

# **Employee Turnover and Engagement Programs for Retention**

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## Abstract

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Title of the thesis <b>Employee Turnover and Engagement Programs for Retention</b>		
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Abstract <p>Organizations across many industries are greatly concerned about employee turnover due to its inimical impact on productivity, competitiveness, and overall organizational effectiveness. The primary objective of this research is to investigate the many multifaceted impacts of employee engagement initiatives and organizational policies on employee retention and loyalty. The research used a mixed methods methodology, integrating both quantitative and qualitative techniques to evaluate the correlation between employee engagement and retention. The study first does a comprehensive literature analysis, revealing many effective employee engagement initiatives implemented in the United Kingdom. Subsequently, it examines the impact of these programs on turnover rates. The qualitative study encompasses the use of regression analysis to evaluate the association between employee retention and contingent variables such as incentives and recognition, training and development opportunities, flexible work arrangements, performance assessments, and career planning. Moreover, the research integrates the outcomes of the employee survey and benchmarking analysis to provide a more comprehensive foundation for the conclusions. The primary objective of the qualitative study is to examine the many aspects that contribute to employee turnover, specifically focusing on work stress, job satisfaction, work environment, leadership approaches, micromanagement, traditional management styles, and younger generations' expectations. This study combines quantitative and qualitative data to provide a comprehensive analysis of employee engagement programs and their effectiveness in improving employee retention.</p> <p>The findings of this study have substantial significance for businesses seeking to develop adaptable employee engagement initiatives. Furthermore, the study results guide future research into the intricacies of employee turnover and retention across various organizational contexts. The objective of this study is to develop employee retention programs that are durable and tailored to various business contexts. The primary emphasis will be placed on the integration of wellness management, career development, remuneration and benefits, communication, as well as diversity and global working environments. Through an examination of the many complex elements influencing employee engagement and retention, this study contributes to the formulation of effective strategies that enable companies to effectively attract, retain, and engage their workforce. Consequently, this facilitates the attainment of long-term organizational success.</p>		
Keywords Employee, turnover, engagement, retention, recognition, training, management.		

## Contents

1	Introduction.....	1
1.1	Relevance of Topic.....	2
1.2	Scope of Research.....	3
2	Literature Review.....	5
2.1	Employee Turnover.....	5
2.2	Retention Strategies.....	7
2.2.1	Rewards and Recognition.....	8
2.2.2	Training and Development Opportunities.....	9
2.2.3	Flexible Work Time.....	10
2.2.4	Annual Performance Appraisal.....	11
2.2.5	Career Planning.....	12
2.3	Identification of Research Gaps.....	13
2.4	Trends and Tools.....	15
2.4.1	Pestel Analysis.....	16
2.4.2	Swot Analysis.....	20
3	Research Questions.....	24
4	Methodology.....	37
4.1	Access and Case Selection.....	38
4.2	Data Recording and Loading.....	38
4.3	Quantitative and Qualitative Analysis.....	39
4.3.1	Quantitative Analysis.....	39
4.3.2	Qualitative Analysis.....	39
4.3.3	Integration of Quantitative and Qualitative Findings.....	40
4.4	Other Consideration.....	40
5	Findings.....	42
5.1	Overview of retention rates and problem identification.....	42
5.2	Evaluation of existing strategies for retention.....	43
5.3	Data analysis and discussion.....	44
5.3.1	Employee Survey Insights.....	45
5.3.2	Benchmarking Analysis.....	45
5.4	Implications for Industries and Future research.....	46
5.4.1	Service Industries.....	47
5.4.2	Public Sector.....	48
5.4.3	Manufacturing/Production.....	49

5.4.4	Future Research Opportunities.....	50
5.5	Feedback and Solutions.....	51
6	Recommendations.....	53
6.1	Wellbeing Management.....	53
6.2	Career development and Leadership programme.....	54
6.3	Integration and Communication.....	57
6.4	Diversity and global working Environment.....	58
6.5	Autonomy.....	60
6.6	Bridging the generation gap.....	61
7	Conclusion.....	62
7.1	Research Contribution.....	63
7.2	Limitation and Future research.....	64
	List of References.....	66
	Appendices 1: PESTEL Analysis.....	81
	Appendix 2: SWOT Analysis.....	82

## 1 Introduction

Employee turnover and retention are key aspects of organizational management, having significant implications for productivity and competitiveness. This thesis examines these critical qualities in contemporary companies. It starts with an overview of employee turnover and its implications, then delves into the factors that contribute to this phenomenon, such as workplace stress, job satisfaction, work environment, and leadership approaches. Understanding the underlying causes is crucial to establishing effective retention strategies. The central focus of this thesis is on the significance of engagement efforts in modern organizational environments. It is well acknowledged that engagement activities, such as establishing a positive work environment and offering competitive compensation packages, have a significant influence on job performance, happiness, and loyalty among employees (Meswantri & Ilyas 2018). Consequently, this study investigates the varied effects of employee engagement initiatives on turnover rates. It seeks to determine the cumulative impact of Strategic Human Resource Management (SHRM) policies and employee engagement on retention efforts by analyzing their interactions.

Management is responsible in ensuring employees possess the necessary knowledge, experience, and adaptability to contribute to the organization's strategic objectives as a part of the retention process. This involves providing training and growth opportunities to ensure employees possess the necessary skills. A management culture that promotes flexibility, creativity, and innovation is essential in a dynamic business landscape. By ensuring staff have the necessary skills, offering numerous training opportunities, and promoting adaptability, management can enhance the company's competitiveness and profitability. (Sirkiä 2020, 64-65). Training initiatives boost work satisfaction, engagement, loyalty, and performance by providing opportunities for professional development. Employees feel valued and appreciated, leading to increased confidence and competence. Investments in training foster commitment and loyalty, resulting in increased productivity and a favorable work atmosphere. Thus, providing training not only enhances competencies but also strengthens the company's bond, resulting in higher employee retention rates.

Furthermore, the thesis investigates the complicated relationship between job pleasure, organizational policy, and employee loyalty. Recognizing job satisfaction as a critical component of retention, it aims to determine how organizational policies might increase or weaken employee loyalty. The purpose of the research is to use empirical analysis and theoretical models to better understand the variables that influence employee commitment and loyalty in a range of organizational settings. Given the reasoning, the primary purpose of this study

is to evaluate the efficacy of employee engagement programs in minimizing turnover. Its purpose is to give insights into the design and implementation of long-term employee retention initiatives by looking at the link between SHRM practices, engagement activities, and retention outcomes. Furthermore, the thesis seeks to shed light on the crucial role of job satisfaction and organizational policies in fostering employee commitment and loyalty. This thesis underlines the need for proactive measures to address the challenges caused by workforce turnover. It lays out the nuanced dynamics of engagement efforts, human resource practices, job satisfaction, and organizational policies to help you build a loyal and engaged workforce. The study's goal is to educate firms with the skills they need to handle the complexity of employee retention in an ever-changing business setting, using empirical data and practical guidance.

### 1.1 Relevance of Topic

The study focuses on employee engagement as a key factor in reducing employee turnover in contemporary management. It aims to communicate the importance of managing employee engagement to both readers and management, encouraging them to pay attention to it. The study investigates the relationship between employee engagement and turnover in organizations, highlighting the reasons why businesses want to improve employee well-being and reduce job stress. (Rasheed et al. 2020.)

As a competitive advantage, improved employee health and wellness is being recognized by more and more firms as a potent talent recruitment strategy for both attracting new workers and retaining the ones they already have. Furthermore, reducing the incidence of injuries may lead to a decrease in worker's compensation claims and a reduction in employee absenteeism, it offers improved work productivity and quality, which may have a beneficial influence on the level of satisfaction experienced by customers. (Werner and Balkin 2021.) However, the study has identified a resolution: via the use of employee engagement strategies, there is a significant decrease in staff turnover. If the staff is content and contributing to the organization's objectives, what motivates them to depart? It is a compelling sensation and sentiment that elicits happiness and enthusiasm in individuals. This phenomenon has the capacity to have an impact on the enthusiasm and vigor of the labor force, therefore fostering a greater inclination among individuals to allocate the necessary time and effort towards enhancing production. Therefore, in this scenario, all individuals get advantages from engaging in collective thought.

Furthermore, it should start with the management. According to Al-Suraihi et al. (2021), the resolution of an issue is certain when management has a comprehensive understanding of its nature and actively endeavors to address it. This research provides management with

valuable insights on how to effectively oversee employee engagement in order to mitigate staff turnover. We will explain each step of the research method, and promptly provide the solution. The management will get advantages from this since they will gain clarity on the necessary actions. An additional benefit for the management in retaining talent inside the firm is the ability to revamp the process, therefore attracting and retaining high-quality individuals. Moreover, its purpose is to promote a sense of happiness among employees inside the company.

## 1.2 Scope of Research

The research examines the influence of employee turnover and the importance of employee engagement in retaining employees. The main objective of this study is to identify different employee engagement initiatives that have shown to be beneficial in the United Kingdom, and to analyze the correlation between employee engagement and employee retention. Employee turnover refers to the characterization of both permanent and temporary employees who depart from a business. High turnover is a significant challenge for several firms, particularly those in the retail and service sectors since it adversely impacts operational efficiency and incurs supplementary expenses such as recruitment and training expenses for new employees. Elevated personnel turnover may have detrimental effects on the company and its long-term viability, as it can lead to significant disruptions in the manufacturing process or customer service (Pekerşen and Tugay 2020). Conversely, the study aims to uncover how the industry might use an actively involved workforce to enhance employees' dedication, cultivate consumer contentment, and ultimately enhance the organization's achievements. The examination of the link will begin with an extensive assessment of the existing literature. The comparison of various employee engagement initiatives is crucial in order to ascertain the most effective techniques within the business. The study will use a systematic review methodology to facilitate the generalization of findings. Regression analysis is considered the most suitable method for examining the association between employee retention and the independent factors. This research focuses on employee engagement initiatives implemented inside the United Kingdom.

Numerous international studies have provided evidence indicating that elevated levels of employee engagement may provide a competitive edge to an organization's performance, a factor that can be influenced by fluctuations in economic cycles across various nations. Moreover, organizations seeking to leverage the advantages of enhanced worker performance via heightened levels of engagement must see it as a fundamental shift in work management practices (Eldor, 2020). The study will provide a foundation for further trend analysis and serve as a major source of information for professionals in the sector. The

research findings will provide explicit suggestions for practitioners seeking to improve employee retention, resulting in increased levels of engagement within the firm. Additionally, this platform will provide current qualitative and quantitative data analysis for academic professionals and instructors of the human resources strategic management course. Lastly, this will assist the author in establishing connections between theory and practice, so enabling the achievement of their aims and objectives. This will be accomplished by offering relevant academic information and knowledge from other fields for the purpose of study and analysis.



## 2 Literature Review

The concerns regarding employee turnover and retention have garnered considerable attention among experts in the fields of human resource management and organizational behavior. The research has mostly concentrated on ascertaining the factors influencing an individual's decision to remain or leave a company, as well as the ramifications of employee turnover on enterprises. Scholars have focused their study efforts on identifying the factors and mechanisms that contribute to employee turnover. The commonly addressed subjects encompass remuneration and perks (Mamun & Hasan 2017), work milieu and job attributes (Park & Min 2020), leadership and managerial approach, opportunities for career advancement (Urme 2023), equilibrium between work and personal life (Susanto & Rony 2023), and organizational culture and dedication. Furthermore, further research has been conducted on the impact of personnel turnover on the organization, as shown by the associated expenses. The expenses associated with replacement are closely linked to the recruitment and selection of new employees, as well as their training (Callender et al., 2020). Indirect expenditures refer to the costs incurred by a firm during transitional phases, which may have detrimental effects on productivity, organizational functions, knowledge retention, institutional memory, customer satisfaction, and brand image. The efficacy of retention programs that enhance work happiness, engagement, and organizational commitment has also been examined in research. Illustrative instances include competitive remuneration, prospects for professional advancement, equilibrium between work and personal life and family initiatives, recognition and rewards, and strategies to foster employee involvement.

### 2.1 Employee Turnover

Staff turnover may be categorized into two distinct forms: voluntary and involuntary. Involuntary turnover refers to the termination of workers by their employers or their voluntary resignation from their positions due to inadequate or poor performance, or as a result of being compelled to do so (Ghani et al., 2022). When an employee voluntarily decides to go from the business, it is referred to as "voluntary turnover" (for instance, when they choose to pursue a more favorable job offer at another firm). Voluntary refers to the formal leave of an employee that is not initiated by the employee themselves (Ghani et al., 2022). This kind of turnover has a resemblance to a situation where workers possess complete autonomy and do not depend on management for decision-making. Employees that choose to resign from their existing work possess knowledge about their positions and potential career prospects inside more prosperous organizations. Individuals departing from the organization often possess more skill and expertise compared to others, as they seek more favorable employment opportunities (Ghani et al., 2022).

Contrary to this, parting employees could be reluctant to show the real reason or the purpose of their leaving. On the other hand, most retention or turnover studies focus on voluntary turnover rather than involuntary turnover. This study will look at the different turnovers between different sectors like Government, IT, service, and hospitality industries in the UK. The United Kingdom of Great Britain and Northern Ireland, abbreviated to the United Kingdom, is in the northwest corner of Europe, west of mainland Europe. However, The UK is endowed with only one physical boundary, which is between the Republic of Ireland and Northern Ireland. As per the Office for National Statistics data, the UK population in 2021 was around 67 million, while over 60 million were in England itself in 2021 (Office for National Statistics 2021).

In 2021, the UK government service grew despite a significant increase in the number of people who left compared to the previous years. The number of civil servants reached 478,090 as of March. That is up from 452,830 from the previous year, per the latest civil service statistics released by the Cabinet Office (Markson 2022). On the other hand, the number of civil service roles exited in 2021-22 was 44,220, a massive surge from the number of exits in 2020-21, which was 27,830. This highlighted the highest number of leavers since 2011-2012 when 46,110 officials left the civil service (Markson 2022). The Guardian Magazine has just revealed that the UK civil service is at its all-time high apart from the post-pandemic period, with the number of Whitehall staff changing their departments or leaving the government workforce being 12% in the year ending March, according to an analysis (Mason 2024). Whitehall Monitor 2023, published by the Institute for Government, revealed a drop after the worst COVID crisis in 2022 when 13.6% of civil servants left their jobs. However, it was higher than ever since the Conservatives came into power 14 years ago. The share of staff getting out of civil service in general has been at a post-pandemic high of 9%. The highest turnover was in the Treasury and Cabinet Office, 26.2% and 23.7%, respectively (Mason 2024). Cendex, an analytical data company, studied the turnover rates of employees who volunteered for different sectors of the economy from July 2022 to July 2023 (Stribe 2024). The survey results noted that the private sector services industry showed the lowest rates of staff turnover, at 8.9% over one year. The manufacturing and production sector, also in the private sector, was the second highest with a voluntary turnover rate of 8.1% (Stribe 2024).

Nevertheless, public sector workers had a much higher voluntary resignations, with 14.6% leaving their jobs (Stribe 2024). Non-governmental organizations and charities experienced the most significant difficulties in retaining existing employees, as around 19% of their staff left their employment in the mentioned period (Stribe 2024). The examination done by Cendex shows that in the private industry, the turnover of the voluntary employee was lower

compared to the same in the public sector services and the non-profit/charities sector, with the latter having the highest turnover in the past 12 months (Stribe 2024). According to the study, the turnover rate of different industry types differs; public services and charities demonstrate a higher level of voluntary resignations than private companies.

Edenred, a human resources company, surveyed 2,000 people who quit the job in the UK during 2022 (Richardson, 2023) to learn more about the key reasons behind the resignation of employees in the UK. The research concluded that the main reason for 15% of the respondents to leave was their lack of motivation (Richardson 2023). On the other hand, 14% noted that they were overworked, and the management did not prioritize their well-being (Richardson 2023). A hostile workplace environment was cited by 13% of those who quit as a reason for their decision, while 14% indicated they were paid below their desired amount (Richardson 2023). Moreover, 11% pointed out having an unpleasant or rude boss as a key reason they left the previous job and lacked opportunities for career advancement within the previous position (Richardson 2023).

Employee turnover may be caused by many factors, such as salary, working hours, workload, work-life balance, growth opportunities, leadership, job roles and family commitments (Djajasinga et al. 2021). Workers can choose to exit an organization if they understand that the working environment has not changed and there is no other way to get more out of staying in their current role (Ampofo 2020). There will be no one to show the career growth paths or new opportunities inside the company because the workers will naturally look for better prospects in other companies. However, the survey also indicates inadequate compensation and benefits contribute to employee turnover. (Djajasinga et al. 2021) established that financial rewards are more effective among management as they motivate better performance. However, non-managerial employees prefer a combination of monetary rewards and performance-based incentives. Offering competitive wages and benefits is one of the critical factors in attracting and hiring talented staff at all organizational levels. Happy employees who are respectful in their work and, as such, can quickly deal with the needs of various customers. Hence, organizations must prioritize improving working conditions, especially those linked to wages and incentives, to attract and retain competent staff. In particular, the organization can keep its staff by providing them with openings and clear paths to career growth without them having to move to another company, which is the role of (Djajasinga et al. 2021).

