

EMPLOYEE ENGAGEMENT & RETENTION: A REVIEW OF LITERATURE

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ABSTRACT

The other objective is to analyze the critical factor which can affect the level of retention & engagement of employees with the help of literature review. For the current article the researchers reviewed 30 relevant research papers/ literature comprising employee retention& engagement concepts and practices amply. The findings of the study like good training & development, compensation structures, autonomy, quality of work life, work polices and arrangements will lead the managers and management to a new dimension with holistic approach in the field of employee retention & engagement.

KEYWORDS

Employee Retention, Information Technology Sector, HR Practices, Employee Engagement

1. INTRODUCTION

A study stated in his study that one of the most critical challenges now a days international firms are facing is attrition of good employees. The research study concluded that employee engagement threw leadership becomes a critical tool to face the competition and enhance the chance of the growth and serve an indicator of the good will of the firm^[1]. A study concluded extracted that HRM practices like effective leadership, communication, value profiles must be integrate with strategic goal that can drives good financial condition of employee which leads to retention of employees^[2]. Renowned article, “Strategies for survival in the war of talent” that was result from a survey in of 330 companies with in 50 countries the concluded that employee leaves the job because the boss is not supportive and biasness from boss in lying there^[3]. The result of research in way that the leader and their leadership styles variations influence their personal status and their work experiences. That led them to leave the organizations^[4].

2. LITERATURE REVIEW

Various studies has been done in the area of employee retention and engagement worldwide. Some of the studies has been studied in the current study and explained their conclusion as below.

2.1 EMPLOYEE ENGAGEMENT

A Study explores employee engagement as a motivating, dedicating feeling to accomplish a task efficiently^[5]. The author examines the Kahn's model and the findings of that model supported that the good working conditions, safety measures, time of work and positivity in the organization is directly linked with employee engagement^[6]. A Study defines engagement as the extension of commitment^[7]. A research elaborated employee engagement more extensively and divides engagement into two areas: one is engagement with job and the other is engagement with the organization^[8]. The study describes employee engagement as "long lasting, positively and motivational approach of employees that results in high level of work involvement with passion and dedication"^[9]. A study defines Employee Engagement as individual cognitive state and his positive behavior and emotions that lead him to work in tandem with organization goals^[10].

2.2 DRIVERS OF EMPLOYEE ENGAGEMENT

A study stated that a study on factors of employee engagement in food industry in Jordan hotel industry the key point revealed after analysis the development opportunities, communication channels, rewards recognition & growth, employer's concern & care in industry have a great impact on employee engagement^[11]. A research analyzed that relationships among peers & subordinates and team partners, employees status, development options, job description, support from managers, trust & loyalty has positively related to employee engagement^[12]. A study concluded their study that the level of employee engagement is affected by various factors like autonomy, clarity in roles, and unity of direction has significant relationship with employee engagement^[13]. A study done in hotel industry in Bali analyzed job specification & support from top managers has highly correlated with employee engagement^[14]. A research concluded that challenging roles, nature of work, and quality of work life, communication, and appraisal leads to high level of employee engagement^[15]. In a study done the results revealed that resources for job, description and job specification have the strong relationship which decide the level of engagement and retention of employees^[16]. A result of the study stated that good human resource practices will lead to enhance the level of engagement^[17]. A study stated in a study conducted an internet survey from IT sector & Banking sector. They had revealed that job specifications, key role, challenging nature of work, equity, climate of work are closely linked with employee engagement^[18]. In a study done with convenience sampling of 310 samples studied that support from immediate boss, equity level in office, non-monetary rewards are significantly related to employee engagement^[19]. With the analysis of detailed literature stated that level of motivation, work involvement, support from organization, performance appraisal, quality of work life have positively linked with behavior of employees and their engagement^[20]. A study revealed that culture of organization, communication, integrity of goals, autonomy are the significant predictors of employee engagement^[21]. A study stated that communication ease and personality traits are the factors which decide the level of retention^[22]. A research states in a study that policy of recruitment & selection, job description, development opportunities, styles of leadership, empowerment, performance appraisals, salary structures, work life balance, health & safety arrangement are highly correlated with level of employee engagement^[23]. In a study conducted on 279 employees of restaurant in Southern Norway examined the autonomy in job, decision making freedom, role clarity, training & development opportunities are highly correlated with level of engagement^[24]. A research concluded that support from co-workers, nature of job, employee's participation in management are highly correlated with employee engagement^[25]. A survey

