase in technology today, the demand for better quality has risen not only in organizations but it has also increased competition amongst them. For companies to survive the competition, they

tend to satisfy their workers and hire loyal workforce which is vital for organizations, including the food sectors and logistic sectors. Due to globalization, worldwide competition has risen in the banking sector; there are high technology changes and privatization on public logistic sectors (McGraw, 2015; Shaikh, et al., 2021).

Employee Empowerment Opportunities

Empowerment is one of the important factors among the organizational growth through which employees feel more strengthen in their decisions and can achieve the organizational goals with more meaningful ways. Empowerment gives the feeling of respect, ownership and most significantly sense of responsibility and these factors reinforce the role of an employee. A lot of firms have been working entitlement even if it is extremely difficult. Firms are practicing authorization, and yet the empowerment at the lower level of the pyramid is barely witnessed. Logistic industry is a vastly service providers and the bottom level workers are the ones who are in straight dealings with the consumers. This makes it vital for workers to be authorized in the logistic industry to offer better amenities to its clientele. Keeping in mind, the need of empowerment in the logistic industry, several tries have been made to recognize the numerous apparatuses of empowerment being used. It is also endeavored to check the effect of empowerment on the part of workers. In logistic sector, employees are empowered by having the right to make decisions related to loan approvals and credit grants. This autonomy of decision making motivate employees and they feel empowered and become more focused towards their job and organizations and they will not tend to leave that job most likely. This resolves the problem of retaining employees and saving the training cost. It directly affects the organization's productivity and sustainability (Hanaysha, 2016; Tunio, et al., 2022).

Employee Engagement

Employee engagement is very important in every organization. Only the employees, who are fully engaged with the organization, can lead to make an organization successful. They will work hard and they fully invest their energies to make the organization successful. If employees are not fully engaged with the organization, they will just do work from 9 to 5 but they do not invest their energies or they will do not work hard to make the organization successful. In this way, employees do not stay in the organization for a long period of time. There is no doubt when one claims that the reason behind a developing and successful organization is productive employees. If you run your own business or are a manager of any kind, you are probably always looking for ways to increase productivity and hence increase revenue. But productivity is directly linked to positive dedication, commitment and increased motivation. The higher the employee is comfortable at work, the higher his productivity. So yes, it is possible to say that the work environment has a direct impact on employee performance because if the working environment is good, employees feel more engaged with the organization and they will likely to stay with the organization for a longer period of time (Saks, 2019).

Pay for Performance Culture

Pay for performance culture is an important factor for retaining employees. If organizations pay extra to the employees for participating in any activities, employees will be more motivated, and they will also be likely to participate in the

future. If organization do not pay extra, then employees will not be likely to participate in any activity in the future. If an organization wants to build a high - performance culture, so they should have to manage employees' performance. They should have to pay incentives to the employees so that they will likely to contribute in any activity or in any project in the future because pay for performance rewards attract attention of all employees and employees give importance to the rewarded performance. Pay for performance culture includes bonus, rewards, ncentives etc. For retaining employees in the organization, it necessary for the organization to pay incentives, bonus, rewards etc. to their employees. To ensure efficient and effective employee retention, it must be show to the employees that the organization practices a pay for performance culture where the high performing employees are reward and low performing employees are penalized accordingly, this ensures the worth of the high performing employee accordingly (Destler, 2016).

Rewards and Recognition

In organizations, rewards and recognitions are given to the employees in order for desired performance or expecting from an employee for good results. However, the main purpose of mostly benefits and recognition areas are fortunate, but motivation of workers is the essential part in reaching the desired objectives. Motivation is a willingness of a person to accomplish a preferred purpose. It is said that inspiration satisfaction depends on the demand of the approach, assume that the production of an individual is formed by the form of the benefits, defiance of the sub ordinates and the information of the remuneration structures. The type of motivation is mainly two: intrinsic incentive and extrinsic incentive. It is said that workers are inspired by incentives and external recompenses are extrinsically inspired and individuals who are simply enthusiastic are intrinsically inspired employees. Nevertheless, it is recommending that it isn't necessary that essentially inspired employees do not want rewards for their performance and extrinsically motivated employees do not have job gratification. Different concepts have defined how to spread the worker's motivation. Maslow claimed that individuals are interested by the sequence of five extensive requirements (Gooderham, et al., 2018).