## 2.2 Retention Strategies

Retention strategies include deliberate actions devised and implemented by firms to mitigate employee turnover, avert unnecessary terminations, retain top-performing employees,

and develop enhanced levels of employee engagement, dedication, and satisfaction. One effective method for enhancing employee retention is offering competitive wage and benefits packages that are equal to or beyond the prevailing market rates. In addition, firms should prioritize career advancement by focusing on skill enhancement, implementing mentoring initiatives, promoting internal promotions, and providing well-defined career trajectories. In conjunction with targeted initiatives, the establishment of a conducive work environment, fostering a supportive organizational culture, and cultivating a robust manager-employee relationship are critical factors that together contribute to employee retention. The retention factors include work-life balance measures such as flexible working hours, remote work choices, paid time off, and family leave. The regular evaluations, awarding of prizes, monetary incentives for achievements, and public commendation may serve as the motivating factors that encourage employees to remain in their positions. The collecting of anonymous employee input and the prompt resolution of issues demonstrate the organization's commitment to employee retention. By using these versatile retention techniques in a systematic and synchronized manner, firms may optimize their outcomes and ensure long-term employee retention.

### 2.2.1 Rewards and Recognition

The significance of employee earnings and recognition in relation to employee performance is an established reality. If corporations fail to pay attention, it might potentially lead to a highly adverse outcome. Recognition and awards have the potential to serve as a valuable and influential mechanism for enhancing employee engagement and overall organizational performance, particularly in a context where a significant proportion of workers, around 40%, lack engagement. Gallup's 2018 engagement study revealed that a mere 34% of workers in the United Kingdom were actively engaged, while the remaining 53% were not engaged and 13% were actively disengaged. Employee engagement refers to the affective bond that exists between an employee and their employer. An organization's performance, competitive advantage, productivity, and turnover may be enhanced by fostering a strong sense of employee engagement (Madhani 2020, 1). According to Hussain et al. (2019), the implementation of a well-designed incentives and recognition system plays a pivotal role in enhancing organizational commitment. Enhancing organizational commitment among workers is a necessary undertaking, as it yields increased employee commitment, improved staff retention, heightened satisfaction, and ultimately, enhanced job performance.

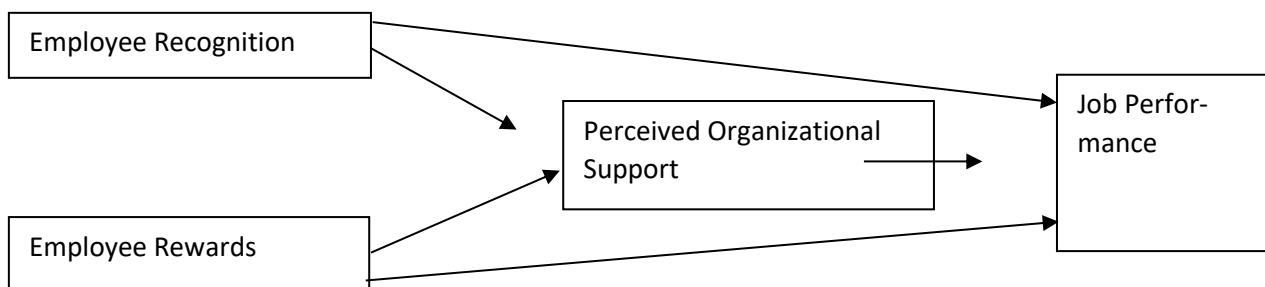


Fig 1: Conceptual Framework of employee Rewards and Recognition

In the theoretical framework, employee appreciation and reward are two independent variables. Perceived organizational support is the mediator variable and job performance is a dependent variable. In addition to the abovementioned elements, there exist other factors that may have either positive or negative influences on work performance. Rewards refer to the benefits that an individual receives in exchange for doing a task that is advantageous to the firm. According to Hussain et al. (2019), an incentive refers to any kind of reward provided to an employee in exchange for their contributions (p. 72). They are used to incentivize staff to achieve exceptional productivity. In the absence of incentives, an atmosphere filled with discomfort is established. Hence, the pay system has immense significance for the organization. The primary objective of the incentives is to attract and retain employees. Money may serve as a tangible manifestation, but it is not considered a favorable long-term motivator (Noorazem et al. 2021, p. 43). In addition, Noorazem et al. (2021) suggest that further instances of incentives include statuses, enhanced benefits, a conducive working atmosphere, and commission (p. 44). Opportunity is a crucial determinant, alongside appreciation and a manager's attentiveness. Employees are more likely to exhibit creative behavior when they are provided with appropriate incentives. Companies that use such a compensation scheme are more likely to attract highly skilled staff. Consequently, organizations aiming to retain employees should adopt an incentive scheme. Companies could recruit a substantial number of people using this approach, consequently enhancing their efficiency in sourcing potential personnel. The reason for this is because incentive systems have the potential to enhance job satisfaction, thus minimizing employee turnover.

### 2.2.2 Training and Development Opportunities

Management is responsible for ensuring staff have the necessary expertise, training opportunities, and adaptability to meet plan demands. They must provide the latest training and resources to maintain a competitive edge. Modern training focuses on improving knowledge and abilities. The effective use of digitalization and data requires alignment with the company plan and ensuring staff possess the required skills and competencies for strategy

execution. This ensures that employees have access to the necessary training and resources to support the organization's goals. (Sirkiä 2020, 64–65).

Training plays a key role in enhancing the competitiveness of organizations functioning within the dynamic global market, characterized by constant technological advancements. Scholarly literature has placed significant emphasis on the topic of training and development (Nguyen & Duong, 2021). Nguyen and Duong (2021) assert that the implementation of training and development programs fosters employee creativity, hence yielding advantages for both organizations and people. Employee retention is enhanced when people see themselves as competent. In addition, Rodriguez, and Walters (2017) have provided data indicating that formal education, growth chances, and experience may result in the acquisition of career prospects for highly competent and promising employees. This may be achieved by implementing training and development programs, which will decrease employee turnover and strengthen the company's competitive advantage. The significance of education and training in relation to employee retention and work satisfaction cannot be overstated. According to Rodriguez and Walters (2017), the purpose of this approach is to assist individuals in mitigating work-related anxiety or irritation. If a person fails to carry out their responsibilities as mandated and the result is unsatisfactory, they may lack the motivation to exert more effort. According to Al-Suraihi et al. (2021, 6), workers may choose to resign from their positions due to a range of factors, such as challenges related to onboarding and personal growth. Employees often pursue other employment opportunities because of insufficient training or a dearth of ongoing feedback from their company. Education about the growth of duties, skills, and performance advice is vital for people to prevent feelings of being overwhelmed or experiencing stagnation in their professional endeavors. Regular coaching facilitates workers' comprehension of their strengths and opportunities for improvement.

### 2.2.3 Flexible Work Time

Flex time was first coined in Germany in the seventies and has been the subject of many discussions in Western and Northern Europe, the U.S.A., and some Asian countries (Dizaho et al. 2017). Flex time is a work schedule that allows employees the freedom to choose their own working hours, including the specific start and end times, within a predetermined number of working hours per week or month (Dizaho et al., 2017). The concept of work-life balance is often linked to the concept of time (Brough et al., 2020, p. 3). Prior research indicates that time is the most reliable measure of work-life balance since it is difficult to achieve balance without equal time distribution. Time is the key variable that determines an individual's capacity to attain balance (Brough et al., 2020). When workers allocate a certain

amount of time and cognitive effort to one aspect of their lives, they will eventually experience a reduction in the amount of time and focus they can allocate to other domains. According to Brough et al. (2020, 5), the implementation of flexible work schedules and flexible work locations resulted in favorable spillover effects, facilitating employees in attaining a harmonious equilibrium between their professional and personal lives. According to Brough et al. (2020, 5), flex time allows workers to modify their work schedule based on their availability, hence facilitating the attainment and enhancement of work-life balance. Workers have the flexibility to choose their own working schedules and engage in various activities throughout the day in order to maintain a balance between their personal and family matters (Jamal et al., 2021).

Flex time is a very advantageous provision for both workers and companies, offering a multitude of advantages. It enables workers to synchronize their work hours with their personal schedules and responsibilities, eliminating the need to make a choice between work and personal obligations. This approach aims to enhance the flexibility of the schedule to accommodate various factors such as familial obligations or periods of low demand. According to Mamun and Hasan (2017, p. 68), workers are obligated to adhere to the prescribed amount of work hours per week to maintain the average performance requirements, even during non-standard working hours. The implementation of flex time is a basic strategy that does not need the rewriting of job specifications or the remuneration structure. Both workers and management find it attractive, which makes them want to work there (Wheatley 2017). Flexitime is a collaborative arrangement between management and employees based on mutual trust. According to Dizaho et al. (2017, p. 458), it fosters a perception of responsibility and individual agency among the employees. The establishment of trust has the potential to enhance employee motivation and retention by fostering increased levels of engagement.

#### 2.2.4 Annual Performance Appraisal

According to Aburumman et al. (2020), employee turnover intention is significantly influenced by two key human resource management practices: high payment systems and fair performance assessment systems. These practices are considered crucial considerations that workers take into account when making the decision to either remain with or leave their current organization. The annual or semi-annual employee performance review is a crucial activity in human resource management that has been thoroughly studied (Cappelli & Co-myon 2018, 100). Performance assessments serve as a mechanism for advancing an employee's career, granting salary increases, delivering constructive comments, and facilitating career progression. According to Murphy (2019, 14), appraisal systems are developed

with the purpose of motivating future accomplishments by establishing a connection between performance assessments and incentives. Additionally, some systems are specifically intended to identify underperforming individuals and either enhance their performance or facilitate their departure from the business. DeNisi and Murphy (2017, 423) suggested that the implementation of effective performance management systems, such as appraisals, has the potential to enhance individual performance. This has the potential to boost employee happiness and retention by ensuring that their efforts are recognized and that they are aware of areas in need of improvement. According to DeNisi and Murphy (2017, 425), performance management systems based on appraisals as the starting points of improvement activities can be an efficient tool to ensure an individual's performance is in line with the organization's goals and, as a result, the job satisfaction of employees is increased, and the turnover is reduced.

#### 2.2.5 Career Planning

Career planning and development activities of organizations may meet the needs and goals of employees concerning their career growth. Salleh et al. (2020, 227) mention that organizations can help employees in career planning, thereby giving them a chance to grow and advance and make their dreams come true, increasing motivation and morale, and reducing the intention of leaving the workforce. Furthermore, Salleh et al. (2020,227) contend that career planning allows employees to set clear targets and strategic plans that connect personal aspirations with organizational goals, enhancing commitment. Engaging employees in career planning and considering their families and personal preferences builds employees' commitment and loyalty. Career plans considering employees' skills and qualifications let them make their plans attainable and find satisfaction and low turnover intention (Huang, 2020). Employee retention is primarily determined by the level of career satisfaction which is one of the most significant factors in retaining and leaving an employee. The implementation of effective career planning, which includes short and long-term career progression goals, can aid in increasing the level of satisfaction of employees (Donley 2021). Workers' career satisfaction will increase with the direction of skill-building and role-changing over time. They will see the potential of development as they progress. A greater level of job satisfaction satisfies the self-actualization need (Donley 2021). According to Calecas (2019), career satisfaction is directly linked to people being less likely to consider other opportunities when they have high career satisfaction because the fulfilment of current work is enough. Consequently, career satisfaction proves a mediating factor in how the advantages of proper career planning result in a low employee turnover.



### 2.3 Identification of Research Gaps

Existing literature on employee turnover and retention mainly concentrates on specific industries and sectors, making it possible for the reader to gain insights into the specific challenges and factors that affect turnover within these domains. Nonetheless, there is a gap in the full-fledged cross-industry comparisons, specifically in the context of the United Kingdom. This type of comparative analysis may provide valuable and exciting information on the issue of employee turnover rates, drivers, and retention strategies in different sectors. Researchers should be able to provide industry-specific patterns and peculiarities by researching employee turnover and retention in a broader context of the UK that covers government, IT, services, and hospitality sectors. This comparative insight could reveal whether some factors, for instance, compensation, work-life balance, or career development opportunities, have significant effects on employee retention in a specific industry.

Furthermore, such a comparison can reveal the best practices specific to each industry and the successful retention strategies that companies have implemented. By learning the best practices in other industries, organizations could adjust and apply similar principles to their settings, furthering their staff retention ability. Some industries may set a benchmark for others. This can be seen when different sectors share similar trends, or a macroeconomic factor influences employee turnover and retention across industries. A broader understanding can encourage more comprehensive and systemic nationwide or regional-level retention policies and systems.

The literature review emphasizes different retention strategies organizations adopt, such as rewards and recognition schemes, training and development options, flexible working arrangements, performance appraisals, and career development programs. However, still it needs to be more scientific research that can presents empirical evaluation of successfulness of these methods in UK contexts. Although the theoretical concepts and likely advantages are well-studied, there is the need for more proof from practical studies on how much these interventions impact on the reduction of employees quit rate. Concrete evidence may help to determine priorities and to allocate resources to the most effective retention strategies.

Conducting the empirical research considering the UK context may give an opportunity to study the effectiveness of these strategies in practice, for example, by measuring the turnover rates before and after implementing specific initiatives or by comparing them between organizations with different strategies. The literature is clearly showing organizations with several retention strategies being used at the same time, for example reward and recognition programs, training and development opportunities, flexible work arrangements,

performance appraisals, and career planning initiatives. Nevertheless, it needs to consider how these methodologies can be used together to affect employee retention. Understanding how diverse retention strategies function together is paramount, as it can affect how good the overall retention strategy is. Researchers can investigate these connections and realize the interdependency of these solutions through which they can develop a comprehensive and integrated retention plan. Such a way of thinking will help the companies make the best decision on resource distribution and implement additional strategies for optimal employee retention.

In addition, exploring the synergies among retention strategies could contribute to understanding the possible drawbacks or discrepancies that might happen when the strategies are implemented simultaneously. Such a realization could help organizations in the prioritization and sequencing of retention initiatives properly. Filling in this gap by analysing the relationships between the retention strategies will not only enable us to advance our theoretical understanding of the employee retention dynamics but also allow us to provide practical advice to organizations who want to come up with comprehensive and customized retention programs that match the needs and preferences of their workforce. The already established field of employee turnover and retention strategies is mostly led by an organizational or management perspective, which tends to focus on the challenges and objectives for employers in retaining the workforce.

On the other hand, there is a lack of attention to investigating employees' viewpoints, incentives, and favourable circumstances for retention programs. Knowing the employee's perspective is a necessary step for organizations to implement and develop retention strategies that will be effective and will appeal to their team. Employee views, feelings, and attitudes about different retention initiatives are crucial factors in the success or failure of such programs. The research that is done and has a clear objective of focusing on the employee perspectives will be very helpful in gaining the knowledge of what factors motivate the employees to stay with an organization, what elements of their work environment are responsible for their job satisfaction and loyalty and what retention initiatives they find most appealing or valuable. The learner may also discover a dissonance between the organizational assumptions and the employee requirements or desires related to retention strategies. For example, an organization may implement monetary benefits as a retention incentive. However, employees may be more interested in non-monetary factors like work-life balance, professional development opportunities, or a positive culture. In addition, employee perspectives can help to draw a holistic and detailed picture of those factors which may be related to different demographic groups, job roles or life stages as far as the motivation and inclination of employees are concerned. This understanding can help

organizations design retention strategies more appropriately to answer various reasons why employees may leave the organization. The gap in understanding the reasons for employee turnover and developing retention programs that will be more effective and relevant to the employees' wants and needs can be addressed by including employee perspectives in research on turnover and retention. It will result in a workforce that is more engaged and promising. The research has mainly identified the key factors on employee turnover and retention strategies and proposed general initiatives.

Besides that, a limited number of issues related to contextual factors, such as organizational culture, industry dynamics, economic conditions, and regional features, are touched upon, especially when it comes to impacting the efficacy of these strategies in the context of the United Kingdom. Contextual factors influence employees' perceptions, motivations, and behaviours and impact the variation in turnover and retention rates. For example, organizational culture profoundly affects such aspects as employee engagement, job satisfaction, and loyalty. A positive and supportive culture would facilitate the retention strategies; one toxic or dysfunctional could dampen the well-designed initiatives.

Furthermore, industry dynamics, which affect the value proposition offered by organizations and the career prospects of employees through factors such as market competitiveness, technological advancements, and regulatory changes, can also cause employee turnover and the effectiveness of retention efforts. Economic conditions, including inflation, job market trends, and overall economic growth or recession, can influence employees' attitudes toward retention incentives, mobility, and the general perceived value. Also, there are differentiations in the UK regions, such as the differences in the prices, job availability, and culture, which can alter the employee retention strategy. This way, researchers could decode the realities of the most complicated aspects of employee retention and departure in the United Kingdom. Thus, comprehension may become the basis for developing personalized retention strategies that are more advanced and specific to the particularities of different organizations, industries, areas, and economic environments. Refraining from disregarding these contextual factors could result in a universal approach to retention characterized by the one-size-fits-all strategy that, in the end, might be ineffective and hinder the retention initiatives implementation because they will not be tailored to a particular context.