concluded that leadership styles, behavior of supervisor & trust and loyalty has a great impact on employee engagement^[26]. A study Conclude that level of employee engagement in highly influenced by the nature of job, communication ease, leadership styles, and trust level and job autonomy^[27]. A research analyzed that forces for employee engagement are leadership styles, team work, nature of work, support form supervisor, empowerment, quality of work life, monetary and non-monetary rewards have significantly related with engagement. The drivers of engagement are opportunity to grow, effective communication, training & development facility, work design are some crucial factors which are highly correlated with engagement of employees^[28]. The authors concluded that growth opportunities, quality of work life, working conditions, role clarity have significantly associated with level of employee job engagement^[29]. Authors in research conducted suggested that level of job satisfaction, level of involvement in decision making, opportunity to grow are the strongest drivers of employee's engagement^[30]. A study results extracted a positive relationship between job description, performance appraisal, support from supervisor and employee engagement is highly correlated^[31]. The results of a study stated leadership quality has an impact of engagement. They stated that health benefits, empowerment, training & development, salary structure, equity, communication, empowerment, recreational activities are strongly related to employee engagement^[32].

2.3 EMPLOYEE RETENTION

A study concluded that for retaining good talented work force the organization has to create a positive environment for conducive working^[33]. A study analyzed that good and successful organizations do respect their employees and try to make policies more flexible for betterment of employees so that level of employee engagement can be achieved^[34]. The result of a study showed that retention is the process in which employer takes steps to prevent the job switching of their key employees^[35]. A study describe that retention is an effort by which an employer make some good policies to retain talented employees for achieve the organization goals and success^[36]. A study concluded that talented work force has high worth to the organizations due their expertise over the knowledge, their skills & experience^[37]. A study stated that organization treats them as an assets. Most of the previous studies agreed upon that good retention strategies leads to greater time span in the organization and also motivates them to do their job dedicatedly^[38].

2.4 FACTORS AFFECTING EMPLOYEE RETENTION

A study postulated that the HR professional needs to point out the critical points why employees leaves the organization so that proper prevention measure can be exercised. If an organization fails to cope up the retention issue on time it become huge problem so some retention practice can be adopted^[39].

2.5 TRAINING & DEVELOPMENT

A study stated that good Training and development exercises can high up the rate of retention because by the training they achieve their as well organizational goal in time and will be benefited to rewards^[40]. A study concluded that good knowledge based organization now emphasizing on training & development activities. Previous HR studies also states that these will induce retention^[41]. A study showed that high growth of an organization is depend on ability of employees. To achieve the level of competitive advantage the comprehensive training & development programmes must be applied^[42]. A research concluded that good training programmes lead to high rate of employee retention^[43].

2.6 COMPENSATION

The research conducted on employee retention stated that financial perks is the major factor on which the relationship between the employee and intention to stay in organization can be measured^[44]. A study on employee engagement concluded that a competitive pay structure is a vital aspect that easily affect the level of retention^[45]. The research concluded that good administrated Compensation structure plays a vital role in retaining the employees. So therefore it is required to reforms the existing pay structures as per need and trend of the market^[46].