Bonus

In pay for performance culture, bonus also includes. Bonus is a payment in which organizations give to their employees in return of their good performance. Bonus is very important to give employees because employees always see better opportunities and benefits. If organizations do not give any benefits or do not pay in return of good performance to the employees, employees switch to another organization. If the organizations want to retain their employees for the longer period of time, so the organizations should give bonus, rewards etc. and other benefits to their employees. Pay for performance culture effects on the long - term performance of the employees. If the organizations pay to their employees, then employees perform good and if the organization do not pay to their employees, then employees will not perform good because employees are satisfied and perform good when organizations pay them in return (Markovitz & Ryan, 2017).

Work Life Balance

Work life balance is very important factor for retaining employees. Employees are

likely to stay in an organization for a longer period of time where there is a work life balance which means they give time to their work and they also give time to their family as well. Logistic sectors are providing work life balance to the employees. They work from 9 to 5 and the rest of the time; they spend with their family. So, that is why employees want to work in logistic sectors for a longer period of time. They do not want to switch their job because they are fully satisfied with their job. Work Life Balance is about how people manage their time at work and with their family. Now stress is very common. You will get stress at every workplace. In previous years, there was no technology and every employee have to take out their time for their family but now technology comes and technology is growing faster and we have made technology our life that nobody can live without technology. Now technology has made life easier and we can talk with our family through video call or voice call. It means that we can also take time at workplace as well. Now work life balance is becoming easier for us. During COVID 19 situation, we can also work at home because of technology. If a person is trying to do their job with stress and a person cannot relax, they do not perform well because their ability to do their job is decreasing and it will effect on their performance (Kelliher, et al., 2019).

RESEARCH METHODOLOGY

Geographical Distribution of the Sample

The geographic distribution of the sample focuses mainly on the the location, region or areas where the respective research is being conducted accordingly. This research shall be targeting organization pertaining to the Logistic Sector of Karachi, Pakistan. The research shall include 6 different logistic organizations, focusing mainly on the head offices of all these logsitics organzaitons, located in various areas of karachi, Pakistan, Sindh.

Demographic Distribution of the Sample

Demographic distribution specifies the gender, age and nature of employees that will incorporated into this research. The research is focused on the logistic sector of Karachi, Pakistan, the employees that will be included in the research will include both male and female, ranging in age from 25 to 50 and above, incorporating employees at all three management levels that include operational level, middle level and top - level management. The designations that may be included in to the research shall include officers, senior officers, managers, assistant managers, senior managers, general managers, departmental heads, divisional heads, regional heads, group heads.

Population, Sample and Sampling technique

This component specifies the population of the research from where the sample shall be selected and moreover the sampling technique implemented in the research that helps us in selecting a sample from the population. The sampling method is a procedure to select the sample of the study. There are two types of sampling methods, the probability and non-probability method. The non-probability sampling method is appropriate for the study. As the information of the entire population is not available and accessible to the researcher and furthermore the research is being conducted in during the time of COVID-19 that limited accessibility and availability of the respondents for data collection thus to ensure that data is collected from a large sample of the population thus non-probability method is appropriate for the study.

The sample of the study is selected by the researcher and relies on its subjective judgment.

Convenience sampling technique shall be implemented in this research as data will be collected from those respondents who are easily available and accessible, willing to participate in the survey questionnaire and have sound viable, experiential and credible knowledge in regards to the study being conducted that is the impact of organization factors on employee retention the logistics sector of Karachi, Pakistan, Sindh.

The population from which the sample of the research shall be extracted shall include employees at all management levels of the logistics organizations located in Karachi, Pakistan, Sindh that includes operational level, middle level and top management level. The sample size shall consist 350 employees, approximately 60 employees each from 6 logistics company.