#### 2.4 Trends and Tools

The most appropriate way for an organization to better understand the factors influencing employee retention strategies and their effectiveness is to implement analytical tools and conduct research on broader issues. Considering the industry outlook, economic conditions, technological advancements, and social changes, organizations can forecast some threats

and opportunities that may affect their ability to keep their employees at work. Besides, applying tools like PESTEL and SWOT analysis can also significantly help organizations systematically analyze the internal and external factors that affect employee retention. Instruments like these are beneficial because they provide the basis for an organized process of the strengths, weaknesses, opportunities, and threats assessment related to the retention activities. Consequently, companies can come up with tailored and efficient strategies. Taking a broad-based view that combines long-term trends and analytical tools on the one hand and proactivity and responsiveness, on the other hand, allows organizations to make factual decisions, allocate resources precisely, and proactively handle staff retention issues in an ever-evolving and unpredictable business environment.

#### 2.4.1 PESTEL Analysis

PESTEL is a framework used to assess the external business environment of an organization. Understanding challenges and opportunities is essential for organizations to thrive in today's fast-paced corporate environment (Buye 2021). PESTEL analysis is a strategic tool that helps organizations understand external factors affecting their success. It considers political, economic, social, technological, environmental, and legal aspects. Political factors influence operations, economic factors influence consumer behavior, technological advancements impact industries, environmental factors impact business success, and legal considerations ensure compliance. PESTEL analysis helps businesses anticipate trends, navigate legal frameworks, and gain insights.

##### Political Factors:

Government policies play a direct role in determining the amount of money spent on retaining employees and their living standards. Policies that require employers to pay more than minimum wage, provide worker benefits, and offer parental leave and health insurance make companies more expensive to attract and keep talent when they mandate higher wages and benefits (Davison and Blackburn 2022). The laws regulating the labor force also determine the flexibility and risks associated with retention strategies. Laws stipulating hiring and firing procedures, discrimination, workplace safety, and unions may decrease turnover using stricter labour protections. However, at the same time, those laws may limit the development of innovative retention programs (Buswell, 2024). The tax incentives for the employees' development, like tuition reimbursement, affect the affordability of the training and reskilling retention programs. More incentive means that longer-skills investing will gain courage (Kanagasundaram 2023). Immigration policies are a factor that determines the size of the international talent pool. Restrictions narrow the number of available candidates,

while visa and green card programs widen the search for candidates (Toma and Villares-Varela, 2018).

Similarly, stability in the economy and politics determines the general confidence and sentiment in employment. When the economy is shrinking or there is much instability, the retention of employees drops as they feel more insecure about their jobs. Industry regulations that involve licensing, certification, and trade policy can either stimulate or hinder talent demand in critical sectors and occupations (Rivera et al., 2021). The political contexts and governmental priorities, in most cases, are the ones that dictate the effectiveness of organizational retention initiatives.

#### Economic Factors:

Employee job mobility decreases when the economy contracts and unemployment is high, as they feel pressured to hold on to a stable position. Therefore, retention strategies can be eased as these candidates have few alternative options (Pajuste and Ruffo 2018). On the other hand, low wages during recessions might result in dissatisfaction; therefore, strategic incentives such as flexible working hours could be offered (Fontanari and Palumbo 2022). In red-hot job markets where unemployment is low and skills are in short supply, offering competitive compensation is critical for retaining your top performers who are being actively recruited. High inflation, as well as the pressure on real wages, is one of the reasons why the retention risks rise. Salary adjustment, bonuses, and benefits expansion can be used to solve this issue. Local and regional economies compete for talent from industries within their regions and worldwide. Using telework and remote positions expands recruitment areas, meaning local talent poaching gets less chance (Mancini et al. 2017). Besides this, startup culture during the economic expansions can be why the risk-taking employees leave. Retention is based on providing perks and learning opportunities to counter the attractiveness of new ventures that offer potentially more excellent opportunities without a track record. The withering consumer confidence and the reorganization of spending habits can trigger a dramatic shift in industry demands for skills. Reskilling programs can make an excellent job for the present workforce in the future (Kostis 2021). Comprehending the extent to which macroeconomic changes affect the labour supply/demand structure and standard of living, in turn, allows for better policy design in different economic situations.

#### Social Factors:

Population shifts such as aging communities or skills shortages in particular areas require retention programs tailored to meet the needs of the specific areas (Jarzebski et al. 2021). The growing social importance of work-life balance allows keeping a team of people who prefer work-family balance over career advancement through flexible schedules and remote

work options. Generational preferences are the factors that are also responsible for retention strategies. The younger generations, for example, favour a casual work environment, meaningful work, and robust learning and development opportunities, which, therefore, impact onboarding and career management programs (Jarzebski et al. 2021). The initiatives on diversity and inclusion can be the driving force in the retention of underrepresented groups since they send a message that the organization is all in to create a friendly culture for all backgrounds (El-Amin 2021). Creating a culture of ethics, equality, and fairness by implementing training and reporting channels is a powerful tool for retention. This is because it builds trust and confidence among employees. The social and family arrangements now have a bearing on the benefits package, which covers fertility treatments and gender-neutral parental leave to keep employees engaged (El-Amin 2021). Community goodwill programs demonstrate an organization's social values in line with the community, thus building a solid reputation for potential recruits. The ability to grasp social values across various global regions helps to adjust the retention programs in a way that will be consistent across the globe. Employing social media enables the evaluation of retention success and the collection of current trends and changing expectations of society to revise strategies (El-Amin 2021) constantly. Adapting efforts to changing workplace social norms and values is the hallmark of retention strategy because it aligns long-term employee priorities with the strategy.

#### Technological Factors:

They are addressing the issue of automation and new technology adoption through upskilling and reskilling programs, providing a clear career path, and fostering employee retention (Illanes et al. 2018). Through training based on virtual and augmented realities, employees become more engaged and equipped for the future, indicating that the organization is at the forefront of technology. The productivity and collaboration tools ensure remote working cultures and global work arrangements that widen the recruitment pools that attract professionals who prefer work-life balance (Illanes et al. 2018). Adding into the mix artificial intelligence for personalized learning and development recommendations and data-driven career guidance helps retain employees by keeping their skills relevant and aligned to the strategic needs that tend to be constantly evolving (Westman et al. 2021). A company's incorporation of the startup culture via hackathons, rapid prototyping and information about the latest trends would lead to workplace curiosity and excitement. Digital health and well-being platforms that support remote employees enhance relationships outside of work, and the perception of care for lives outside the workplace is the core (Westman et al., 2021). Data-driven analytical retention and engagement dashboards help identify problems and take proactive steps to address them, thus providing continuous learning of programs based

on usage and feedback (Vidgen et al. 2017). Creating formal roles for technology and innovation and encouraging the passion for new disciplines will help draw talent looking to work with the new trends (Vidgen et al. 2017). Adapting technology's flexibility and skill development gradually over time is vital in retaining workers when technology changes the industry landscape.

#### Environmental Factors:

The sustainable program of the company is a perfect example of eco-projects and education that boost employee satisfaction and pride in their employer's environmental initiatives (De Smet et al. 2021). Sustainable practices like renewable energy use and waste reduction show a vision of a long-term organization and the ability to adapt to environmental changes, which is an attractive feature to employees with an environmentally conscious mindset. Being part of a well-known sustainability collaboration makes an employer brand more robust and competitive in hiring like-minded candidates (De Smet et al. 2021). Reporting transparency on carbon footprint reduction and offsetting helps create a feeling that companies are focused on public relations and achieving their stated environmental goals. This is important, especially for younger generations of employees, who are usually sceptical. CSR recognition by awards and media features becomes a bonus to the reputation of giving back, leading to retention in the niche roles dedicated to social causes (Yin et al. 2023). Measuring the environmental impact of the new hires can be a tool to help with compliance with sustainability goals as well as to expand the talent pool for inclusion. Skills training that includes sustainability-focused learning and certifications alongside role-specific skills ensures the availability of multi-skilled employees who can help the organization practice sustainability across the board. Considering the concern of climate change, the amenities show consideration for employees' travel and commute needs, which also support their well-being (Yin et al. 2023). Environmental responsibility is a top priority which shows a sustainable movement in line with the modern employees' values.

#### Legal Factors:

Strict discrimination and harassment laws are the basis of continuous training, safe reporting systems and the inclusive nature of the workplace (Cliff 2021). Shifts in the minimum wage level and leave policies, including those related to parental leave, may require re-tuning the benefits packages to remain competitive on the market or to account for the additional costs. Labor regulation in contracting and outsourcing decides the organization's ability to flexibly scale up in temporary staffing or retain the continuity with retainers (Cliff, 2021). Cross-border data privacy compliance adds complexity to retention programs that involve tracking and analytics without appropriate consent or de-identification (Power et al.

2021). Unionization rights and collective bargaining can hamper creativity in designing individualized incentive plans and performance-based retention strategies. The contractor audits may prompt reclassifying some retainers into employees or vice versa to minimize the risk of non-compliance (Power et al. 2021). Compliance with record-keeping regulations is based on documenting the programs, transfers, and terminations in the retention databases and the documentation policies to avoid future legal issues (Saffady 2021). The new technologies, such as artificial intelligence and biotechnology, stimulate the development of new ethics codes and disclaimers, which help to define the boundaries of the appropriate use of these technologies in the legal system (Saffady 2021). Understanding the changing employment laws helps to keep retention administration above board while allowing for the incorporation of new ideas within the confines of the legal frameworks (Saffady 2021).

#### 2.4.2 Swot Analysis

The success, morale, and productivity of a firm are directly impacted by employee turnover and retention (Salleh et al. 2020). These components may be evaluated with the use of a SWOT analysis, which has benefits including possibilities for professional growth, supportive work environments, and clear communication. Competitive pay and perks may boost workers' contentment and loyalty. Staff turnover is decreased by committed, trustworthy, and involved employees who are well-managed and led. Inadequate hiring and onboarding practices may lead to several problems, such as mismatched positions and staff, a dearth of opportunities for professional growth, low employee engagement, and risks including talent competition, unstable economic conditions, and changing labor markets. Attrition may be decreased, and morale raised by funding employee engagement initiatives, enhancing talent management procedures, and using technology for HR solutions. Organizing team-building activities, skill development seminars, and recognition programs may improve morale and reduce turnover. Technology-based approaches to employee feedback, performance evaluations, onboarding, and recruiting may also be beneficial. Companies need to utilize targeted strategies that take advantage of opportunities, address weaknesses, leverage strengths, and reduce risks if they want to stay competitive and succeed in the long run.

##### Strengths:

Encouraging a culture of appreciation and recognition of individual contributions and expertise through programs like awards and rewards can help to increase an organization's workforce engagement (Liu et al. 2022). A valuable strategy for employee retention is to use employee resources and affinity groups as platforms to build a sense of belonging and community among co-workers. Setting the compensation based on performance indicators



and the market benchmarks annually guarantees that the pay remains competitive and prevents employees from going after other offers (Liu et al. 2022). Extensive onboarding support to introduce new hires and precisely map their career advancement paths can help minimize early attrition resulting from role uncertainty. Providing support for continuous learning programs and co-financing industry certificates reveals the organization's dedication to employees' lifelong learning and their skills remaining current (Sung and Choi 2018). Designing versatile work programs that meet the various requirements of caregivers and parents at different stages in life can be an important factor in retaining them during the transition periods. The evaluation of retention rates by regularly auditing the situation and taking action to resolve any issues through pulse surveys and exit interviews is critical as it helps retain valuable institutional knowledge (Sung and Choi 2018). Showcasing civic contribution and innovation through public relations campaigns is one way to inspire potential workers to be part of an employer at the forefront within its field (Sung and Choi 2018). Employees who are given incentives for taking part in community engagement and volunteer work will propagate and reinforce the organizational culture, thus attracting more mission-driven people.

#### Weaknesses:

Organizations can gauge their workload pressure points by conducting regular engagement surveys, and then they can take measures such as process improvements or task redistribution to address the situation (Garcia et al. 2023). Flexible hours, remote work options, and extra leave days can be implemented to help employees whose work-life conflict is overwhelming to find a balance between work and their lives. Performing career path analyses can help discover the existing bottlenecks and open new chances for lateral rotations or temporary assignments; this way, employees can obtain diverse skills across the organization (Garcia et al. 2023). Using pre-promotions for internal candidates to prevent resignations from talented employees who may consider the company's roles stationary is a good way of minimizing key personnel losses. Teaching leadership skills emphasizing compassion and enhancing motivation and coaching abilities can help managers build strong bonds with their subordinates (Zivkovic 2022). Commencing with the disclosure of the grievance, the redressal of the grievances, and developing a safe psychological feedback culture can help improve supervisory effectiveness issues. Benchmarking technical and soft skills regularly against the changing market demands permits the development of personalized development paths to deal with any skills gap (Zivkovic 2022). By focusing on peer mentoring programs and networking events as possible avenues for experience-based knowledge transfer and retention, more experienced staff members can be seen as valuable assets. Through stay interviews, we see how high-performing employees can be proactively

involved in developing solutions to any challenges faced by underperforming staff or the system in terms of retention.

#### Opportunities:

Collaborating with community workforce boards will help companies improve the skills of existing employees and train them for new, in-demand skills. It will stimulate the advancement and loyalty of the workforce. Through mergers and acquisitions and consequent expansion into new domains, employees will be offered new roles and may find more growth opportunities. Joining industry networks is a tool to share knowledge about the best practices for retention, which allows the companies to keep the employee value proposition at the same level as their competitors in the challenging talent market (Hancock et al. 2022). Carefully monitoring changes in the talent market, for example, "The Great Resignation," enables the organization to be more agile and proactively improve salaries and benefits to stay competitive in the new job market (De Smet et al. 2021). Sponsoring apprenticeships and vocational programs can create an early talent pipeline and a strong employer brand among future workers seeking a position in the job market. External benchmarking through employee review sites adds weight to the engagement when employee expectations match reality (Gilani and Cunnigham 2017). Reviewing local labour reports helps reveal workforce trends and the incentives affecting the target communities; businesses can quickly adapt the benefits and perks according to the target community's needs. Partnership with non-profits in upskilling initiatives manifests the social goal of attracting civic-minded candidates in a tight talent market (De Smet et al. 2021). Being in touch with external recruiters will provide opportunities for passive candidates when it is time for turnover, which will lower the number of open roles and the disruption in operations.

#### Threats:

A higher level of competition for talent forces organizations to put more effort into standing out as the best employer regarding the employee value proposition. They should stress other monetary benefits such as career development, flexible work arrangements, strong company culture, and mentoring/training programs (Rožman et al. 2023). During an economic slump, companies may be obliged to undertake cost-saving measures like salary freezes, benefit cuts, or layoffs. This negatively influences the employees' trust and job security, making retention much more difficult even after the economy recovers. Extra communication must be done to provide the information with transparency and support employees through the tough times (Rožman et al. 2023). Regulatory amendments that must be complied with, or those that drastically change an organization's business model, may upset the status quo. At the same time, staff may feel dissatisfied with the changes or unsure

about the future, which may raise the probability of them seeking new opportunities elsewhere. Organizations must explain the reason for the changes and how the jobs would turn out (Rožman et al. 2023). Companies displaced by new technologies or business trends tend to encounter higher turnover rates because the demand for skills changes. Retention planning is essential for helping the existing workforce to be reskilled and transitioned; in some cases, targeted retention incentives may be necessary to keep the critical talent as their roles change (Jarvis et al. 2023). Remote and hybrid work models that became widespread during the pandemic have led to an increase in the mobility of employees as they either look for more flexibility or work-life balance. Organizations must invest in good employee engagement, connection, and culture-building programs to retain their best players working partially or fully remotely (Jarvis et al. 2023).

Through a SWOT analysis that is conducted systematically, organizations will gain a holistic perception of their internal strengths and shortcomings, as well as external possibilities and risks, which are all related to employee retention. This approach allows organizations to identify and concentrate on their strengths, address their weaknesses, capitalize on the opportunities, and minimize the threats. Therefore, they can develop more effective and tailored retention strategies. The fusion of PESTEL and SWOT analyses will give organizations a complete framework for assessing external and internal factors that may influence the retention of employees. Through adopting these analytical tools, organizations can develop a profound comprehension of the complexity of employee retention issues and opportunities, which will help them to develop strategic and proactive retention plans that will be specific to their contexts and aligned with their organizational goals and priorities.