2.7 ORGANIZATIONAL CULTURE

The authors of a study analyzed the term organizational culture in detail. It may a set of rules, the values, an organization possess the leading behaviors affected by business environment Culture plays an important role in retaining the employees if strong and positive culture is lying there the rate of retention also hoes high^[47]. A research conducted on retention of employees stated that culture cannot be static rather it's dynamic which should be reframed and reformed as per the business environment. New ideas, new theories and new believes can be implemented. The organizational culture is vital factor to retain employee so the organization always strive for the betterment of the working culture. New policies and practices can be implemented there^[48].

2.8 LEADERSHIP

A study on employee retention and engagement stated that good Leaders plays very key role in the success of an organization because their quality motivated and induce the sub-ordinate to do well. And retain for longer periods of time. For example, Leaders and subordinates are so much correlated with each other to discuss their level of engagement^[49]. A study (stated that those leaders who supports the behavior of subordinated in task delegation and performing the activities will lead to positive engagement with them. Transforming leaders with a great vision about their followers generally creates history in the field of subordinate retention^[50]. A research conducted on employee retention stated that perception of managers regarding the level of retention of employees if he thinks about the followers with equity this will motivate subordinates to do well for the organization and on the same time felt good for them as well^[51]. A study conducted on retention of employees explored that leadership styles has a great impact on level of retention because it directly affects the cognitive state of employees. This approach drives the level of consequences up to minimum^[52].

2.9 FEEDBACK

A research conducted on employee retention conclude that economic, Social and mental condition of an employee is strongly affected by positive feedback within the organization^[53]. A study done on employee retention positive feedback from supervisor and co-workers are highly correlated with level of retention concluded that feedback is the benchmark that motivates and drives the employee productivity level and on the same time their retention level^[54]. A study concluded on engagement of employees stated that feedback also at times went negative and hugely affect the retention of employees and also explored some aspect of feedback that includes the trust, harmony, individual differences, comparisons, communication style all these factor influence the retention of employees^[55].

3. OBJECTIVES

The current study has two objectives:

- a. To identify the meaning of retention and engagement of employees in the organization as well as its significance.
- b. To analyze the factors which can affect the level of retention & engagement of employees with the help of literature review.

4. METHODOLOGY

This current study analyzed the previous studies took place in past on employee engagement & retention for summarizing it and establish a distinctive phenomenon. This study serves as a guide, for searching and choosing relevant literature was considered as the first step. The following is an outline of the literature selection process, specifying (a) Source of articles were found, (b) Time of study, (c) who processed the search, (d) how the literature were extracted, (e) final no of articles selected, and (f) Reason for selected papers .

This present study used 30 research papers (e.g., Google scholar, Emerald, Springer, Elsevier, ProQuest Education Journals, Taylor & Francis, Scopus Psyc INFO, and Psyc ARTICLES) to find out relevant data for the study. The researcher tried to extract as many relevant articles as possible. The research conducted in July, 2016 from above mentioned scope. To have the clear picture of the topic this study include the peer-reviewed research papers published in English. The review of literature method in current study it is a relevant research approach for defining and synthesizing the extant body of literature related to a certain phenomenon.

5. ANALYSIS OF LITERATURE

In total 30 research papers were analyzed. A summary of the literature appears in Table 1 shows the literature summary in chronological order. The summary concludes authors name, purpose/objectives, sample data information, and key findings/ conclusion from the articles.

Table 1. Analysis of Research Articles

Authors	Objective/Purpose	Sample Size	Constructs/Variables Studied	Key Findings
Saket Jeswani and Souren Sarkar ^[56] (2008)	To Examine the effect of engagement on Individual outcomes such as job effectiveness and retention.	The sample size of this study was 150. (North Carolina, USA.)	-Feeling valued -Career Development -Two Way Communication -Good Quality Line Management	To result conclude if talent engagement is not evaluated and handled as soon as possible disengaged talents will multiply and negative talent satisfaction issues can result in: Decreased Motivation.