Research Design

The research design helps stated the research methodology, nature of the research and time orientation at play in the research. In research methodology, there are two types of procedure: quantitative method and qualitative method. We are using quantitative method. It is an organized procedure that gathers scientific facts and uses statistical procedure to examine the results. It achieves the study through a formal and structured process and procedures. This research is based on scientific fact, inquiry and presents a result numerically.

The nature of the research is causal explanatory in nature that focuses cause and effect relationship between variable that is the independent and dependent variable. Thus, the research helps in identifying the impact of the independent variables (Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation and Benefits) on the dependent variable (Employee Retention). Time orientation of the research is cross-sectional as it gathers information from the respondents at a given point in time, that is one single time without any manipulation in data.

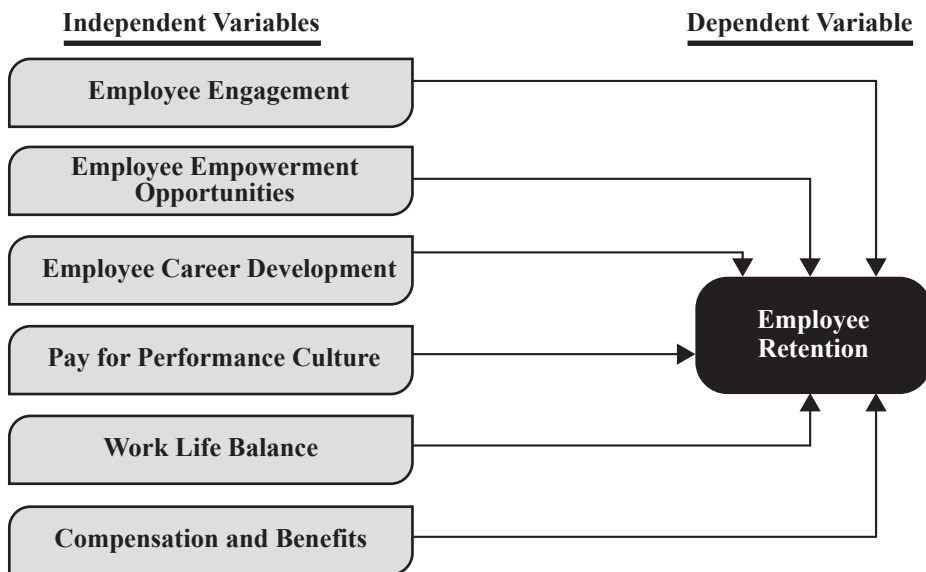
Description of the Instruments

Description of the instruments highlights the medium and type of the instrument that shall be used for data collection purposes. Data will be collected by floating a close ended questionnaire. The questionnaire will consist of 3 question each both pertaining to the independent variables (Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation and Benefits) and dependent variable (Employee Retention). The questionnaire will be developed on the Likert Scale based on 1 to 5, where 1 depicts Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree which is a method of assigning quantitative value to qualitative data, so that it is responsive to statistical analysis. It will be a simple questionnaire so that all the target audience is comfortable in answering it. The questionnaire will be circulated using online means and sources and shall be shared by respondent through means of electronic mail as well. As the questionnaire is based on a Likert Scale, it will be convenient and less time consuming and will be more efficient and effective at collection data from the respondent accordingly.

Conceptual Framework

Conceptual framework including the independent variables and dependent variable of the study are as follows:

Figure 1: Conceptual Framework



Conceptual Framework creates a relationship between an independent variable and a dependent variable. In this study, our independent variables are employee engagement, employee empowerment opportunities, employee career development, pay for performance culture, work life balance and compensation and benefits. Whereas our dependent variable is employee retention. This research focuses on identifying the impact of all independent variables on the dependent variable employee retention.