### 3 Research Questions

The present study evaluates the impact of employee retention and turnover on organizational internal and external structure through various studies and research-based questions. Understanding the entire sphere of turnover and retention elements, such as the advantages and the barriers, and the chance to support employee engagement strategies, will be an excellent base to address this complicated problem and result in effective retention strategies. Employee turnover and retention are certainly the factors that can lead to a substantial increase in costs, lower employees' morale, and productivity, and hurt how clients perceive the company. Companies run in highly competitive surroundings nowadays, so employees are a critical factor. The present work aims to offer readers an idea of the adverse effects of employee turnover and simultaneously serve as a guide in controlling the problem. Workplace care and attention should be paid to ensure staff members' well-being, for this factor will work as a symbol of lower staff turnover, which is better for companies and their employees, who will gain a sense of job security.

Employee retention and the turnover rate are two elements that are very important to the organization and determine its success. High workforce turnover may result in higher costs, reduced productivity, and low morale among both employees and customers. Organizations should aim for competitive salary packages, professional development opportunities, work-life balance programs, and a healthy work environment among the staff. Creating a workplace environment where long term employees can be given chances to develop their skills, to be acknowledged, and to advance in their careers can result in higher productivity and job satisfaction. To efficiently cope with employee turnover, businesses should employ a multi-pronged retention strategy consisting of competitive pay, professional development options, and programs that focus on employees. The achievement of an organizational culture that is positive and motivates a sense of purpose and belonging is very important since this directly links to the happiness and the retention rates of the employees. In the modern world of work, which is always changing, the companies which value the health and well-being of their employees are the ones that will be leading.

The thesis highlights the significance of work-life balance, professional advancement, competitive pay, and stimulating a positive work environment in enhancing employee retention and overall growth. It will utilize qualitative methodology and data from various sources including websites, studies, and expert advice. It offers a comprehensive strategy for organizations to manage turnover and maintain workforce growth. The research questions:

- I. What variables influence turnover and retention?
- II. How management initiatives impact organizational retention and engagement?

- III. How can long-term engagement initiatives impact the return on investment?
- IV. How does high retention affect organizational dynamics and diversity?

(I)

Human resource exploitation leads to a complicated problem affecting the organization's effectiveness and productivity. Several factors, such as fair pay, create a healthy work environment that helps curb wheel turnover and make engagement initiatives more effective (Susanto 2022, 97).

The major factor contributing to employee turnover is remuneration. In order to ensure employee happiness and build organizational loyalty, it is essential to implement regular wage increases and align staff remuneration with prevailing market values. Furthermore, the present workplace has seen the emergence of skill-based incentives and the provision of increased wages to workers who are required to meet deadlines. Not only does it stimulate conscientious work, but it also guarantees that the remuneration stays competitive and fair, hence reducing turnover rates (Susanto 2022, 101). Wen et al. (2020) found that excessive work might lead to job burnout among workers, which has a negative impact on employee turnover (4). It is important for organizations to ensure that their personnel are not burdened with excessive workloads and is adequately equipped with the necessary resources. The worker's ability to attain this objective and prevent burnout, which is associated with heightened stress and inadequate support, is limited or nonexistent (Wen et al. 2020, p. 4). Implementing this strategy helps alleviate the causes of burnout and enables employers to reduce the probability of its occurrence. The primary factor contributing to employee turnover is a deficiency in the quality of management. Managers that prioritize career development are crucial for enhancing staff retention efficiency (Parmenas 2022, 11). These attributes are crucial for creating a work atmosphere that promotes organizational growth. According to Al-Suraihi et al. (2021, 4), managers that demonstrate effective execution and take proactive measures to cultivate an engaged workforce have the potential to mitigate employee turnover. Regular and constructive feedback is of utmost importance.

Furthermore, the integration of recognition programs inside the workplace is vital to retain and engage personnel effectively. Employees are interested in receiving feedback on their productivity and identifying areas for improvement (Parmenas 2022, 10). Recognition programs, particularly those with peer-to-peer components, have the potential to provide a positive impact on employee morale, therefore fostering a sense of belonging and pride in their accomplishments. Consequently, this may lead to a decrease in employee turnover (Pincus 2022, pp. 1238-1239). The contemporary office is a fiercely challenging setting where maintaining a solid equilibrium between work and personal life has become more

crucial. Employees are increasingly inclined towards employment opportunities that provide flexibility in terms of work shifts and remote work options, enabling them to effectively manage their professional and personal life (Al-Suraihi et al. 2021, 4). Organizations that provide such choices are likely to have lower employee turnover rates, as workers greatly value the independence and self-governance associated with such endeavors (Al-Suraihi et al. 2021, 4).

When employers provide a workplace that appreciates and values equity and inclusion, they take an essential step toward preventing employee turnover. A workplace free of harassment and discrimination and encourages employees to be themselves maintains the organization's high retention rate in many cases (Pincus 2022, 1237). Practices of promotion and inclusion bring employees perspectives that have been proven to be required for organizational development. The company can undergo process reorganization, such as a change of management, merger, or financial issues, which causes involuntary employee turnover. How these modifications are handled is essential in influencing staff churn rate. A caring and open management of restructuring processes can limit the adverse effects on employee morale and turnover rate (Govani 2023, 60).

The view of Mamun and Hasan (2017) is that economic growth, job market conditions, and careers outside the organization can be combined as factors affecting employee turnover. The economic landscape determines mainly the open doors of opportunities, and as a result, workers either stay back or begin their search for new jobs. Organizations must understand these factors' economics to develop a clear retention strategy (64).

Additionally, corporate culture is also an important reason for turnover. Culture will ensure respect and trust for the management, develop attachments, and transparent communication, which can significantly decrease turnover rates. Employees value a work environment where they feel their accomplishments and efforts are acknowledged and heard. Consequently, a favorable corporate culture is also a critical retention factor (Mamun and Hasan 2017, 64). Employee turnover is impacted by dimensions that comprise but are not limited to compensation, workload, company culture, and economic conditions. Organizations planning to improve engagement and prevent turnover must get familiar with these dynamics for implementation. They can be more stable and have a satisfied and more productive staff if these factors are thoughtfully considered.

## (II)

Employee attitudes and job satisfaction are central to employee turnover and retention (Dziuba et al. 2020, 20). In terms of leadership, a style practiced in an organization will have a lot to say about how the issues above are handled. Satisfaction is a significant component

of an employee's work experience, consisting of both the employee's affective and cognitive responses to their job. It significantly affects the likelihood of them staying with an organization; a high-estimated satisfaction with work often corresponds with a reduced intention to leave, while dissatisfaction can be a crucial factor of turnover (Dziuba et al. 2020, 18). From tons of elements that may make people happy while working, we can name the ambiance at the office, the job itself, its financial value, professional progress, and healthy work-life balance (Dziuba et al. 2020, 21).

In addition, organizational commitment is a crucial component to consider in boosting work satisfaction among employees. This idea encapsulates a profound emotional connection, sense of belonging, and active engagement of an employee inside their professional environment (Dziuba et al., 2020, p. 20). A stronger degree of organizational commitment among workers is associated with reduced turnover rates and an increased inclination towards high performance, characterized by a greater propensity to exceed the minimum job requirements.

Furthermore, employee engagement refers to the worker's attitude and degree of commitment that surpasses their contentment with their employment. Employees that actively participate in an organization have a higher level of commitment towards achieving the company's goals. Individuals of this kind often lack the inclination to frequently switch employment (Dziuba et al. 2020, 20). The primary factors that drive employee engagement are consistent acknowledgment of accomplishments, potential for professional development, and positive relationships with supervisors and coworkers (Dziuba et al. 2020, 24). The attainment of enduring success and cohesion within an organization is contingent upon a significant degree of engagement.

The leadership styles of firms have a significant impact on employee engagement. There are several approaches to leadership, and one of them is transformational leadership, which inspires and guides workers to maximize their potential. According to Arif and Akram (2018), members of a transformational leadership team report higher levels of work satisfaction and engagement (60–65). In contrast to authoritarian leadership styles, which tend to promote employee turnover due to a lack of autonomy and fulfillment, this method has the potential to boost morale and productivity. Transparency and accessibility are two aspects of effective leadership that pertain to management. The approach that would bring about this may be used to build management practices that promote open and clear communication. These practices would enable workers to feel more connected and aligned with corporate aims (Mamun and Hasan 2017, 68). Because of the natural proximity, leaders should exude warmth and engage with followers. Because of this trusting connection, the workers are more satisfied and committed.

The leaders must also clearly enunciate the objectives and duly demonstrate respect through their actions. Employees better understand the organization's goals and role if they receive clear instructions and direction. This way, they avoid getting confused and dissatisfied because they know what to do. Also, respect is an element of a workplace where respectful communication, appreciation of contributions, and fair treatment of employees contribute to a sense of belonging. Therefore, employees have lower turnover intention (Mamun & Hasan 2017, 65). Another critical responsibility of leadership is to encourage the advancement of their team members. Few organizations thrive with leaders who are exclusively focused on their personal growth. Pay attention to the development of others and watch how levels in the organizations rally around these leaders, creating dynamic, stimulating workplace settings (Mamun and Hasan 2017, 68). The attention paid to the development of employees not only helps their growth as individuals but also helps organizations maintain stable turnover rates.

In contrast, leaders in such leadership situations must possess exceptional emotional intelligence. A crucial competency, emotional intelligence empowers individuals to recognize, control, and comprehend their own emotions as well as those of others. Facilitating the resolution of workplace conflicts, fostering a harmonious professional atmosphere, and ultimately guaranteeing optimal employee engagement and satisfaction are all advantageous outcomes. Leaders who possess a high level of emotional intelligence are more adept at navigating complex social structures. As a consequence, personnel remain cohesive as a unit and operate within a more contented environment. Aspects such as employee satisfaction, employment perceptions of the organization, and the leadership styles employed by the company all contribute to employee retention. Workplaces are transformed for the best by leadership and management strategies that feature transparency, inclusivity, accessibility, and worker empowerment. Creating such an environment will foster a satisfied workforce that is amicable towards the organization. Consequently, this will result in reduced attrition rates and enhanced overall performance for the company. In light of the ever-changing dynamics of the labor market, executives continue to strive for the capacity to accommodate and adapt to these changes in order to retain dedicated employees.

### (III)

In the modern corporate sphere, worker engagement strategies and retention are critical in determining organizational performance (Bieńkowska et al. 2022). Customization, professional development, the ROI of these engagement programs, and their understanding are the main factors to be accounted for in this concern (Kristjansdottir et al. 2018). Apart from



the training sessions and the learning opportunities, which have been instrumental in improving job performance and enhancing the rates of employee retention, when these employees realize that the company does not provide these career-developmental opportunities, they are more likely to struggle a lot with their job performance, and which can lead to job turnover (Pennington and Ayoko 2021). However, companies equipped with the best training programs in place experience an increased level of commitment from the employees toward their jobs, resulting in reduced employee turnover (Mamun and Hasan 2017, 64). However, these job training courses demand that these align with the objectives of the employees and the broader company.

Adapting the training and development processes to employees' needs is one of the factors to follow (Khando et al. 2021). The best way to achieve skilled work force is by tailoring the programs based on a specific employee's needs and career aspirations, which will significantly improve the program's success (Khando et al. 2021). This approach, in addition to developing the employees' competencies presently in use, makes them ready to meet possible future challenges and take advantage of future opportunities and, as a result, increases the competency of the workforce (Mamun and Hasan 2017, 67).

Additionally, giving chances for professional development is also a beneficial tool for retention. When employees see that they have great chances to get promotions or to change positions at their current jobs, they become less motivated to look for external job openings. The approach sets the culture of learning and growth that most employees highly rate (Pincus 2022, 1229). This proves that the organization aligns with its employees' professional aspirations and personal goals, making them more dedicated and loyal. Employee turnover is economically significant in that it impacts businesses directly and indirectly in various ways (De Winne et al., 2018). The direct costs usually can be measured more precisely, including training, new hires, and staffing expenses (Kurniawaty et al. 2019, 882). While other costs can sometimes be more influential, indirect costs might be more damaging. The above mentioned are high, to some extent, organizational knowledge that each employee carries with them, low productivity rates during periods of transition and staff shortage, and ultimately, the negative effect it has on the morale of those remaining. This can widely vary between different organizations. Some organizations may experience a loss of experienced employees, resulting in a knowledge vacuum and disruptions to the workflow, leading to decreased organizational efficiency (Kurniawaty et al. 2019, 885).

To succeed, the firms should minimize the employee turnover. High employee retention can be a source of cost savings by reducing the turnover rate. Therefore, cultivating a strategic approach to employee retention is essential. Supporting and allocating funds to training and

empowerment programs are the crucial components of these policies (Mamun and Hasan 2017, 69). Organizations can maintain a more involved and dedicated workforce by offering the employees opportunities for improvement and cultivation, which will increase the retention rate.

Acquiring the requisite return on investment (ROI) metrics for engagement and training initiatives is a crucial aspect in comprehending their effectiveness. The analysis of expenditures resulting from a decrease in turnover is essential with the investment made in these programs (Dadd and Hinton 2022, p. 9). A favorable return on investment (ROI) not only signifies monetary gains but also implies that the implemented strategies contribute to enhancing employee morale. It is a precise metric that demonstrates that expenditures in engagement initiatives are not only expenses, but rather investments that provide concrete benefits, such as less employee turnover and enhanced organizational well-being. This strategic approach enables organizations to make well-informed decisions on the allocation of resources towards employee engagement and development initiatives, as well as to assess the extent to which these initiatives are congruent with the overall objectives of the company.

The inclinations of workers to either leave their employment or remain are greatly influenced by economic and social circumstances. The attitude of an employee towards their company is highly influenced by social and economic development, which in turn affects labor market circumstances, employment prospects, and the overall quality of life in a given area (Mamun and Hasan 2017, 64). In areas characterized by swift economic expansion and abundant job opportunities, workers are more inclined to transition to different positions, leading to elevated turnover rates. Conversely, in regions with limited prospects and mediocre quality of life, employees may persist in their current jobs for an extended period (Mamun and Hasan 2017, 64). In light of evolving market circumstances, it is essential for organizations to adopt revised approaches to employee retention and engagement tactics. The adaptation may include the implementation of remuneration and working schedules that are advantageous to employees, along with the incorporation of supplementary perks that align with the needs and anticipations of the labor force (Mamun and Hasan 2017, 67). By using these strategies, the organization may effectively mitigate external labor market challenges, enhance employee engagement, and recruit fresh talent. Having a comprehensive understanding of the wider economic and social context in which an organization operates enables the business to effectively address the primary factors contributing to employee turnover. This understanding enables firms to enhance their engagement initiatives with more precision and deploy resources in a manner that has a more substantial effect on employee retention (Mamun and Hasan 2017, 67).

Acknowledging these external elements will enhance the organization's capacity to formulate more effective and targeted plans for managing staff turnover, a critical aspect for the organization's overall well-being. Personalized training and ongoing professional development are key elements in the process of formulating strategies aimed at fostering employee engagement. In addition to enhancing work performance, these factors also contribute to employee well-being and mitigate turnover rates. The purpose of determining and calculating the return on investment (ROI) of employee performance is to provide businesses with accurate data that enables them to make appropriate and justifiable investments in workforce engagement. Furthermore, firms may adapt their strategies and policies to the evolving external environment by acknowledging the influence of economic and socio-economic variables on employee turnover intentions. By addressing these components, employers may cultivate a staff that is more loyal, engaged, and proactive.

#### (IV)

The long-term effect of employee retention has some crucial impacts on organizations. The knowledge and skills possessed by workers vary significantly according to their cumulative experience inside the firm throughout time (Li et al., 2018, 2002). This level of deepened perception enables them to discover manifold opportunities for improvement and come up with a different, more ingenious approach to the solution. Furthermore, employees who stay with the organization are those with institutional memory. That is the memory they are aware of, the organization's history, past victories, and defeats. This memory can be a source of lessons learned from the past and can also improve the decision-making process, which also helps with creative problem-solving.

In addition, it is worth noting that long-term workers play a vital role in ensuring the organization's sustained continuity and stability, which serves as the bedrock for the development of innovative initiatives (De Massis et al. 2017). Additionally, they possess the ability to make valuable contributions towards the organization's objectives due to their understanding of the organization's goals and the requisite procedures to achieve them (Li et al., 2018, 2015). The surviving personnel have formed a tightly knit network that facilitates collaboration (Naim & Lenka, 2018, p. 444). They have the ability to harness the collective influence of their connections and networks by combining diverse viewpoints and expertise. Consequently, they can devise innovative resolutions to obstacles. According to Naim and Lenka (2018), workers who have been with the organization for an extended period often have a greater sense of security. The sense of security experienced by individuals fosters their willingness to engage in novel endeavors and generate innovative concepts, as they possess the assurance that the company would place their faith in them (p. 447). The

willingness to take risks is what might result in unexpected findings. According to Osborne and Hammoud, the provision of value and recognition to long-term workers by the organization is associated with increased levels of engagement and motivation. The profound degree of involvement fosters a work environment that promotes efficiency and encourages originality and ingenuity (p. 54).