Ologbo C. Andrewa, Saudah Sofianb ^[57] (2012)	The main aim is ascertaining the uncertainty about the influence of individual factors of employee engagement on work outcomes using the measures of employee engagement.	The participants of this study were 104 HR officers at the Inland Revenue Board of Malaysia.	-Employee Communication -Employee Development -Organization Commitment -Peer Support	The findings of this study supported that social exchange theory (SET) can be used as a theoretical framework in understanding the construct of employee engagement and retention.
Muhammad Imran Hanif and Shao Yunfei ^[58] (2013)	H1: The Implementation of talent management strategies along with HR practices helps in retaining employees for long periods of time.	The sample size of 200 respondents was undertaken and the questionnaire was floated to HR managers at different levels.(Chengdu-Republic of China)	-Succession planning -Employer's branding -Motivation development policies -Training and development	Findings of the above research that the effectiveness of a brand signal to potential employees is dependent on the consistency, clarity, credibility, and associated investments in the employer brand.
Daisy Ofosuhene Kwenin, Stephen Muathe, Robert Nzulwa ^[59] (2013)	The study aims to determine the association between rewards and employee retention and also to Assess the influence of job satisfaction on employees' intention to stay with Vodafone Ghana.	The sample size was 142 employees representing 10% of the target population. (Vodafone Limited. Ghana)	-Employee Rewards -Recognition Programs -Job Satisfaction -Quitting Intentions	The empirical review showed that in order for organizations to do a better work in retaining employees they should understand the factors that motivate employees.
Felicity Asiedu-Appiah, Eric Kontor and David Asamoah ^[60] (2013)	The study was to identify frequently used human resource management activities in the mining industry in Ghana and their effect on employee retention.	The Questionnaires and interviews were used to collect data from a sample of one hundred and fifty (150) respondents. (Ghana)	-Training and development -Recruitment and selection -Communication and information sharing -Compensation and incentive policies	Human resource management practices like Communication and Compensation were frequently practiced and evaluated within the company to access the employee retention.
Dorothea	This study tested the	The sample was	-Employee engagement	. Employee

Wahyu Ariani ^[61] (2013)	relationship between employee engagement, organizational citizenship behavior (OCB) and counterproductive work behavior (CWB).	consisted of 507 employees (with response rate 92 %) of 550 employees from service industries. (Yogyakarta Indonesia.)	-Organizational citizenship behavior -Counterproductive work behavior	engagement is related positively to OCB and negatively to CWB but OCB and CWB are the separate constructs. Organizationally directed OCB and CWB are different types of behavior because CWB is opposed to OCB.
Silvia Simbula and Dina Guglielmi ^[62] (2013)	The purpose of the present study was to examine longitudinal relationships between work engagement and mental-health problems, job satisfaction and extra-role performance.	This study was conducted among 157 schoolteachers, and the time lag was of five months on average. (Italy)	-Work engagement -Mental-health problems -Job satisfaction -Work engagement -Job satisfaction	The findings indicated that the relationships among work engagement, well-being and contextual performance are best explained when both causal and reversed-causal relationships are taken into account.
Salman Habib, Saira Aslam, Amjad Hussain, Sana Yasmeen, Muhammad Ibrahim ^[63] (2014)	The study aims to explore the impact of organizational culture on the job satisfaction, employee's commitment and the retention of the employees in the organizations.	The data was collected through questionnaire consisting of 24 questions; the sample consisted of 235 employees of different Organizations. (Punjab, Pakistan.)	-Organizational Culture, -Employees, Commitment, -Employees, Retention, -Job Satisfaction	The research conclude that there is positive and significant correlation among Impact of organizational culture on employees commitment, job satisfaction and employees retention.
Tangthong, Sorasak ^[64] (2014)	The purpose of this study is to determine the effects of human resource management (HRM) practices on employee retention in Thailand's multinational corporations (MNCs)	A total of 411 managers, consisting of top management, HR leader and line manager, were examined for the study. (MNCs in Thailand)	-Employee Motivation -HR Flexibility -Organizational Citizenship Behaviors -Training and Development -Compensation and Benefits	Results have shown a strong correlation between HRM practices and employee retention. This proves useful to firms that aim to keep employees in their organizations for longer periods.
Madelyn	The aim of the study	The sample ($n =$	-Psychological	Result of the study