Procedure of the Study and Data Collection

Procedure of the study and data collection lay emphasis on how the data will be collected and analyzed for statistical and numerical results. There are two kinds of data: Primary data and Secondary data. Secondary data is the data that has already been collected and readily available whereas primary data is the data that is to be collected accordingly and is not available, hence in this research we shall be conducting primary data to collect data from respondents accordingly. Data shall be collected through a structured and formal survey questionnaire based on likert scale. Upon collection of the data, it shall be coded on to excel and analyzed using a statistical approach through a statistical software.

Reliability and Validity

Reliability is checked through Cronbach Alpha. Cronbach alpha is a reliability test option that is used for calculation of the reliability of the data; therefore, reliability of collected data will be calculated by making use of the mentioned reliability test option.

In this study, the hypothesis would be tested through the statistical model MLR (Multiple Linear Regression) will be applied to this research to check the validity. SPSS is used for statistical calculation implementation which is a computer software.

Results

The study made use of survey questionnaire as a source of data collection. The questionnaire was comprised of 3 questions relating to the independent variables (Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation & Benefits) and dependent variable (Employee Retention), having a total of 21 questions. The questionnaire was floated to 6 Logistic companies with no gender discrimination, hence both male and female employers were incorporate in the data collection being of age 25 and 50 above, from all levels of management that is operational, middle and top management pertaining to various departments. In total 350 responses were collected, approximately 60 respondents from 6 different logistic companies. After the data was collected, it was coded into an excel sheet and then analyzed through the SPSS statistical software to analyze the impact of organizational factors on employee retention relating to the retaining employees at the Logistic sector. The results and finding are as follows:

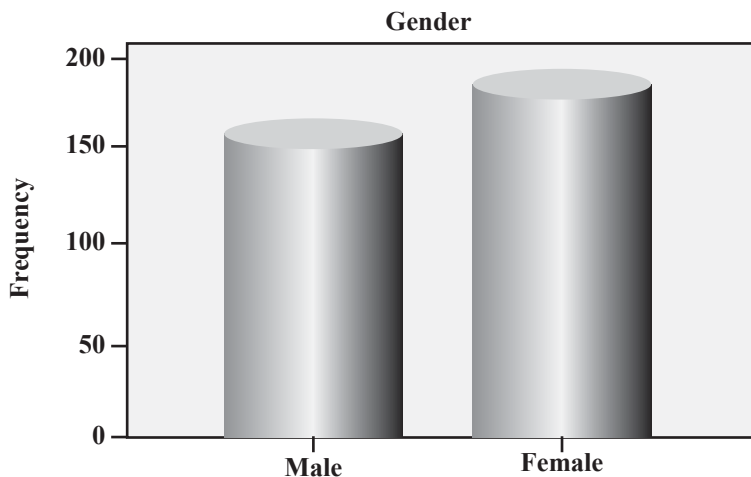
Demographics

Table 1: Demographics (Gender)

Gender

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	160	45.7	45.7	45.7
	Female	190	54.3	54.3	100.0
	Total	350	100.0	100.0	

Figure 2: Demographics (Gender)



The demographic segmentation of the respondents is observable above. Table 1 shows the gender segmentation of the 300 respondents, with 160 (45.7%) being males and 190 (54.3%) being females. The graphic illustration of this data is displayed in Figure 1.

Table 2: Demographics (Age)

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	25-35	126	36.0	36.0	36.0
	36-45	115	32.9	32.9	68.9
	46 and 50 above	109	31.1	31.1	100.0
	Total	350	100.0	100.0	

Figure 3: Demographics (Age)