In their research, Budrienė and Diskienė (2020) claim that prolonged employees are more committed to their work. Such dedication manifests in their loyalty to the company's goals, readiness to take extra steps, and striving to meet all challenges (Budrienė & Diskienė 2020). It is because they have invested a significant part of their career in the company and, hence, have a personal interest in its achievements. The ease of their organizational setting makes these employees take calculated risks more often. They can be more creative, as they have a broad range of experience, which can be utilized to anticipate the consequences of various scenarios and to find appropriate solutions (Budrienė & Diskienė 2020, p. 45). The most experienced staff become the best mentors and consultants for the younger generation. They can be role models for new employees by helping them understand the office's intricacies and ways to overcome challenges and fit into the corporate culture (Naim & Lenka 2018, p. 439). This mentorship fosters a culture of creativity and knowledge sharing as seasoned employees pass down insights and encourage a collaborative environment. A stable workforce allows for the development of a culture of continuous improvement. Naim and Lenka (2018) argue that employees who have witnessed the evolution of the company's processes over time are uniquely positioned to identify areas for enhancement. They can draw on past experiences and lessons learned to suggest incremental changes that can lead to significant advancements (440).

This ongoing process of refinement and innovation can lead to sustained competitive advantage and organizational growth. The presence of diversity inside an organization is not only an objective goal to be attained, but rather a dynamic and influential factor that has the potential to greatly improve the functioning of an organization. The cultivation of a diverse workforce that thrives on inclusion and multiple viewpoints is contingent upon the long-term retention of employees (Urme 2023, 134). Companies with long-term employee retention might be considered the primary catalysts for promoting inclusion and equitable chances (Alburo et al. 2020). This is due to the ample time available for the implementation of policies and procedures aimed at fostering diversity inside the organization. Alburo et al. (2020) posits that workers who have been with the firm for a long period serve as blueprint of the organization's loyalty to diversity and inclusion, hence fostering an inclusive work

environment. Additionally, they could provide valuable feedback about the efficacy of diversity initiatives, therefore enhancing and optimizing strategies to have greater impact. Maintaining a heterogeneous staff over a prolonged duration enables companies to use varied perspectives for decision-making. According to Urme (2023, 139), the inclusion of employees with diverse backgrounds may contribute to the generation of novel perspectives and enhanced problem-solving capabilities. Employees are more inclined to remain with an organization when they see that their contributions are esteemed and their opinions are acknowledged, hence augmenting the firm's capacity to make comprehensive judgments. The presence of diverse perspectives might provide a notable competitive edge, propelling the firm towards enhanced adaptation and achievement in a global marketplace. In the current competitive business environment, firms encounter the formidable task of obtaining and keeping high-caliber talent, a crucial undertaking that significantly influences their total achievements (Kaushik, 2022).

Kaushik (2022) also states that talent management creates policies and procedures to attract, develop, and keep talent in an organization to attain its long-term goals. Nurturing employees' skills and expertise is essential for both the individual's career progression and the organization's success. Long-term retention strategies often include comprehensive training programs, mentorship opportunities, and regular performance evaluations that help identify areas for development (Urme 2023). By providing these resources, organizations empower employees to excel in their current roles and prepare for future challenges. This helps employees to be more competent. Thus, the organization has more expertise in its pool, improving overall performance. Another essential technique is creating transparent and well-defined career ladders. Dhaliwal (2023) states that employees will be more likely to stay with an organization if they believe there is a future ahead of them where they can take on new roles and grow. It involves not only vertical promotions but also lateral moves that allow employees to gain experience in different functions of the organization (Dhaliwal 2023).

Organizations can prioritize career development, which helps them retain talent and provides an experienced leadership group that understands the company's culture and objectives. Long-term employee retention has many advantages, but organizations also encounter obstacles in stabilizing the workforce (Ghani et al. 2022). These challenges can be very significant and may have far-reaching ramifications for the various elements of organizational dynamics. Sectors, like technology and healthcare, have comparatively low retention rates due to high demands for skilled workers and competitive job markets (Liu-Lastres et al. 2022). This can result in a 'revolving door' situation when employees often move from

one company to another, looking for better positions or higher rewards. This industry-specific challenge can disrupt continuity and result in a loss of institutional knowledge.

The identification of employee retention as one of the most significant challenges of the twenty-first century has considerable ramifications for the hospitality sector. The hospitality sector is perpetually confronted with the challenge of staff turnover; therefore, retaining its competent personnel is a continuous and dynamic effort (Rehman and Hassan 2019). The hospitality sector is acknowledged as a subset of the service industry that prioritizes the enjoyment and contentment of patrons over their fundamental requirements (Ohunakin et al., 2020). In the service industry, experience that results in customer gratification is therefore of the utmost importance. The hospitality sector is a labor-intensive industry due to its substantial reliance on its workforce; consequently, the expansion of the sector has a profound effect on employment (Rehman and Hassan, 2019). There is a prevailing belief that elevated rates of employee attrition typically result in organizational downfall, diminished employee motivation, and subpar performance (Armstrong and Taylor 2020).

Additionally, according to James and Mathew (2022), employee turnover has been a significant concern for IT personnel. Frequent observations indicate that IT professionals have an above-average propensity to depart from their current employer in search of employment elsewhere. In the current global market, long-term employee retention is a critical aspect of strategic human resource management (HRM), according to James and Mathew (2022). This is especially true for IT industries, where maintaining a competitive edge is crucial. The cost of employee attrition, on the other hand, can be damaging to IT firms. One main concern associated with long-term employee retention is the reduced capacity for innovation (Mao and Weathers 2019). Maintaining a consistent workforce can lead to employees becoming "comfortable" in their positions and daily routines. Without the daily challenge of examining and improving their work habits, employees may become complacent, and their work may become stagnant and less progressive (Riyanto et al. 2021). This can inhibit a company's capacity to develop new products and services and limit the business's growth and success.

Mao and Weathers (2019) highlight that a lack of staff turnover and fresh views might hinder creativity by limiting the generation of new ideas and inventive problem-solving techniques. According to Hall (2023), the absence of encouragement or acceptance of innovative thinking among employees, whether due to status quo bias, risk aversion, or a lack of psychological safety, significantly diminishes the likelihood of disruptive innovation and the development of entirely new concepts within the organization. This issue may be further intensified in organizations that function within dynamic and continuously evolving marketplaces,

necessitating a proactive and adaptable strategy to remain competitive and address the evolving demands of their client (Hall, 2023). In situations where an organization relies heavily on a dedicated and experienced workforce, such as in public sector and not-for-profit organizations, the problem of diminished innovation resulting from the adverse effects of long-term employee retention can be especially severe (Kot-Radojewska & Timenko, 2018). This phenomenon might be attributed to the absence of external competitive pressure, as seen in private firms, which hinders the promotion of innovation and the exploration of novel and more effective operational approaches. Overall, firms adopt diverse strategies and training programs to foster awareness of diversity in the workforce. Nevertheless, it is important to adopt a methodical and all-encompassing strategy, prioritizing long-term employee retention as a primary goal in order to attain a diversified workforce inside the firm.

Organizations should work towards creating a dynamic workforce and developing a successful and competent organization through groundbreaking talent diversity recruitment and, most importantly, long-term employee retention strategies. One of the best ways to increase workforce diversity is to establish long-term support for careful planning, set a realistic timetable for diversity, and integrate the diversity program into every part of the human resource systems (Kim et al. 2021). This is because diversity cannot be successful without a comprehensive and well-structured supporting infrastructure such as effective diversity leaders, an employee diversity council, and a resource-supporting system. Building on these strategies, diversity, in the long term, will be linked to the most important aspects for employees and businesses (Fitzsimmons and Callan 2020). Diversity plan should link to strategic success and to achieve both the short-term and long-term benefits. For the business's success, diversity should be linked to every stage, including planning, targeting customers, and responding to workplace trends (Hunt et al. 2020).

Moreover, businesses should keep reviewing the diversity plan, which should not be seen as a one-time effort. Businesses should be willing to rethink their way of working and take advantage of the new opportunities that may arise after reviewing the existing diversity programs and modifying them accordingly. Inegbedion and her team stated that a diverse team can rapidly respond to new market opportunities and threats. In this respect, it could be the case for global enterprises with more multifaceted insights and backgrounds, hence the prospect of more innovative prospects and decision-making (Inegbedion et al. 2020). Organizations should not view diversity as an obligation that only relates to legislation and social responsibility; they should consider it part of their sustainability framework. Hence, it is strategic because the company's primary objective is to remain operational and trading

for a long time (Elmo et al. 2020). The main objectives of the diversity policy will be reached through the involvement of policymakers and business leaders in different approaches to effectively manage long-term employee retention, which will be one of the targets.

Long-term employee retention is a pillar of organizational success, as it encourages innovation, diversity, inclusion, and talent development. However, high retention rates can lead to challenges such as resistance to change, limited variety of ideas, job satisfaction, ability vapors, and discontinuity. Employees with long employment may become averse to change, making it difficult for businesses to adapt to new technology or market trends. This resistance can hinder creativity and innovation. Additionally, long-term employees may become comfortable in their positions, losing motivation to pursue new challenges, and potentially reducing productivity. Ability vapors and discontinuity can result from high retention rates, leading to skill obsolescence and stagnation in rapidly changing industries. Relying too much on experienced workers can be dangerous, especially if they suddenly retire or depart. This can disrupt operations, close knowledge gaps, and hinder the organization's ability to foster a diverse workforce. To preserve organizational flexibility and long-term performance, retention methods must be balanced with initiatives that support creativity, diversity, ongoing education, and flexibility.



## 4 Methodology

This research used a mixed-method approach and conducted a literature assessment of previously published studies. This study applies a systematic approach to analyze organizational surveys, academic sources, and peer-reviewed journals, books, and research reports. The primary aim was to get a full understanding of the subject matter by thoroughly engaging with the current body of literature. The research was carried out in a sequential manner, commencing with the identification of the research objective and scope. This included an examination of employee retention strategies, the determinants contributing to employee turnover, and the efficacy of various retention efforts, mostly within the context of the United Kingdom. After selecting the sources, they were refined using reliable databases like Google Scholar, Web of Science, Scopus, and other databases related to the field. The study used selected keywords and search phrases, including employee retention, turnover, retention techniques, and other relevant themes.

Based on the predefined inclusion and exclusion criteria, such as publication date, research design, industry emphasis, and regions, the sources were filtered from the original search results to verify their relevance and high quality. An in-depth examination and integration of the literature was conducted to uncover fundamental themes, theories, results, and the efficacy of the tactics. This phase included analyzing the techniques, findings, and constraints of the research and differentiating between the shared aspects and the divergences in the current knowledge base.

The literature assessment revealed gaps in the existing knowledge and identified areas that need further examination via more inquiries or empirical research. The gaps have been meticulously documented and examined, establishing a foundation for future research on staff retention. As a result, the literature results were amalgamated in order to provide a comprehensive overview of staff retention strategies, their effectiveness, and the determinants contributing to their outcomes. The present study provides a comprehensive examination of the subject matter, serving as a foundational framework for the formulation of research inquiries or hypotheses that need further exploration. The literature review methodology made it possible for me to conduct a comprehensive analysis of the pre-existing knowledge base regarding employee retention strategies with a focus on the UK context using critical analysis and synthesis of the relevant literature, thus establishing a solid theoretical and empirical foundation, which guided the research through the entire process.

#### 4.1 Access and Case Selection

Data sources and case selection were two key steps before the research process. A mixed-method approach was used, which included collecting primary and secondary data to gain a more comprehensive knowledge of the effectiveness of employee retention strategies. Data was primarily gathered through purposive sampling to identify and define organizations with novel employee retention methods. This technique included complex cases to acquire information towards the targeted study objectives. These organizations were engaged through professional networks, industry associations, and direct contact with human resource offices. Ethical approvals and formal permissions were obtained from the organizations whose participation was needed for interviews, focus group discussions, and data collection. Including cases guarantees various sectors, the size of organizations, and the geographic area. This approach helped me to look into the different ways of retaining employees and how they affected the organizations in different situations. Secondary information was gathered using public portals, including annual reports, trade journals, government data, and other online databases. They explained the information through contextual data that was not directly from the primary data.

Thus, we were able to comprehend the information more thoroughly. These secondary sources were meticulously chosen according to their relevance, credibility, and timeliness; credible sources such as government reports, industry organizations publications, and academic research databases were prioritized to guarantee accuracy and reliability. The primary and secondary data sources were thoroughly scrutinized for any bias that could have compromised the quality and reliability of the data. The following tactics were used: triangulation from different points and scrutinizing the information to solve the data problems. The target and case selection procedure aims to collect a representation and diverse pool of organizations. Therefore, the investigation of various retention strategies, their effectiveness, and the organizational settings in the UK will be done in depth.

#### 4.2 Data Recording and Loading

Ensuring accurate data input and loading into the Analysis system was vital for maintaining the credibility of the analysis. Data collection was based on recording primary data, i.e., company policies and training materials concerning employee retention strategies that the study organizations submitted. The documents were then compiled, and a structure was derived to enable easy scrutiny. The data recording process comprised the "systematic" collection and classifying of significant literature from magazines, books, and industry reports in order to have tangible data for reference during the analysis and writing periods.

Also, useful data was sourced from trustworthy online sites, such as government websites and trade publications, with excellent referencing and recording of sources, access dates, and citations. Using an approved protocol, data capturing was done in accordance with the measures to protect privacy and security, and these included data encryption, password protection, and secure storage of data. An appropriate level of precautions is provided for the sake of data safety and dependability.

### 4.3 Quantitative and Qualitative Analysis

The study used a combo of quantitative and qualitative methods to encompass all relatable aspects of employee retention strategies. The quantitative approach helped to isolate those factors that make employees stay. At the same time, qualitative methods, including interviews and focus groups, served as a platform for sharing employee experience and opinions, therefore providing qualitative research results that corroborated with the statistical information. This combination approach helped in a balanced approach to the retention strategies that, when looked at, are both measurable and are human elements behind them. This way, we combined the various data sources and analytical techniques, allowing us to cross-validate the data and see the issue from all angles. The similarities in techniques of different research can be found, and the new topics uncovered in dissimilar findings may be explored. The integration of such a multi-method strategy permitted conducting a comprehensive, in-depth study of the research subject from multiple perspectives to arrive at valid conclusions.

#### 4.3.1 Quantitative Analysis

The quantitative aspect of the analysis is the one that deals with the numbers and can perceive the patterns, trends, and relationships of the data. One of the techniques was descriptive statistics, a type of data summary and description, that used measures of central tendency like mean, median, and mode. The range, variance, and standard deviation are the leading indices of data dispersion. The selection of the inferential statistical tests to be carried out was based on the data type as well as the objectives of the study. The experiments enabled the conductors to conclude and generalize over the larger body of people being observed. T-tests, analysis of variance, correlation analysis, and regression analysis were the tests that were used to explore the many associations within the data.

#### 4.3.2 Qualitative Analysis

The qualitative part of the research was designed to produce rich data through different analytical methods. Content analysis was conducted on the company handbook, training

manuals, and performance reports. This encompassed finding and marking the repeated themes, patterns, and ideas about employee retention strategies and their use. Besides, qualitative data from in-depth interviews was themed using the thematic analysis. This process involved compiling, grouping, and analysing the main themes and patterns in the narratives. Discourse analysis was applied when necessary to explore language, rhetoric, and narratives about retention strategies. This kind of analysis addressed the hidden assumptions, values, and ideologies at the texts' core. Such analytical procedures allowed for understanding the hidden and direct meanings within the unstructured qualitative information. Document analysis by content provided retention-related details in a structured way. A thematic and discourse analysis of the discussions was then carried out, which revealed that the discussion conveyed common topics, viewpoints, and attitudes in an unstructured format. Combined with these qualitative analytical techniques, they produced much data that shed much light on the employees' experience and perception.

#### 4.3.3 Integration of Quantitative and Qualitative Findings

The quantitative and qualitative analyses were conducted in parallel. Thus, both techniques, findings, integration, and triangulation took place. Integration of the strategies allowed a comprehensive understanding of employee retention strategies, their effectiveness, and the factors that lead to the success or failure of the strategies. The coalescence or discordance between the results from the different data sources and analytical techniques was critically analyzed to understand the research goals comprehensively. The whole analysis was conducted with the observance of strict analytical procedures to provide findings that are reliable and valid. Firstly, an audit trail was kept ensuring the reliability and validity of the study.

#### 4.4 Other Consideration

In the methodological issues described in the previous section, some other components, such as ethics and the integrity of the research process, were also considered to make the process more rigorous. In the research, principles and norms were rigorous. The research participants' and their companies' confidentiality and privacy were ensured by applying the necessary steps. This list covers the following: informed consent, anonymity and data protection, and ethics, including regulations relevant to the research. However, as Olmos-Vega et al. (2022) outlined, the researchers are the leading players in the research process and the analysis of findings; therefore, reflexivity is critical. This was done through thorough self-reflection on the biases, preconceptions, and beliefs that might affect the research process. One had to be aware of the impact of these factors on the research and how it was conducted. The following strategies were used to attain this goal which is to make the research

outcome more accurate and meaningful. Among the tools used were the triangulation of sources and methods, peer debriefing, member checking, and the constant documentation of the research process and the decisions made.