Geldenhuis Karolina Laba Cornelia M. Venter ^[65] (2014)	was to investigate the relationships amongst psychological meaningfulness, work engagement and organizational commitment.	415) consisted of working employees from various companies. (Gauteng, South Africa.)	meaningfulness -Work engagement and -Organizational commitment.	confirmed a positive relationship between psychological meaningfulness work engagement and organizational commitment.
Bruce A. Raytona & Zayne Y. Yalabika ^[66] (2014)	To examining and explore the link between psychological contract breach (PCB) and work engagement and by integrating job satisfaction into this exchange relationship.	The Data was collected via questionnaires & survey data from 191 employees.(Specialist lending division of a UK bank)	-Work engagement and psychological contract breach -Job satisfaction -Psychological	The analyses of study support the hypothesized mediation of the relationship between PCB and work engagement by job satisfaction and indicating that work engagement is more likely to occur when employees feel that their organizations are meeting their obligations.
Jackson M.E. Muhoho ^[67] (2014)	To reveal and assess the factors perceived by employees as forces influencing retention at the Workplace.	This present study used a sample of 60 respondents drawn from ten (10) selected organizations in Tanzania. (Tanzania's public and private sector workplaces.)	-Salary and Benefits -Retirement Plans -Development Opportunities	The study stated that companies and employers should work hard towards achieving a highly teamed up workplace and organizations through integrating and alignment of organizational goals with individual employee.
Aerni Isa, Hazril Izwar Ibrahim ^[68] (2014)	The main objective of this paper is to understand the influence of talent management practices on employee engagement.	The Sample size was 495 employees of GLCs. Systematic sampling technique was used. (Malaysia)	-Employees psychological connection -Development Opportunities -Extensive work training -Comprehensive career planning	Study concluded that by providing an employee with a development plan which includes structuring competencies and skills which an employee can develop would lead to increased work engagement.
Madhura Bedarkar,	The study explores the concept of	A model has been conceptualized	-Communication	The study showed that employees are

Deepika Pandita ^[69] (2014)	employee engagement and also throws light on key drivers of employee engagement.	based on these findings & Literature for this study was predominantly sourced from internet searches and use of management journal databases such as EBSCO, EMERALD, Elsevier and SCOPUS and other sources as well.	-Work life balance -Leadership	the key assets to any organization and if they are not given the right space and time to make a perfect blend of work and fun at workplace then the sense of dis-engagement sets in the employees.
Kimberley Breevaart, Arnold B. Bakker, Evangelia Demerouti ^[70] (2014)	To examining how Self-management is related to employees work engagement on a daily basis activities.	162 maternity nurses were approached to participate in the study. After five weeks, 72 nurses filled out the questionnaires. (Saudi Arabia)	-Working conditions, -Work-role fit, -Career advancement, -Job Satisfaction -Job performance -Salary Structure	Finding of various studies show that employee engagement is positively related job performance, incentives/improved salaries, weekly meetings, employee core self-evaluations, employee psychological climate organizational commitment.
Maniam Kaliannana, Samuel Narh Adjovu ^[71] (2015)	This paper explores the strengths and weaknesses of employee engagement strategies implemented by a telecommunications organization in Ghana.	A Quantitative research approach was adopted with 137 completed Responses .(Ghana)	-Work Environment -HRM Practices - Employee-Supervisor Relationship -Job Satisfaction -Organizational Culture	The results captured the health of the work environment as sane and sound. With HRM practices in their most attractive package presented. The employee-supervisor relationship could not go haywire.
Maqsood Haider, Amran Rasli, ChaudhryShoaib Akhtar ^[72] (2015)	This study and examines the human resource (HR) practices that promote employee retention and engagement.	The sample size of this study was 250.	-Training and development -Compensation -Organization Culture -Retention	Research showed that the employees feel that effective HR practices have a direct and positive relationship with employee retention.
Margaret Deery, Leo Jago ^[73]	This paper aims to examine the themes of talent management, work-	Conceptual Study	Job satisfaction, Organizational commitment	Review conducted that updated framework that was presented