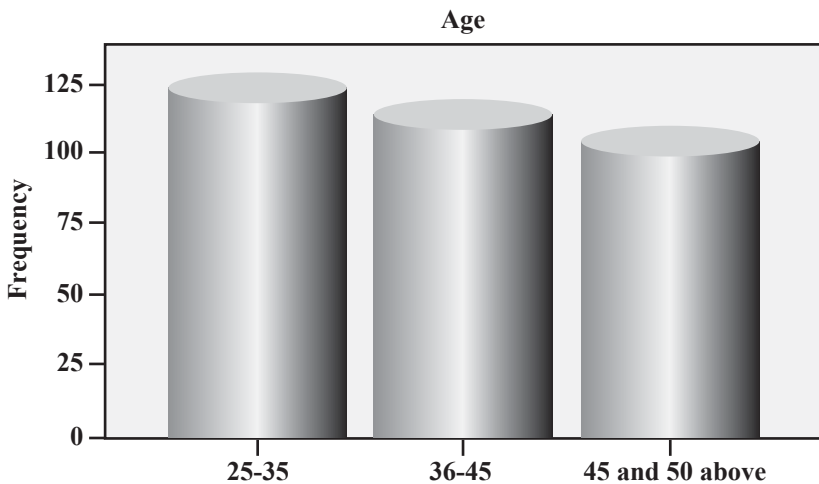


Table 2 categorizes the respondents by age. With 126 (36.0%) respondents being between the age of 25-35, 115 (32.9%) respondents being between the age of 36-45, 109 (31.1%) respondents being between the age of 46 and 50 above. The graphic illustration of this data is displayed in Figure 3.

Table 3: Demographics (Management Level)

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Operational Level	122	34.9	34.9	34.9
	Management Level	114	32.6	32.6	67.4
	Top Level	114	32.6	32.6	100.0
	Total	350	100.0	100.0	

Figure 4:Demographics (Management Level)

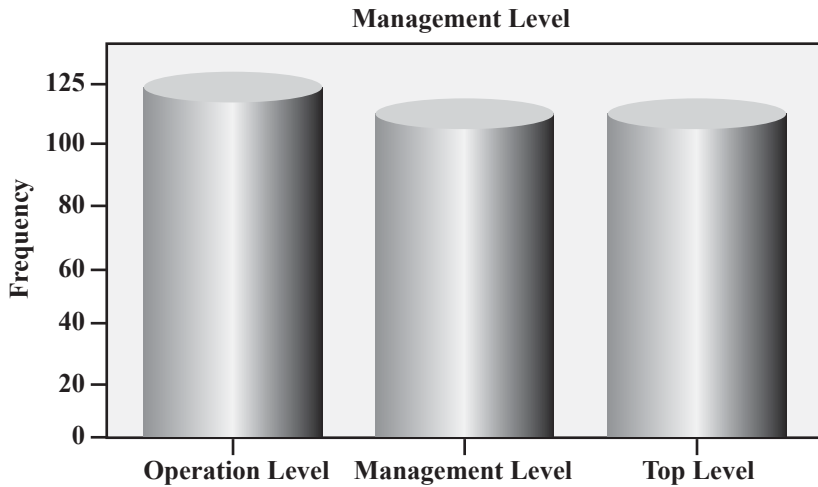


Table 3 categorizes the respondents based on their management level of employment. 122 (34.9%) respondents were part of the operational level, 114 (32.6%) respondents were part of the middle level, and 114 (32.6%) respondents were part of the top level of management. The graphic illustration of this data is displayed in Figure 4.

Reliability Testing

Table 4: Reliability & Validity

Variable	Items	Cronbach,s Alpha
Employee Engagement	3	.789
Employee Empowerment Opportunities	3	.745
Employee Career Development	3	.799
Pay for Performance Culture	3	.790
Work Life Balance	3	.699
Compensation and Benefits	3	.644
Employee Retention	3	.712
All Variables	21	.828

Table 4, above, shows the output of the reliability test done on the collected data set. Since the variables used in this research were made from this data, it is important and unavoidable that the data first needs to be checked for reliability. The Cronbach’s Alpha is also referred to as “coefficient of reliability”. The value represented by the Cronbach’s Alpha shows the consistency of the responses, values between 0.5 - 0.6 denotes the responses were satisfactory, while the values above 0.6 denotes the responses were good in consistency and the scale is reliable for application for further analysis. As displayed in the table; the value of Employee Engagement at 3 items is 0.789, Employee Empowerment Opportunities at 3 items is 0.745, Employee Career Development at 3 items is 0.799, Pay for Performance Culture at 3 items is 0.790, Work Life Balance at 3 items is 0.699, Compensation & Benefits at 3 items is 0.644

and Employee Retention at 3 items is 0.712. Moreover, the Cronbach’s Alpha for all variables together is 0.828. All values are higher than 0.6 as more than 60% consistency is achieved, hence the results are consistent, reliable and applicable for further analysis.