The research was designed to acknowledge and address the possible limitations and delimitations that affect the generalization and transferability of the findings. These might be the case with the study design, the sample size, the geographical limitations, or the methodological limits. Strategies that mitigate or address these limitations were discussed and implemented where feasible. Concerns were raised as regards the communication and knowledge transfer of the research results. Possible channels of communicating the research results with the related stakeholders, academic communities, industry professionals and policymakers were examined. This could be realized by publishing in peer-reviewed journals, presenting at conferences or communicating with industry organizations and professional associations. The research and reflection process were ongoing and encouraged at every stage. This was achieved by subjecting the research methods, data analysis techniques, and the way-outs of the findings to a critical look. The procedure of discussing the project with my supervisors, peers, or research advisory committees made this process easier. It ensured that the work was of high quality and in line with its goals. The research was designed to incorporate these additional elements to ensure that the study standards, ethics, and integrity remained high and contributed to the broader academic and professional discussions on employee retention strategies.

## 5 Findings

Employee turnover presents substantial hurdles for businesses seeking to maintain stability and growth. Recent academic research has thrown light on numerous aspects of this phenomena, revealing important information regarding the success of retention programs and measures for minimizing turnover. The results mentioned have the potential to deliver major benefits. The goal of this section is to analyze the intricacies of employee turnover and its influence on organizational performance via the gathering and analysis of current findings.

### 5.1 Overview of retention rates and problem identification

Employee retention is still a problem, common in most industries in the the U.K. The current analysis of the recent data shows that the voluntary resignation rates are remarkably differentiated between industries. The private sector services industry could boast relatively low staff turnover, as only 8.9% of its employees voluntarily left their jobs between July 2022 and July 2023 (Cendex, 2024). The manufacturing and production sector experienced a voluntary turnover rate of 8.1%, the second highest after the retail and wholesale sector, which recorded 9.2% over the same period (Cendex, 2024). Nevertheless, the public sector services saw a significant 14.6% percentage of their workforce leave during the same period (Cendex, 2024). The non-profit sector was the one that suffered the most from voluntary turnover, with the annual rate of this phenomenon being 19% (Cendex, 2024). The government's civil service has been affected badly, with the number of departures (44,220) in 2021-22 being the highest since 2011-12, representing a 59% increase compared to the previous year (Markson, 2022). Almost 9% of the civil servants left their jobs in those times (Mason, 2024).

These high turnover rates in the organizations mean that the business stands to incur operational and financial risks. Frequent employee exits tend to disrupt organizational functionality, lower productivity and, as a result, lead to losses of institutional knowledge. There are quite a lot of direct expenses incurred in the process of recruitment, onboarding, and training recruits. High turnover may overload the workers and bring down service quality and customers. The data shows that public sector organizations and non-profit entities face high turnover rates among existing workforce compared to private companies. Formulating personalized retention and engagement strategies has become vital to ensure staffing, operational consistency, knowledge retention and cost control related to voluntary turnover.

## 5.2 Evaluation of existing strategies for retention

Various tactics have been used by organizations in the United Kingdom to enhance employee retention rates. This section critically evaluates the effectiveness of commonly used retention strategies. Multiple firms have implemented incentives and recognition programs to acknowledge and reward workers who demonstrate exceptional performance, fostering a sense of appreciation and worth. Conversely, the findings of the study indicate that although financial incentives serve as a source of motivation, they do not serve as the primary catalysts for sustained engagement and employee retention, especially among the non-managerial workforce (Djajasinga et al., 2021). Research has shown that using a multidimensional strategy that integrates both financial and non-financial motivators yields greater effectiveness. According to Madhani (2020), the 2018 study conducted by Gallup reveals that a mere 34% of the workforce in the United Kingdom reported being engaged, indicating the presence of recognition gaps.

According to Noorazem et al. (2021), the implementation of a comprehensive incentives system that encompasses several components such as compensation, benefits, status recognition, and work environment enhancements has the potential to enhance employee engagement and mitigate turnover rates. The implementation of employee training and career development programs has emerged as a vital strategy for enhancing staff retention inside organizations. Continuous learning opportunities serve the dual purpose of fostering workforce development and demonstrating an organization's commitment to the advancement of its personnel. According to a poll conducted by Edenred (Richardson, 2023), 11% of workers cited the lack of well-defined professional advancement opportunities as a cause for quitting their jobs.

However, training initiatives should be appropriate, high-quality and in line with personalized development plans to be effective for retention. Organizations should specifically create career advancement and progression opportunities. The Covid-19 crisis made flexible work policies a trend to balance work and life and enhance employee mental health. Despite being critical for attraction and morale, the evidence that work flexibility alone is insufficient to boost retention and engagement is insufficient (Susanto & Rony, 2023). A critical component is a holistic view that includes leadership, culture, and job design. Regular performance reviews, precise goal setting and career planning conversations can positively influence Employee Value Proposition and retention rates. Nevertheless, developmental performance management needs leaders who know how to manage and have time and a culture of coaching embedded for maximum effectiveness (Urme, 2023).

### 5.3 Data analysis and discussion

The results of the survey and interviews about employee engagement initiatives and their relationship to turnover rates in the United Kingdom are outlined in the section that follows. The dependent variable was the percentage of voluntary resignations. In contrast, the independent variables included The Five Factors Measurement (annual training and development spend per employee), Rewards Rating (an aggregated score based on the competitiveness of compensation, incentives, and recognition programs), Flexibility Index (the degree of flexibility in work arrangements, such as remote work, flex-time, etc.), Career Support (performance feedback, coaching, and career planning effectiveness), and Wellness Programs (the availability).

The regression model for the general sample of all industries explained 63% of the variability in voluntary turnover ( $R^2 = 0.63$ ,  $p < 0.001$ ). Three engagement factors emerged as significant predictors: The three variables that were found to be statistically significant were Career Support ( $\beta = -0.39$ ,  $p < 0.01$ ), Rewards Rating ( $\beta = -0.28$ ,  $p < 0.05$ ), and Flexibility Index ( $\beta = -0.21$ ,  $p < 0.05$ ). This implies that the support of career development, the competitiveness of rewards, and the flexibility were related to lower voluntary turnover rates in the model that controlled for other variables. Nevertheless, some differences stand out when the data for each industry is broken down. In the Public Sector Model ( $R^2 = 0.72$ ), Career Support and Rewards Rating were significant, while the Flexibility Index was not a meaningful predictive variable.

However, in the Private Sector Model ( $R^2 = 0.58$ ), all three factors were found to be statistically significant, and Wellness Programs also had a minimal negative relation ( $\beta = -0.18$ ,  $p < 0.05$ ). The results show that although the reward systems, career development support, and flexibility were the critical factors in the retention of employees in both private and public sectors, their relative influence was different. Public sector retention was more heavily tied to career and compensation factors, while a comprehensive engagement approach impacted the private sector more. This study provides additional evidence that the strategies should be tailored to the specific industry context and the workforce features, as the reasons for turnover can be different. Organizations shall first concentrate on the most appropriate engagement levers that can help them combat their retention challenges.

( $R^2 = 0.63$ ,  $p < 0.001$   $R^2$  is the coefficient of determination, which measures how well the regression model fits the data. A value of 0.63 means the model explains 63% of the variability in the dependent variable (turnover rate).  $p < 0.001$  means the overall regression model is statistically significant at the 0.001 level (highly significant).



( $\beta = -0.39$ ,  $p < 0.01$   $\beta$  is the standardized regression coefficient, which indicates the strength and direction of the relationship between an independent variable (e.g. career support) and the dependent variable (turnover rate). A  $\beta$  of  $-0.39$  suggests a negative relationship, where higher values of that independent variable are associated with lower turnover rates.  $p < 0.01$  means this relationship is statistically significant at the 0.01 level (very significant).)

### 5.3.1 Employee Survey Insights

Besides quantitative data, views were collected through employee surveys and interviews to find out qualitative points of view related to engagement programs and drivers of retention. Overall job satisfaction levels were measured as one of the variables. As the survey concluded, 68% of employees were happy with their organization as a place to work. On the contrary, the satisfaction rates faced a sharp fall during the pandemic and did not fully recover. Staff members were less dissatisfied with their jobs while coping with the disruption caused by the pandemic. Surprisingly, the employee retention and loyalty numbers were relatively low, with only 55% of employees planning to stay with their organization for the next three years. People under 35 years old are the ones who stated the lowest commitment levels to the company at 47% intent to stay. The part-time workers are less loyal. They are 50% as compared to 58% of the full-time employees. The people with caregiving responsibilities showed the highest loyalty levels of 60%.

The employee advocacy issue also shows that 63% of the employees would recommend their organization as a great workplace. Similarly, advocacy levels decreased during the pandemic but saw a slight improvement afterward. The pandemic disruption and the subsequent dissatisfaction may have played a part in a negative effect on the promotor scores. Some policies from employers were vital in sustaining engagement during the COVID-19 crisis. Communication, well-being programs, learning/development opportunities, and ways to stay connected were all implemented to support engagement. While those who had the means to use the available resources suffered a lower decline in engagement, those who did not have access to these resources experienced a steeper drop in engagement. In addition, line managers' support and quality of management were the main factors for keeping the engagement.

### 5.3.2 Benchmarking Analysis

The 2022 Engage for Success survey is a benchmarking tool for organizations to assess employee engagement levels. The survey has set up a national standard of U.K. employee engagement index for 2022, which is 62%. This index is further segmented into quartiles: the top quartile (83% or higher), second quartile (67-83%), third quartile (42-67%), and the

lowest quartile (42% or lower). This helps the organization know if their engagement rate is among the top 25% of the U.K. workers, above average, or in the bottom 25% percentile. In addition to the overall index, the report provides benchmark data for the critical components of engagement:

- In general, the level of satisfaction is 68%.
- The level of advocacy or recommendation of the organization is 63%.
- The loyalty as intent to stay three or more years is 55%.

Organizations can compare their scores on these aspects with national averages to highlight the strengths and gaps in their performance. In addition, the report outlines that the loyalty scores among managers (59%) differ in their demographic categories. Non-managers (52%), normal-time (58%) employees. Part-time (50%), different age groups and those with caregiving responsibilities employees. Such data gives companies a reference point for engagement rates within their demographics. The survey report on the cost of labor turnover indicates that an analysis of productivity and logistics costs should be considered in the cost-benefit analysis of turnover. Productivity costs comprise wage loss until the replacement reaches its optimal productivity (£13,128 on average) and loss of income due to underproductivity (£12,054). Logistical costs involve the costs of recruitment, temporary workforce, and H.R. processes. On average, it costs £30,614 to replace a worker earning £25,000 or more, depending on the sector where they worked. A benefit may be that new skills are learned, underperformers are replaced, and resources are reallocated, although these are not quantified.

#### 5.4 Implications for Industries and Future research

Employee turnover and retention are significant across various industries, impacting overall operations. To manage these issues, businesses need to understand the implication of turnover and develop effective talent attraction and retention strategies. High turnover rates can lead to significant expenses, such as recruiting, training, and lost productivity. To reduce turnover, businesses should invest in improving working conditions, offering development opportunities, and paying competitive compensation. Maintaining a stable workforce is crucial for long-term planning and innovation. High turnover rates can negatively affect employee engagement and morale, leading to decreased job satisfaction and increased absenteeism. To address this, businesses should explore creative hiring strategies such as corporate branding, social media recruitment, and talent pipelining. Retention tactics, such as recognition, flexible work hours, and professional growth, should be employed to reduce turnover rates. Understanding the impact of age on retention and turnover strategies can

help organizations adapt their approaches to different demographic segments. Workplace culture also plays a significant role in employee retention. Future research should explore remote work and technology-based strategies to improve engagement and retention in virtual environments. Global perspectives on employee turnover and retention can help businesses enhance their performance and sustainability.

#### 5.4.1 Service Industries

The business and service-oriented sectors such as hospitality, retail, healthcare, and transportation are prone to high employee turnover rates compared to the other sectors (McGinley et al. 2024). This is mainly because of the nature of jobs in these industries, which mainly involve frontline customer services with unpredictable schedules, lower pay scales, and physically or emotionally demanding tasks (McGinley et al. 2024). Maintaining frontline staff in these sectors is critical in ensuring high service quality and satisfying client experience. Engagement programs created for service industry workers to address their specific challenges can significantly impact retention (Hassanein and Özgit 2022). Employees can be empowered by allowing them to take part in decision-making processes and have the feeling of ownership over their roles, which can help create a more loyal workforce. Through offering training opportunities and career development, employee retention can be enhanced by creating a clear path for growth within the organization (Michael and Fotiadis 2022). Moreover, supervisory support is an essential factor that helps create a good work environment and makes employees more devoted (Ngo et al. 2022). Managers who give open communication, constructive criticism and care about the team's welfare can bring job satisfaction and retention (Ngo et al. 2022).

Moreover, service companies should also be mindful of implementing methods that directly tackle the problems of their frontline workers. Providing schedule flexibility, like the option to change shifts when needed or work remotely, when possible, is a way for employees to balance their work and life (Ghorpade et al. 2023). Offering access to employee assistance programs like counselling or financial planning services can also remove some personal stressors that may cause turnover. By creating a workplace culture and promoting good relations among the employees, which will make a community and, therefore, will be another incentive for the employees to stay with the company (Sorn et al. 2023). Organizing group events, observing milestones, and rewarding the best employees help the team grow and build a positive and supportive atmosphere.

#### 5.4.2 Public Sector

The public sector has long been considered a stable and secure career path, offering attractive benefits and job security. However, in recent years, many public organizations have faced significant challenges in retaining their workforce, particularly in administrative and non-managerial roles (Pyper 2020). This trend highlights the importance of non-monetary factors in employee engagement and retention. Though the exact compensation and benefits continue to be necessary, public-sector workers are currently, more than ever, seeking a feeling of importance and a fulfilling job (Corduneanu et al. 2020). They want to ensure their efforts are worthwhile and directed to a target. Agencies with strong messages and values that can show the employees' accomplishments firsthand can create a more substantial level of engagement and commitment among employees (Corduneanu et al. 2020). Along with career support and professional development, public sector retention is among the most critical drivers nowadays (Ferdiana et al. 2023). The employees feel rewarded when there are opportunities for growth, skill enhancement, and career progression within their workplaces. Through the reinforcement of performance management systems and establishing routes of development, public entities can establish an environment that is more attractive and fulfilling, motivating employees to stay and grow within the organization (Ferdiana et al. 2023).

Leadership development is a significant factor contributing to high turnover rates in administrative posts within the public sector, ranking as the second most influential area. Effective and high-performing leadership plays a pivotal role in achieving organizational success by establishing an ideal work atmosphere that cultivates employee motivation and inspiration. The implementation of leadership training programs and succession planning would provide a pathway for those with prospective leadership abilities to get the necessary development and guidance, enabling them to effectively traverse the complexities inherent in the public sector.

Additionally, it is crucial to provide internal mobility possibilities to retain top-tier public sector personnel. According to Schwarz et al. (2020), workers consistently exhibit a keen interest in novel challenges and experiences since these factors contribute to their professional growth. Public enterprises provide their personnel diverse experiences, facilitate the expansion of their skill sets, and foster ongoing learning and development via lateral moves or temporary assignments across different departments or agencies (Schwarz et al., 2020). The reduction of long-term turnover levels in public administration employment may be greatly achieved by identifying and addressing non-financial engagement elements. By fostering a sense of purpose, providing ample career support, nurturing influential leaders, and

encouraging internal mobility, public institutions have the potential to establish a more stimulating and attractive work environment. This, in turn, can enhance their capacity to attract and retain a highly skilled workforce.

#### 5.4.3 Manufacturing/Production

Whereas the manufacturing industry has relatively lower turnover rates than other sectors, skill labour shortages are still a significant problem that can reduce productivity and competitiveness (Green 2022). One of the solutions to the problem of the knowledge gap between the senior and the junior staff can be by encouraging the tenured staff to interact with the institutional memory and knowledge essential to the organization (Green 2022). Long-term employees of a manufacturing business have acquired expertise and understanding of the company's operations, procedures, and products. Institutional knowledge is an asset as an experienced employee. It may be used to teach and mentor new workers, ensuring the continuous transfer of essential skills and best practices (Nanjundeswaraswamy et al. 2020).

Although a corporation may keep its competent personnel by acknowledging and rewarding them, neglecting to do so might lead to people departing for rival companies and, ultimately, the organization experiencing brain drain, which can have negative consequences (Nanjundeswaraswamy et al. 2020). In order to address this issue, it is essential for manufacturers to devise and implement distinctive initiatives aimed at facilitating the retention of long-term employees (Guggenberger and Simon, 2020). These programs may include financial incentives, such as extra bonuses tied to the completion of a certain assignment or pay raise, as well as non-financial rewards, such as extra paid time off and unique perks and privileges. Additionally, it is advisable to create an environment of continuous learning and growth for the current personnel by implementing professional development and training initiatives. This will foster a sense of challenge and motivation among them (Guggenberger & Simon, 2020). Under these circumstances, the firm has the option to choose forthcoming technology, leadership competencies, or cross-functional expertise.