(2015)	life balance (WLB) and retention strategies in the organization in hotel industry.		Employee retention	suggests that employee attitudes such as job and pay satisfaction or work overload will impact on WLB as will personal dimensions such as stress and substance abuse.
Yogendra Bhattacharya [74] (2015)	Study aims to understand how satisfied officers were with their employers and employment conditions and to determine the drivers of retention in the maritime industry, and to assess if these were in line with those found in literature reviews.	220 Indian Officers in shipping & logistics industry.	Culture Health & Safety Turnover Working Conditions Empowerment	Study concluded that retention levels of officers are low with the majority not finding employment conditions conducive to long time service with their current organizations. There are many areas where ship owners and managers can improve which can increase seafarer engagement as well as their retention.
Mariyam Imna, Zubair Hassan [75] (2015)	To examine the effect of reward and compensation on employee retention and engagement.	The study used a survey Questionnaires containing 30 items with Likert Scale (Disagree -1 and 5 for Agree). The sample of 254 employees from 14 retail outlets in Male' were selected using convenient sampling.(Capital city of Maldives)	-HR Practices, -Career and Development, -Training and development, -Performance Appraisal, -Reward and compensation, -Health and Safety,	The result of the paper showed that there is a positive and significant influence of career development on employee retention even though career development is not often practices among the organizations.
Simon L. Albrecht Arnold B. Bakker Jamie A. Gruman William H. Macey	The aim of this paper is to argue in support of a model that shows how four key HRM practices focused on engagement influence organizational climate, job demands	Conceptual Study	-Engagement -Personnel selection, -Socialization, -Performance management,	This result concluded that engagement provides a conceptually well-developed and well-researched strategy by which

<p>Alan M. Saks [76]</p> <p>(2015)</p>	<p>and job resources.</p>		<p>-Training and development</p>	<p>competitive advantage can be achieved, developed and maintained. This paper showed that HRM content and process must be integrated effectively in order for prescriptive models of strategic HRM</p>
<p>Lucia Barbosa de Oliveira, Fernanda Flôres Roitman Aguiar da Silva [77]</p> <p>(2015)</p>	<p>The study aims to evaluate the effects of high performance work systems (HPWS) and leader-member exchange (LMX) quality on employee engagement and also to examine the relationship between employee engagement and turnover intention of employees.</p>	<p>The research involved 189 employees. (Brazilian organization.)</p>	<p>-Recruitment selection & -Training & development -Motivation and effort -Performance management, -Compensation, -Job security policy -Opportunities to contribute</p>	<p>Results of this study conducted in a large Brazilian non-profit organization revealed that HPWS and LMX quality were positively related to employee engagement</p>
<p>Marie Carasco-Saul, Woocheol Kim, Taesung Kim [78]</p> <p>(2015)</p>	<p>To Understand the relationship between leadership and employee engagement, analyzed/ synthesized the studies into integrated frameworks for the leadership–engagement relationship.</p>	<p>This study used multiple databases encompassing 39 smaller database subsets (e.g., ABI/INFORM Complete, ProQuest Education Journals, PsycINFO, and Psyc ARTICLES) to extract as many relevant articles for the study.</p>	<p>-Authentic leadership & Engagement -Ethical leadership & Engagement -Transformational leadership & Engagement</p>	<p>There were four distinct instruments to measure leadership: (1) the Multifactor Leadership Questionnaire (MLQ) for transformational leadership, (2) authentic leadership using the 16-item ALQ for authentic leadership, (3) the 10-item Ethical Leadership Scale (ELS) for ethical leadership, and (4) the 20-item Conger–Kanungo Charismatic Leadership Scale</p>