Correlation Matrix

Table 5: Correlations

Correlations

		EE	EEO	ECD	PPF	WLB	CP	ER
Employee Engagement	Pearson Correlation	1	.722**	.624**	.588**	.617**	.652**	.640**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	350	350	350	350	350	350	350
Employee Empowerment Opportunities	Pearson Correlation	.722**	1	.738**	.411**	.613**	.731**	.646**
	Sig. (2-tailed)	1		.000	.000	.000	.000	.000
	N	350	350	350	350	350	350	350
Employee Career Development	Pearson Correlation	.624**	.738**	.1	.251**	.561**	.806**	.602**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	350	350	350	350	350	350	350
Pay for Performance Culture	Pearson Correlation	.588**	.411**	.251**	1	.587**	.415**	.689**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	350	350	350	350	350	350	350
Work Life Balance	Pearson Correlation	.617**	.613**	.561**	.587**	1	.705**	.790**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	350	350	350	350	350	350	350
Employee Retention	Pearson Correlation	.640**	.646**	.602**	.689**	.790**	.826**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	350	350	350	350	350	350	350

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5, above, is the correlation matrix. The data in this matrix is signified by 3 components; Pearson Correlation Value, Significance (2-Tailed) Value, and N Value. Pearson Correlation value denotes the strength of the relationship between the two variables with a range of -1 to 1, where -1 to 0 mean negative relationship, 0 means no relationship, and 0 to 1 means positive relationship. Significance value denotes the statistical significance in correlation between the two variables and N value denotes the total number of respondents that have been incorporate in the research.

Hence, Employee Engagement has a Correlation Coefficient of 64.0% with Employee Retention at a p-value of 0.00 which shows a statistically good relationship between Employee Engagement and Employee Retention.

Employee Empowerment Opportunities has a Correlation Coefficient of 64.6% with Employee Retention at a p-value of 0.00 which shows a statistically good relationship between Employee Empowerment Opportunities and Employee Retention.

Employee Career Development has a Correlation Coefficient of 60.2% with

Employee Retention at a p-value of 0.00 which shows a statistically good relationship between Employee Career Development and Employee Retention.

Pay for Performance Culture has a Correlation Coefficient of 68.9% with Employee Retention at a p-value of 0.00 which shows a statistically good relationship between Pay for Performance Culture and Employee Retention.

Work Life Balance has a Correlation Coefficient of 79.0% with Employee Retention at a p-value of 0.00 which shows a statistically strong relationship between Work Life Balance and Employee Retention.

Compensation & Benefits has a Correlation Coefficient of 82.6% with Employee Retention at a p-value of 0.00 which shows a statistically strong relationship between Compensation & Benefits and Employee Retention.

Multiple Linear Regression

Table 6: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 ^a	.876	.873	.29002

a. Predictors: (Constant), Compensation and Benefits, Pay for Performance Culture, Employee Engagement, Work Life Balance, Employee Empowerment Opportunities, Employee Career Development.

Table 6, above, is the Multiple Linear Regression Model and represents the output of the regression model executed in SPSS. This helps us estimate the relationship between all the independent variables with the dependent variable., where R is the coefficient of correlation and R² is the coefficient of determination. Higher values (close to 1) represent strong relationship. This model summary is the first out of this model, which has been done to test the hypothesis being investigated in this dissertation. The model summary above, represents the goodness of fit of the model whereas it also explains how the model is explained by the variables. The coefficient “R” in the above table, tells us about the relationship between all the independent variables with the dependent variable is 0.936 (93.6%), while R² tells us the change in the independent variables, Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation & Benefits describe 0.876 (87.6%) of the model. Or simply put, all the independent variables Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation & Benefits cause a 0.876 (87.6%) change in the dependent variable, Employee Retention.