Thus, the experienced employees could broaden their expertise and take up new challenges within the organization. The other important factor is career progression, which helps retain institutional knowledge. Manufacturers should build up career pathways that enable long-term employees to be promoted to positions with more responsibilities, decision making or mentorship opportunities (Nanjundeswaraswamy et al. 2020). It is a form of respect for their work and a way of encouraging them to develop further in their careers and find the fulfilment they deserve. By implementing such one-on-one programs, manufacturing corporations can develop an encouraging and attractive workplace that encourages employees

to stay and work for the long run. As a result, such a culture will emerge, and knowledge sharing, and mentorship will be promoted. In this way, institutional knowledge will be successfully transferred to the younger generation of workers, ultimately reducing skilled labour shortages, and strengthening operational efficiency and competitiveness.

#### 5.4.4 Future Research Opportunities

Conducting further studies on employee engagement and retention can enable us to obtain helpful information to develop more efficient strategies. Longitudinal studies may be conducted to follow programs and measures in various companies, allowing for the measurement of results over an extended period. This approach provides a comprehensive understanding of the effects. Monitoring the alterations enables us to ascertain the viability of various techniques and ascertain the need of modifying our approaches. In addition, it is crucial to conduct a comprehensive study on generational disparities in terms of job retention, preferred methods of engagement, and motivators. This is necessary in order to develop strategies that effectively cater to the diverse requirements of different generations, as their values, objectives, and expectations differ. Examining the distinctive characteristics of the elements and methods of involvement, considering the geographical and cultural aspects of the markets, forms the foundation for formulating strategies for multinational and multicultural corporations. They are implementing strategies that align with the prevailing cultural norms and preferences of the populace. Gaining insight into the interrelationships among engagement, retention, and performance measures, such as productivity and profitability, can facilitate the assessment of financial advantages and enhance the rationale for investment in the organization.

Further research on cutting-edge technology-based approaches that integrate analytics and artificial intelligence results in immediate customized interaction. These approaches have the potential to uncover new opportunities by enhancing the efficiency of data collection and analysis. Collaborating with industry partners has the advantage of offering tangible consequences. By engaging in partnerships with businesses across many industries, we can get comprehensive understanding of the issues at hand and evaluate the suggested remedies in real-world scenarios. While the current research results are robust, there are several untapped possibilities for exploring optimal strategies for retention via active participation in various circumstances. This kind of exploration serves as a powerful catalyst for creativity, resulting in more efficient and enduring solutions that ultimately benefit businesses and their people.

## 5.5 Feedback and Solutions

This section will focus on the implementation of the implications for staff retention strategies in service sectors and other industries. The document will provide a comprehensive overview of the unique difficulties and characteristics often seen in different industries. Additionally, it will provide suggestions on how to effectively address employee retention in a manner that is most suitable for each sector. In addition, the second section will focus on future research, identifying unexplored areas for investigation and suggesting avenues for additional study to enhance the efficacy of employee retention strategies.

The research findings revealed some loopholes in the existing reward and recognition programs. Among the employees, almost 45 percent indicated that the non-monetary rewards and daily recognition were insufficient. Besides that, long-time employees also complained about their lack of competitive salary increases. The study discovered that the ratings for rewards were significantly influenced by lower employee turnover. Strategies to resolve these concerns include introducing performance-based reward and recognition systems, which do not have to be just about the money. Recognition is to be given promptly and in a way that motivates each person individually. The key to success is to conduct salary benchmarking and salary/promotion merit-based reviews. Besides the financial incentives, let us consider the non-financial ones like extra paid time off, workplace perks, and public recognition to make the schemes more robust.

Feedback indicated some gaps, with 40% of employees lacking effective performance management and career planning support. Newer hires were also dissatisfied with the quality and relevance of training at 63% of organizations. The research analysis determined that career support most strongly drives retention. Solutions involve investing in manager coaching capabilities to provide consistent performance feedback. Implementing structured career pathing frameworks and individual development planning is essential. Leveraging advanced training approaches like microlearning and AI-powered skill mapping can help. Facilitating mentorship programs, job rotations, and continuous learning opportunities strengthens this area.

It is indicated in the feedback that none of the organizations met the family-friendly workplace policy criteria. Mental health resources were not well-used at the companies which were studied in 82% of cases. The staff members who had worked for a more extended period valued a positive team culture and work-life balance. Solutions include creating flexible and remote work options and using them in the right surroundings. Encouraging employee assistance program utilization is an option that can help with emotional and financial counselling. Supporting the organization of health and wellness activities, fitness

challenges, and support groups is one of the most critical aspects of the wellness area. Evaluation of family leave policies and adopting workplace accommodations/support for families is needful.



## 6 Recommendations

Recommendations provide direction for further research and demonstrate the understanding and critical thinking abilities of employee turnover and retention. It bridges the knowledge gap between theory and practice, enabling the issue to draw conclusions from actual data and provide well-informed solutions for retention. It outlines directions for investigation and provides potential hubs for advancement and creativity in the discipline. In human resources, it directs the development of policies and useful initiatives, facilitating informed decision-making processes and leading to beneficial organizational transformation. It will act as a blueprint for HR, making it easier to convert research results into practice. It demonstrates how to assess evidence critically, point out knowledge gaps, and suggest worthwhile directions for further research. Participating in the process of developing suggestions increases the likelihood of critical thinking abilities. It requests organizations to combine data from multiple sources, assess the reliability of arguments, and provide workable answers to challenging issues. It helps the HR department sharpen its analytical skills and develop a sophisticated understanding of solutions.

### 6.1 Wellbeing Management

Employee well-being has a profound impact on engagement, productivity, and retention. This research highlights the need for organizations to prioritize and invest in comprehensive well-being initiatives as part of their engagement strategies. Implementing employee well-being in the workplace shall be done through a multidimensional approach. The first step is to conduct workplace environment audits to find the areas for improvement in ergonomics, lighting, air quality, and other factors that might influence physical comfort and safety. Office design can be altered to allow for movement, collaboration, and a sense of community. Such rooms can be designed as wellness rooms with space for nursing, meditation, or rejuvenation. Meeting the physical well-being requirements can be done by having healthy food in the cafeterias and vending machines, encouraging standing meetings and sending reminders to keep active. Also, introducing environmental sustainability practices that reflect employee values related to social responsibility will contribute to developing the feeling of purpose and satiety.

Health is not just physical but also mental and emotional. This is attained by developing mental health assistance programs with convenient access to counselling, therapy, and specialized support services for problems like burnout, anxiety, and depression. Managers can be trained on active listening, empathy, and helping with mental health and create a group of mental health supporters or champions who can sustain the supportive

environment. Mindfulness training, meditation apps, and workshops on resilience, work-life balance, and coping styles would provide employees with tools to cope with their mental health. In addition, we can encourage dialogue by creating awareness and eradicating the stigma through executive sponsorship; this will help to destigmatize the subject matter.

On the other hand, a holistic approach is centered on creating wellness committees responsible for tailoring the initiatives to meet the employees' feedback and interests across all wellness dimensions, including physical, financial, social, community and career well-being. We can facilitate the adoption of fitness trackers, nutritional guidance, workout challenges, and family activity events for physical wellness. Financial wellness education should include budgeting, saving, debt management, and retirement planning to help individuals with financial stress. Making it possible for employees to join resource groups, social clubs, community service, and corporate social responsibility programs can help workers find their purpose in life and a sense of belonging.

Tracking and holding people responsible for the success of wellness programs is essential. Regular well-being surveys and pulse checks would be beneficial in measuring the satisfaction, engagement, and effectiveness of programs. Consequently, the goals for employee well-being should be clear, and the leadership must be held responsible for developing a healthy and cooperative atmosphere in the workplace to ensure long-term commitment. Comparing the company's wellness program to the best practices and industry leaders will help find the areas requiring improvements. Praising the success stories of well-being can help build employee awareness and participation. Implementing efficient wellness facilities for the work environment depicts the organization's dedication toward its employees' comprehensive well-being. Effective implementation can address the issues of engagement, burnout, and low attrition, which in turn can lead to having a healthy and productive workforce.

## 6.2 Career development and Leadership programme

Opportunities for growth, advancement, and leadership development emerged as critical engagement and retention drivers. To cultivate a talented and committed workforce, organizations should implement robust career development and leadership initiatives. A career development plan with a clear growth path is the key to retaining top performers. Institutions should work on creating career maps describing promotion routes for each role and level. Establishing objective promotion criteria based on skills, performance, and potential rather than personal factors can help raise a sense of employee fairness and motivation. Through introducing job rotations, stretch assignments and internal career mobility programs, employees will be exposed to various experiences and chances for growth. Moreover, creating

a development plan that personalized towards the individual career goals can show that the organization is concerned about the employees' professional growth.

Investment in impactful training, which is necessary for developing a qualified and adaptable labour force, should be a priority. We can accomplish this by integrating microlearning, simulations, coaching, and job-based projects in the training. Utilizing A.I. and analytics can help develop individualized learning paths and provide suggestions for further experience according to needs. Knowledge transfer in a perfect manner is instant with time; it is the essence of keeping the organizational knowledge up-to-date and generating a learning community. Setting up a well-planned mentoring program in which novices will be paired to those who have experienced in the business will be an invaluable tool to help the newcomers dip in the profession more quickly. The selection of experts who will serve on the team of facilitators and coaches will be critical in effectively disseminating relevant information. Institutional knowledge can be preserved through documentation and training materials for knowledge retention. Recognizing and acknowledging employees who do coach and knowledge-sharing as examples to follow is an excellent way to reinforce these desired behaviours.

Developing leaders who can lead to organizational effectiveness is essential for employee engagement and success. Giving leadership training that incorporates strategic skills, emotional intelligence, and coaching can be the best way to help leaders develop the needed competencies. High-potential employees can be identified and groomed to leadership through accelerated development, strengthening the leadership pipeline. Integrating the emerging leaders into top-level meetings and crucial organizational programs will help them broaden their horizons. One can facilitate transparency and build trust by urging leaders to establish visibility on critical decisions.

Employee development and engagement are two key areas that are ensured by implementing effective performance management and feedback systems. Creating a constant two-way communication system between managers and employees, except during the annual reviews, is a practical approach to having regular discussions and rectification. Training the managers in how they can give constructive and development-oriented feedback will improve the quality of these interactions. Integrating 360 reviews that let co-workers give feedback on the areas where growth is needed can make the feedback process more balanced. Aligning vital performance areas with appropriate learning, coaching, and career planning can constitute a more personalized and result-oriented development experience. By implementing the organization's career development and leadership programs, companies can

raise their value proposition, create internal talent pipelines, increase knowledge retention, and cultivate a culture of growth and advancement.

While compensation alone is not the sole driver of engagement and retention, organizations must ensure their total rewards strategy is externally competitive and internally equitable. Competitive compensation is a crucial component for attracting and keeping the best talent. Companies must frequently benchmark remuneration against market compensation to ensure they pay competitive rates for the role, experience, and geographical location. Providing incentive or bonus plans, which will be given out for the employee's performance and contributions, can motivate them, and their efforts will be directed to organizational goals. Considering non-cash incentives, for example, presents, experiences, or premium services, is an excellent way of generating extra motivation if suitable. Creating a trustworthy, impartial, and open compensation management procedure can make staff feel fairness and equality.

A well-structured and engaging benefits plan can bring employee satisfaction and psychological comfort. Offering a group of benefits that are affordable and desirable to employees, like health insurance, retirement plans, paid leave, and tuition assistance, can be a way to show an employer's dedication to the employees' well-being. Reviewing more preferred perks, like childcare, wellness stipends, or commuter benefits, will also boost the advantage of the benefits package. The observation and assessment of employee perception and satisfaction regarding benefit programs through employee feedback is an essential element that can be used to improve the relevance and importance of the programs.

It is critical to allow employees to balance their work and personal lives to support their overall well-being and productivity. Providing employees with flexible work arrangements, including remote work, flexible-time, or compressed work weeks, will help them manage their personal and professional duties easily. Extending paid leave to include parental leave, vacation purchases, or donation programs can bring additional options and support in this way. Having such amenities onsite or subsidized services like cafeterias, fitness centres, or dry-cleaning can help continue integrating work and life. For those who work remotely, offer them stipends for home office equipment or reimburse their internet/utility bills to create a comfortable remote setup.

Acknowledgment and recognition of employee contributions can lead to an atmosphere of thankfulness and zeal. Acknowledging accomplishments through regular non-monetary rewards that emphasize desired behaviours can strengthen the recognition culture and help create a positive atmosphere. Creating tenure, milestone, and spot bonus or award programs with a structural basis can be the formal mechanism that recognizes exceptional

performance or service. Social media platforms can promote mutual acknowledgment among the public through peer-to-peer recognition. It may motivate people to collaborate and develop camaraderie. Offering experiential rewards, such as paid trips, memberships, or exclusive events, can make the experiences more memorable and give a sense of accomplishment. Employee experience can be impacted by the total rewards program at different stages of recruitment and retention. Organizations should periodically conduct an appraisal and adapt their philosophy, programs, and communications so that they are in tune with the current workforce regarding their needs and preferences across career stages.

### 6.3 Integration and Communication

Effective integration and transparent communication are critical for fostering an engaged, inclusive, and collaborative culture. An adequately designed onboarding procedure can be crucial in making the process of joining a company as smooth as possible and in helping newcomers feel an immediate attachment to their new office. Enacting structured onboarding programs that are not just about the basic orientation but include the organization's culture, processes, and expectations can be very helpful in the quick acclimatization of new hires. Such as assigning a workplace buddy or mentor will guide and support them, allowing the new hires to adapt more quickly to the new job. Creating networking opportunities is essential to student life as it helps them build connections and find their belonging. Highlighting the organization's mission, values, and achievements can build pride and connection with what the company strives for.

The dialogue between different levels of the organization and establishing two-way communication channels is the key to an open and inclusive culture in the workplace. Leadership is expected to amplify the key messages by sending regular updates, holding town halls and having other communication channels. With a combination of different communication channels, including emails, intranets, visual displays, and team meetings, the information will efficiently get to all employees. One way to promote open communication and listening to employees is by encouraging managers to facilitate open dialogue and actively listen to their voices. This helps to build trust and collaboration.

It is the organizational change that creates disruption and challenges for the employees. Creating processes that would be structured to manage these changes can aid in avoiding the possible adverse effects. Communication of the needs, objectives, and effects of the critical initiatives can be one way to ensure the employees' understanding and support. Empathizing with employees and their concerns and acting promptly to solve them helps to identify possible obstacles and to make the transition easier. Recognizing the success of

change and sharing the lessons from mistakes can strengthen the excellent impact of change and give rise to continuous improvement.

The cross-functional collaboration-based initiatives can play a vital role in knowledge sharing, innovation, and workforce integration. Developing a working space and working system for cross-team communication can inspire spontaneous collaboration. Collaboration platforms and knowledge repositories shared can be the way of information exchange efficiency. Diversifying employees' responsibilities using job rotations may result in them having cross-functional experience and broadened perspectives. Acknowledging and rewarding those who act as liaisons and collaboration enablers within silos can help emphasize the importance of collaboration.

Developing a lasting sense of community among employees can boost their engagement and create a welcoming culture. Providing employee resource groups around common interests can enable individuals to connect, share, and grow. Social events, volunteerism, and health activities will be organized to help employees balance their work and family lives and build a great team. For geographically dispersed teams, online communities can fill the gap created by distance and foster a feeling of belonging. Ensuring an atmosphere where all voices can speak up can be a great way to create an inclusive and respectful workplace. The human resource department should take the responsibility to integrate the workforce through regular and transparent communication that will make the employees feel that they are essential members of the family or extended community. The ultimate effect will be improved engagement and retention.

#### 6.4 Diversity and global working Environment

In the contemporary context of a multinational workforce, the adoption of diversity and the promotion of an inclusive environment are essential components for achieving success. The cultivation of a varied and inclusive work environment necessitates the implementation of a complete and deliberate strategy. The foundation lies in the establishment of a formal and meticulously crafted diversity and inclusion plan that is founded upon explicit objectives and a system of responsibility. It is crucial to establish the leadership's dedication to serving as D&I ambassadors and role models, since they play a pivotal role in establishing the overall atmosphere and setting exemplary standards for the whole business. Providing comprehensive training to staff on unconscious bias, cultural sensitivity, and ally-ship is essential for fostering an inclusive environment by equipping them with the necessary information and skills. The company's dedication to diversity and inclusion may be further strengthened via the implementation of initiatives such as mentoring programs, resource groups, and varied recruiting approaches.