				for charismatic leadership was identified.
Safiah Rashid, Mohd Amy Azhar bin, Mohd Harif [79] (2015)	To explore the vital factors of employee engagement and their outcomes at organizational and individual levels.	Personal interview technique will constitute the methodology of this research for primary data collection. Snowball sampling technique was used. (Malaysia)	Profitability Productivity Business Growth Absenteeism	By identifying the critical factors of organizational-level outcomes, it will help the top management of SMEs and the policymakers to optimize employee engagement and to propose well-designed support programs and strategies for performance improvement in SMEs.
Dr. Hammad Alshammari [80] (2015)	To current study aims understand the scope and importance of employee engagement in various organizations and to determine the factors enhancing employee engagement level	The study reviews the literatures of various past relevant research studies & conceptual points as well. (Saudi Arabia).	-Co-worker Relationship -Rewards & recognition -Working conditions Work-role fit -Career advancement -Job Satisfaction	The result concluded that Employee Training & development, Supervisor's support, Team & Co-worker Relationship, Rewards & recognition, Working conditions, Work-role fit.
Eric Ng Chee Hong, Lam Zheng Hao, Ramesh Kumar, Charles Ramendran, Vimala Kadiresan [81] (2016)	The main objective of this study is to see the effectiveness of existing training programs, employee empowerment, job appraisal and compensation in retaining & engaging the employee: From the academicians' perception.	Quantitative data was collected using the non-probability self-administered questionnaire that consist of Questions with 5-points Likert scales distributed to 278 individuals for the study. (Malaysian University)	-Employee empowerment -Training & development, -Employee compensation -Performance appraisal	The result showed that, there is highly significant relationship between the factors of training, compensation and appraisal on University of Z lecturer's retention & engagement.
Daniel Pittino, Francesca Visintinb, Tamara Lenger, Dietmar Sternad [82]	The present study identify the adoption of high-performance work practices (HPWPs) in family versus non-family firms.	A questionnaire & e-mails with a link to the online survey instrument was designed and sent to 1649 managers (917 in Austria, 732. (Hungary).	-High Performance Work Practices (HPWPs): -Selective staffing - Intensive training -Career development	The family firm status and the conditions strengthening the family influence on the firm have a positive impact on retention and engagement.

(2016)			<p>-Extensive compensation and benefits</p> <p>-Performance appraisals</p>	
<p>Dr. A Kumudha, Harsha KJ^[83]</p> <p>(2016)</p>	<p>To find the relationship between employees retention with regard to HRM practices, Job Satisfaction and Organizational Commitment within the organization.</p>	<p>Semi-structured questionnaire was designed for 437 respondents was used to collect data. (Jebel Ali International Hospital in Dubai.)</p>	<p>-HR Practices,</p> <p>-Job Satisfaction,</p> <p>-Organizational Commitment</p> <p>-Intent to Leave/ Stay</p>	<p>Key factors which affects employee retention in UAE organizations are as the leadership style of top managers, fairness in the treatment accorded to employees by their supervisors a clear understanding.</p>
<p>Arti Chandani, Mita Mehta, Akanksha Mall and Vashwee Khokhar^[84]</p> <p>(2016)</p>	<p>This present study aims to clarify and identify what is employee engagement and what is its importance on employee retention</p>	<p>Conceptual Study</p>	<p>-Career Development</p> <p>-Leadership</p> <p>-Clarity of Company Values, Policies and Practices</p> <p>-Respectful Treatment of Employees</p>	<p>The study identified the various factors which are responsible for employee retention like: individual and job characteristics, gender diversity; ethnic diversity strong induction programs.</p>
<p>Prof. Priyadarshni Nidan^[85]</p> <p>(2016)</p>	<p>To measure the employee engagement in retail Indian sector.</p>	<p>50 semi structured questions are prepared which contain questions related to motivation and pride and performance and commitment. Primary data is collected from the managerial level employees of 5 different retail store.(Indian Retail Sector)</p>	<p>-Motivation</p> <p>-Enthusiasm and willingness to work</p> <p>Performance and commitment –</p>	<p>There are several factors like commitment, Dedication, compensation which influence the employee performance and motivation in the organization.</p>