Analysis of Variances

Table 7: Anova

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.1
1	Regression	203.158	6	33.860	402.565	.000 ^a
	Residual	28.850	343	.084		
	Total	232.008	349			

a. Predictors: (Constant), Compensation and Benefits, Pay for Performance Culture, Employee Engagement, Work Life Balance, Employee Empowerment Opportunities, Employee Career Development

b. Dependent Variable: Employee Retention

Table 7, above, is the Analysis of Variance (ANOVA). With the help of this model, we can measure the goodness of fit of the model, which is indicated by the F value (should be more than 4) and the implication of the model which is signified by the Sig. value (should be less than 0.05). After observing the results in the table above, it can be said with confidence that the model holds a predictive value, proven by the sig. value of 0.000 and thus we can reject the null hypothesis which is “Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation & Benefits have no impact on Employee Retention”. The model is also considered acceptable owing to the fact that the F value is above 4 at 402.565.

Table 8: Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.B
		B	Std. Error	Beta		
1	(Constant)	.092	.084		1.090	.277
	Employee Engagement	.022	.025	.027	4.85	.005
	Employee Empowerment Opportunities	.250	.030	.279	8.32	.000
	Employee Career Development	.017	.034	.018	3.83	.009
	Pay for Performance Culture	.292	.022	.357	13.44	.000
	Work Life Balance	.250	.031	.248	8.13	.000
	Compensation and Benefits	.642	.037	.675	17.52	.000
a. Dependent Variable: Employee Retention						

Table 8, above, shows the coefficient output of the linear regression executed on SPSS. This table shows the strength and direction as well as the significance of the independent variables and its impact on the dependent variable.

Employee Engagement has a significant impact on Employee Retention as its t value is 4.85 which is above the 2.0 benchmark for the t- statistic, and its sig value is 0.005 which is less than the 0.05 sig cut off value.

Employee Empowerment Opportunities has a significant impact on Employee Retention as its t value is 8.32 which is above the 2.0 benchmark for the t- statistic, and its sig value is 0.000 which is less than the 0.05 sig cut off value.

Employee Career Development has a significant impact on Employee Retention as its t value is 3.83 which is above the 2.0 benchmark for the t- statistic, and its sig value is 0.009 which is less than the 0.05 sig cut off value.

Pay for Performance Culture has a significant impact on Employee Retention as its t value is 13.44 which is above the 2.0 benchmark for the t- statistic, and its sig value is 0.000 which is less than the 0.05 sig cut off value.

Work Life Balance has a significant impact on Employee Retention as its t value is 8.13 which is above the 2.0 benchmark for the t- statistic, and its sig value is 0.000 which is less than the 0.05 sig cut off value.

Compensation & Benefits has a significant impact on Employee Retention as its t value is 17.52 which is above the 2.0 benchmark for the t- statistic, and its sig value is 0.000 which is less than the 0.05 sig cut off value.

Furthermore, the Beta value in the table above highlights the magnitude that is the impact of the independent variables from highest to lowest on the dependent variable. Thus 1st being Employee Engagement, 2nd being Employee Empowerment Opportunities, 3rd being Employee Career Development, 4th being Pay for Performance Culture, 5th being Work Life Balance, and lastly Compensation & Benefits.

Table 9: Hypothesis Testing

Testing and Analysis of Hypotheses

S No	Hypotheses	T-Value	Sig Value	Empirical Conclusion
H1	Employee engagement has an impact on employee retention.	4.85	.005	Accept
H2	Employee empowerment opportunities have an impact on employee retention.	8.32	.000	Accept
H3	Employee career development has an impact on employee retention.	3.83	.009	Accept
H4	Pay for performance culture has an impact on employee retention.	13.44	.000	Accept
H5	Work life balance has an impact on employee retention	8.13	.000	Accept
H6	Compensation and benefits have an impact on employee retention.	17.52	.000	Accept

Table 9, above, shows all the hypotheses being used in this dissertation, accordingly, it shows that all the hypotheses; H1, H2, H3, H4, H5 and H6 have been accepted. Consequently, all the independent variables; Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation & Benefits, have a significant impact on the dependent variable Employee Retention.