Organizations must assess the global and local relevance of policy choices, programs, and communication while operating on an international scale. Understanding the cultural disparities in interaction tactics across different regions is a successful approach to establish a shared understanding and generate a significant influence on diverse audiences. Virtual teams and job rotations may improve cross-border cooperation by fostering cross-cultural understanding and collaboration. The need for global leadership development has arisen due to its role in motivating the diverse and international workforce on a global scale. Training programs may be offered to enhance individuals' proficiency in cross-cultural communication and virtual collaboration abilities. It will enhance comprehension and mitigate cultural disparities. One effective strategy for overcoming language barriers is to allocate resources towards enhancing language proficiency and providing translation or interpretation services. One potential strategy for mitigating the cultural divide inside the workplace is to enhance knowledge of the variances in workplace ethics and etiquette. This measure will effectively mitigate tensions and foster a climate of mutual respect among many civilizations.

By implementing diversity celebrations, businesses may effectively cultivate a corporate environment that promotes comprehension and admiration for a wide range of cultural origins. By examining the human resources (H.R.) rules, such as parental leave, accommodation, and dress code, from an inclusive perspective, it may be ensured that they are equitable and cater to the diverse requirements of all demographic groups. Promoting trust and fostering a sense of justice among employees may be achieved via the implementation of equitable remuneration, promotion, and other procedural measures that are devoid of prejudice and injustice. Facilitating the full involvement and contribution of individuals with disabilities or special needs may be achieved by accepting the provision of shared infrastructure and resources. An explicitly established framework of repercussions for prejudice, mistreatment, or reprisal cultivates a safe and accepting atmosphere for everyone.

It is essential to have comprehensive D&I (Diversity and Inclusion) metrics and workforce analytics tools in place to evaluate success and identify areas for improvement. Periodic assessments of societal fairness and the discovery of disparities in representation may provide valuable insights into potential injustices, which can then be used to formulate focused remedies. A systematic compilation of employee input about the mood and experience of inclusion may serve as a valuable resource for assessing the effectiveness of diversity and inclusion initiatives. Demonstrating transparency with regards to diversity and inclusion (D&I) goals, achievements, and areas requiring further development signifies a sense of responsibility and dedication to ongoing improvement. A workforce that is diverse,

egalitarian, and internationally inclusive has the potential to enhance a company's ability to recruit top talent, encourage creativity via multiple perspectives, and cultivate a work environment that is enjoyable for workers. Employers may harness the whole potential of their workforce and position their firms for enduring success in the global arena by embracing diversity and fostering an inclusive culture.

## 6.5 Autonomy

This is an important experience issue which has not been discussed well enough in previous research to overcome the employee turnover. Guidance is better than micromanagement. Micromanagement, a style of management that involves excessive control, frequent inspection, and minimal analysis of workers' work, has been widely recognized as a significant factor contributing to employee turnover. This research investigates the detrimental impact of micromanagement on employee turnover, focusing on the inherent human need for autonomy and the negative repercussions of excessive meddling in the workplace. Autonomy is crucial for creating intrinsic motivation, work happiness, and general well-being among employees. When people feel trusted to do tasks in their own style and at their own speed, they are more likely to have a feeling of ownership over their work, leading to higher engagement and productivity. However, micromanagers, motivated by a desire for control or lack of confidence in their subordinates, undermine this autonomy by enforcing stringent restrictions, meticulously monitoring every activity, and regularly intruding in the smallest details of assignments.

The negative impacts of micromanagement on employee turnover can be identified in various ways. Frequent inspection results in a hostile working atmosphere, characterized by tension, anxiety, and a persistent sensation of being under watch. This oppressive environment negatively impacts morale, interpersonal interactions, and team cohesiveness, leading to increased conflict and decreased team cohesiveness. Micromanagement also stifles creativity and innovation by preventing individuals from taking risks and engaging in experimenting. Workers are less inclined to express novel ideas or suggest alternative methods due to fear of criticism or rejection. This leads to companies failing to take advantage of important insights and opportunities for progress, causing stagnation in a competitive environment that requires continuous adaptation and innovation.

Micromanagement poses a significant threat to employee turnover due to its lack of autonomy, stifling creativity, and hindering professional growth. Organizations must recognize its negative effects to avoid losing valuable employees to competitors offering more supportive work environments. Fostering a culture of trust, autonomy, and respect can cultivate a



motivated workforce, driving organizational success. Micromanagement's lack of autonomy can lead to stagnation and talent acquisition elsewhere.

## 6.6 Bridging the generation gap

The modern workforce is undergoing significant transformation due to technological advancements, changing societal norms, and generational shifts. However, not all the research that have been conducted in human resource management have collectively focused on this problem to enlighten the solution. HR departments are facing an increased incidence of employee attrition, particularly among the younger workforce, due to the mismatch between new expectations and old management practices. The younger generation values autonomy, flexibility, and cooperation, and sees traditional hierarchical systems and top-down management approaches as outdated. Work-life balance has also changed due to technology, blurring the lines between work and personal life. Employees of the millennial and Gen Z generations place a higher value on holistic well-being and seek workplaces that support their personal interests and objectives. HR departments need to modify their procedures and policies to promote a flexible and work-life balance culture. To manage high turnover and close the generational divide, HR departments need to be open to innovation and modify their approaches to meet the changing demands of the contemporary workforce. Key tactics include offering flexible work arrangements, supporting collaborative leadership styles, embracing technology, cultivating an inclusive culture, and providing opportunities for continual learning and development.

The high turnover rate in the modern workforce is a result of a disconnect between traditional management styles and younger generations' expectations. To address this, HR departments must embrace innovation, adapt strategies, and cultivate a culture that values flexibility, inclusivity, and collaboration. By leveraging technology, promoting flexible work arrangements, and fostering continuous learning, organizations can bridge the generational gap and create a more productive work environment. This approach can position organizations for long-term success in a competitive global marketplace.

## 7 Conclusion

This research aimed to explore the relationship between employee retention and turnover and develop a set of helpful measures that organizations can apply to improve engagement and decrease employee departures. It provides a concise overview of the significant findings and revelations, restates the research questions or hypotheses, links the results to the research objectives, discusses the contribution of the study to the existing knowledge, discusses the study's broader relevance and consequences for the field, business, or society, and provides a brief analysis of the study methodology's advantages and disadvantages. The conclusion usually ends with a concluding thought or statement that summarizes the study's importance and may offer directions for further investigation or real-world applications. It serves as the ultimate synthesis of the study journey, ensuring the reader understands the study's significance, consequences, and contributions.

A complete review of the literature and primary and secondary data sources was conducted, and as a result, the most important findings were identified. The data illustrated that the employee turnover rates among the industries in the U.K. differ significantly. While the private sector services experienced the least voluntary resignation in this period, the public sector services, and non-profit organizations, on the other hand, were experiencing much higher turnover. Workforce retention is the key for these sectors to keep their operations steady and reduce unnecessary expenses associated with replacement hiring and training. Several factors, such as compensation, career growth opportunities, flexible work policies, managerial styles, and organizational culture, heavily influenced employees' decisions to remain or to leave. The companies offering rewards, career support programs, and work flexibility are the main driving forces in employee retention across industries. Surprisingly, the career and pay factors were the main reasons for the public sector staff retention, however, the private companies had a balanced approach of engagement strategy that included the well-being initiatives. In addition, the research discussed frequently used retention strategies in practice. Although these programs were significant factors, they still required some improvements in design and implementation. Initiatives should be well-integrated, personalized, performance linked and culture-based to make compelling staff motivation not only a short-term affair.

These findings served as the basis for targeted recommendations designed to strengthen organizations' EVP and build a culture that promotes lifelong learning, care, and community. These areas of concern, namely well-being management, leadership development, autonomy, customized career paths, strategic communications, inclusive diversity practices, and data-driven accountability, which can be improved to equip companies with more effective

tools to address staff attrition challenges are well-being management, leadership development, customized career paths, strategic communications, inclusive diversity practices, and data-driven accountability. Interestingly, this thesis highlighted several aspects that need further investigation: generation-specific preferences, regional variations, the ROI of the programs, and the linkages with innovation. Research in these domains is expected to continue and will provide a basis for more effective retention initiatives tuned to the ever-changing business environment. This research adds much value by presenting the practical viewpoints of promoting staff retention through improved strategic engagement in the case of the organizational context. Providing enterprises with such empirical results will end up helping the whole industry in the long term, both in terms of business success and worker well-being.

### 7.1 Research Contribution

This study provides significant additions to the existing knowledge regarding employee retention techniques and their effectiveness. Firstly, it enhances comprehension of the distinct factors that contribute to employee turnover in various industrial sectors within the United Kingdom. A comprehensive examination of voluntary resignation rates, considering various industries, reveals complex patterns associated with engagement programs in the public, corporate, and non-profit sectors. Moreover, this study demonstrates the correlation between tangible engagement initiatives, such as employee incentives and perks, training expenditures, work flexibility, and health promotion, and tangible outcomes in terms of employee retention. By quantifying these interrelationships, the previous qualitative-heavy literature is bridged, providing businesses with a more practical and applicable set of results. Additionally, it elucidates the need of tailoring retention tactics to align with the unique characteristics of various sectors and the workers within each sector. Sector-specific particularities cannot be adequately addressed by a boilerplate solution, thereby necessitating the consideration of these particularities to develop appropriate solutions. Lastly, the study topics that have received less attention include interests particular to different generations, variances among regions, the connections between innovation and green finance, and the assessment of investment returns.

Hence, these domains exhibit considerable potential for the advancement of theoretical frameworks and practical understanding. Additionally, the set of strategic suggestions delineates the extent of culture, leadership, career management, communications, diversity, and globalization, all of which are indicative of strategic practices. Adopting this comprehensive viewpoint may assist firms in developing enduring engagement skills. In addition, the involvement of researchers in providing insights by conducting interviews and

exchanging data enhanced the practical validity of the results. The integration of evidence and experience serves to enhance the practical significance of research for practitioners who are in quest of field-tested solutions. This research enhances existing information and fills in gaps by using a unique, evidence-based, multi-method approach that spans across several industries. The insights derived from industry-informed sources may effectively guide future research and provide valuable support for organizational retention efforts.

## 7.2 Limitation and Future research

Although this work has provided a beneficial contribution, it is important to acknowledge several shortcomings that might be addressed in future research. The cross-sectional nature of the quantitative data restricts the capacity to establish causality based on observable associations. Longitudinal cohort studies include the tracking of the effect of engagement programs over longer periods of time. Furthermore, the research focused specifically on the situation in the United Kingdom, which might impact the applicability of the findings to other nations with distinct economic, cultural, or regulatory contexts. Expanding the scope of the subject matter on a global scale has the potential to reveal transnational trends. Furthermore, the constraints imposed by the research duration and limited resources hindered the ability to conduct a comprehensive quantitative analysis of the sample size. The likelihood of uncovering more elements increases as the data set expands with the inclusion of diverse organizations from various industrial sectors.

The integration of diverse data sources facilitates the construction of a more intricate depiction of the matter at hand. The organization primarily conducted research on formal community participation. Exploring community-driven informal programs outside state-run efforts will provide an additional perspective from the grassroots level. The lack of active involvement of employees in the process of gathering frontline experiences, mostly via questionnaires, also posed some challenges. Conducting high-quality staff interviews may provide a comprehensive and thorough understanding. An additional area of inquiry might be exploring temporal causation by means of longitudinal investigations. Furthermore, it is worth considering the potential application of the U.K. model to other nations to provide a more comprehensive worldwide comparison.

In addition, using larger samples for more detailed quantitative investigations might contribute to this issue. Enhancing perception may be achieved by including objective performance indicators wherever feasible. Furthermore, there is potential for investigating grassroots, informal methods of involvement. There is potential for enhancing the qualitative engagement of workers to get more comprehensive viewpoints and deeper insights. Additional areas to investigate include variations based on generation, culture, or place. Establishing a

correlation between engagement and measurements of innovation and money might be beneficial. Furthermore, an examination of the methods for evaluating the evolving impacts of efforts in dynamic contexts, such as pandemics, may be undertaken. The resolution of these limitations will highlight the fundamental basis of the present research, so facilitating future progress in the theoretical and practical comprehension of employee retention.

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## Appendices 1: PESTEL Analysis

Political	Economical
<ul style="list-style-type: none"> <li>✓ Government policies,</li> <li>✓ labour laws.</li> <li>✓ political stability influence labour costs</li> <li>✓ employment stability.</li> <li>✓ tax incentives or subsidies.</li> <li>✓ Government policies</li> <li>✓ Labor laws and regulations</li> <li>✓ Political stability/instability</li> <li>✓ Employment legislation</li> <li>✓ Tax incentives and subsidies.</li> <li>✓ Immigration policies</li> <li>✓ Government leadership changes</li> <li>✓ Public sector employment conditions</li> <li>✓ Trade union activities</li> <li>✓ International trade agreements</li> </ul>	<ul style="list-style-type: none"> <li>✓ Inflation rates</li> <li>✓ Unemployment rates</li> <li>✓ Cost of living</li> <li>✓ Economic growth</li> <li>✓ Labor market conditions</li> <li>✓ Wage trends</li> <li>✓ Job creation rates</li> <li>✓ Recession</li> <li>✓ Consumer confidence</li> <li>✓ Corporate profits</li> </ul>
Sociological	Technological
<ul style="list-style-type: none"> <li>✓ demographic shifts</li> <li>✓ cultural norms</li> <li>✓ societal attitudes toward work-life balance</li> <li>✓ Shared values and beliefs</li> <li>✓ Emphasis on diversity, equity, and inclusion</li> <li>✓ Open communication</li> <li>✓ Opportunities for feedback</li> <li>✓ Recognition and rewards</li> <li>✓ Work-life balance.</li> <li>✓ Team dynamics</li> <li>✓ Organizational ethics</li> <li>✓ Community involvement</li> <li>✓ Generational differences</li> </ul>	<ul style="list-style-type: none"> <li>✓ Effective onboarding technology</li> <li>✓ Remote work platforms</li> <li>✓ Continuous learning and development tools</li> <li>✓ Employee choice in digital work setup</li> <li>✓ Communication and collaboration platforms</li> <li>✓ Employee recognition and rewards systems</li> <li>✓ Performance monitoring technology</li> <li>✓ Career development and progression software</li> </ul>

✓ Workplace bullying and harassment prevention	
<b>Environmental</b>	<b>Legal</b>
<ul style="list-style-type: none"> <li>✓ Sustainability initiatives</li> <li>✓ Corporate social responsibility (CSR)</li> <li>✓ Organizational environmental footprint</li> <li>✓ Workplace safety and health conditions</li> <li>✓ Climate change impacts</li> <li>✓ Resource scarcity</li> <li>✓ Environmental regulations and compliance</li> <li>✓ Green company policies</li> <li>✓ Eco-friendly workplace practices</li> <li>✓ Community environmental engagement</li> </ul>	<ul style="list-style-type: none"> <li>✓ Employment laws and regulations</li> <li>✓ Compliance requirements</li> <li>✓ Data privacy laws</li> <li>✓ Intellectual property rights</li> <li>✓ Health and safety standards</li> <li>✓ Labor relations laws</li> <li>✓ Anti-discrimination laws</li> <li>✓ Compensation and benefits regulations</li> <li>✓ Worker protection laws</li> <li>✓ Contractual obligations</li> </ul>

## Appendix 2: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>✓ Strong organizational culture</li> <li>✓ Competitive compensation and benefits</li> <li>✓ Opportunities for professional development</li> <li>✓ Reputation for innovation and excellence</li> <li>✓ Effective leadership and management</li> <li>✓ Positive workplace environment</li> <li>✓ Employee empowerment and autonomy</li> <li>✓ Strategic human resource practices</li> <li>✓ Robust internal communication</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lack of work-life balance</li> <li>✓ Limited career advancement opportunities</li> <li>✓ Poor leadership and management</li> <li>✓ Inadequate training and development</li> <li>✓ Insufficient recognition and rewards</li> <li>✓ Negative workplace environment</li> <li>✓ Poor communication</li> <li>✓ Inflexible work arrangements</li> <li>✓ Low employee engagement</li> <li>✓ Ineffective retention strategies</li> </ul>

<ul style="list-style-type: none"> <li>✓ Commitment to employee well-being</li> </ul>	
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>✓ Competitive salaries and wages</li> <li>✓ Work from home options</li> <li>✓ Flexible scheduling and reduced workdays</li> <li>✓ Work-life balance promotion</li> <li>✓ Employee recognition and rewards</li> <li>✓ Positive workplace culture creation</li> <li>✓ Employee engagement initiatives</li> <li>✓ Teamwork emphasis</li> <li>✓ Employee burnout reduction</li> <li>✓ Wellness offerings</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increased competition for talent</li> <li>✓ Economic downturns or recessions</li> <li>✓ Budget constraints</li> <li>✓ Regulatory changes affecting operations.</li> <li>✓ Changes in tax laws</li> <li>✓ Employment regulation alterations</li> <li>✓ Industry-specific regulation changes</li> <li>✓ Job insecurity and employee anxiety</li> <li>✓ Technological disruptions</li> <li>✓ Globalization and offshoring</li> </ul>