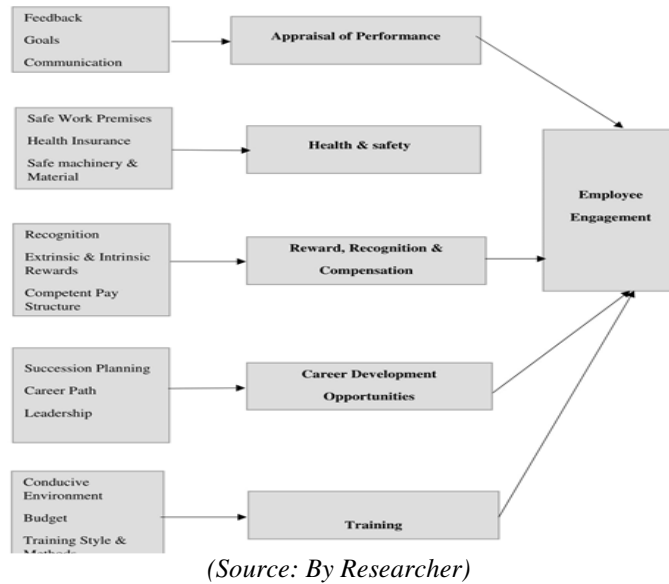


Figure 1. Conceptual Employee Engagement & Retention Model

6. RECOMMENDATIONS

The studies in this study revealed that in 21st century it has been a very crucial and difficult task to manage and retain the employees. So the management need to know and understand the perception and mobility of employees dynamically because preference can change rapidly. So proper attention has to be made to reduce employee turnover rates by applying new and competent retention strategies all the time. As said by Cappelliit's not about managing a dam but to manage the entire river. So the HR professionals must have a concise vision and mission with a continuous flow of strategies and people thought so that knowledge is being transferred have to assess the need of employees.

7. SUGGESTIONS

After the analysis of various studies on employee retention& engagement some points might be consider for retention & engagement of employees as under:

- Actively promote organizational effectiveness, reputation and values & ethics
- Clear paths to advancements
- Ongoing Training & Education
- Offer the Rights Benefits

8. CONCLUSION

With the integration of key employee engagement & retention along with the psychological state wellbeing may facilitate a very useful tool for achieving and improving organizations success.

The existing studies shows the different aspects of employee engagement and retention. After analyzing various research papers a definition of engaged and retained employee came out that an engaged employee is one who is motivated, highly dedicated, ambitious, strive to for an extra edge and always lead by the example to others and align his goals toward organizational goals. The studies concerned with employee engagement reveals that factors like level of employee engagement in highly correlated the nature of job, communication ease, leadership styles, and trust level and job autonomy, level of motivation, work involvement, support from organization, performance appraisal, quality of work life, level of involvement in decision making, opportunity to grow are the strongest drivers of employee's engagement. The various studies on employee retention postulated some aspects of it mainly includes level of training & development facilities, culture of organization , leadership quality, feedbacks, compensation structures determines the tenure of the talented employees certainly affects the tenure of employees with dedication. In this era of tough competition it is on the card for the HR professionals to apply a mix and match of employee retention & engagement strategies to engage and retain talented workforce for longer period of time. For the future concern an Additional theory/practical approach has to be required to analyse and determines the various employee retain and engagement strategies. The HR strategies & practices analyzed in the study suggested and recommended for better competitive edge for the organizations. This study will restoring and pilot further future research and establish the significance HRM of practices and align them strategically for employee engagement & retention.

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