Discussion

Based on the statistical analysis it can be seen that all independent variables (Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation and Benefits) significantly impact the dependent variable (Employee Retention). We can further assess the variables accordingly as follows:

With a t value of 4.85, which is greater than the 2.0 t-statistic benchmark, and a sig value of 0.005, which is lower than the 0.05 sig cutoff level, employee engagement has a substantial influence on employee retention. Employee engagement significantly impacts employee retention because engaged employees are highly connected with their organizations and tend to go beyond their duties and responsibilities in enabling their organization to achieve their strategic goals, engaged employees remain highly retained and loyal to their respective organization.

With a t value of 8.32, which is greater than the 2.0 t-statistic benchmark, and a sig value of 0.000, which is lower than the 0.05 sig cutoff level, employee empowerment opportunities have a substantial influence on employee retention. Employee empowerment opportunities gives the employee more responsibility, authority and decision-making ability which is often not just seen as source motivation but also seen as a source of development by employees, hence this aspect of employee empowerment opportunity greatly impacts employee retention positively.

With a t value of 3.83, which is greater than the 2.0 t-statistic benchmark, and a sig value of 0.009, which is lower than the 0.05 sig cutoff level, employee career development has a substantial influence on employee retention. One of the most important and critical aspects that is eagerly sought upon by employees is their career development and growth in an organization, when an organization lays emphasis on an employee's career development it motivates them and in turn positively impacting employee retention.

With a t value of 13.44, which is greater than the 2.0 t-statistic benchmark, and a sig value of 0.000, which is lower than the 0.05 sig cutoff level, pay for performance culture have a substantial influence on employee retention. Pay for performance culture is a concept that focuses on incentivizing and rewarding employees as per their performance, this concept helps identify the high performers from the low performers. Hence when this phenomenon is observed by employees, where high performing employees are fairly incentivized and reward, this leads to employees working harder and contributing to organizations activities and their respective duties with more efforts, a fair system of incentivization and rewarding is seen as a great source from employee retention.

With a t value of 8.13, which is greater than the 2.0 t-statistic benchmark, and a sig value of 0.000, which is lower than the 0.05 sig cutoff level, work life balance has a substantial impact on employee retention. Through work life balance, employees can manage both personal and professional life which has a positive impact on employee retention, the reason being that when employees can manage their personal dynamics efficiently and effectively, this automatically leads to a higher probability of employees working more effectively at work as their personal dynamics are well taken care of, due to work life balance opportunities provide by their respective organization.

With a t value of 17.52, which is greater than the 2.0 t-statistic threshold, and a sig value of 0.000, which is lower than the 0.05 sig cutoff, compensation and benefits has a substantial influence on employee retention. Compensation and benefits refer to a salary package and benefits such as medical facilities, health insurance, bonuses etc. hence when employees are compensated as per the competencies with significant benefits, this leads to a higher levels of employee retention.

In Sustainable Development Goals (SDGs) 8.5, there will be more respectable and full employment work in the organizations with an equal pay in order to retain their employees in the future for both male and female employees which includes young and disable employees. There will be an equal earnings for all the employees including age, occupation etc. In this way, organizations will successfully retain their employees in the future.

Conclusion

The variables that were incorporated in this research included (Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation and Benefits) as independent variables and (Employee Retention) as dependent ariable. As the study focused on analyzing the impact of independent variables (Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation and Benefits) and dependent variable (Employee Retention) on the dependent variable (Employee Retention), it was concluded through statistical analysis processed using the statistical software SPSS that all independent variables have been accepted as all independent variables (Employee Engagement, Employee Empowerment Opportunities, Employee Career Development, Pay for Performance Culture, Work Life Balance and Compensation and Benefits) have an impact and effect the dependent variable (Employee Retention).