

## CHAPTER 2 Literature Review

### 2.1 Employee Retention

A methodical attempt to establish and enhance an atmosphere that keeps motivating workers to work while putting policies and procedures in place that meet their various demands is known as "retention." The practice of keeping employees on board or motivating them to remain with the organisation for as long as feasible is known as employee retention. "A method by which companies maintain an efficient workforce and meet operational requirements" is what employee retention is (Ihuah, Kakulu & Eaton 2014). It is a strategy for motivating staff members to remain with the company or to stick around until a project is finished (Ming-Chu 2017). Human resources, as per (Hales, Moon & Swenson (2018), is a methodical endeavor to establish and enhance a work environment that motivates people by advocating for policies and procedures that cater to their various demands.

A key component of organisational success is employee retention, particularly in sectors like convenience stores, IT, tourism, and hospitality. It includes tactics to motivate staff members to remain with the company for long stretches of time (Elsafty & Oraby 2022; Suprayitno no date). Financial incentives, professional advancement, job attributes, management support, acknowledgement, work-life balance, and leadership style are some of the factors that affect retention. Research emphasizes the significance of employee satisfaction since contented workers are more committed and help to satisfy customers. Pay, working conditions, opportunity for advancement, engagement, and support are all components of good retention strategies. Employers spend money on HR procedures to lower attrition rates, highlighting the importance of comprehending workers' viewpoints for effective retention tactics. Retaining employees is a strategic tactic that eventually improves organisational performance and stability.

For the international hotel industry, employee retention has become a crucial strategic problem. Concern over staff retention in the hospitality sector is growing among scholars and researchers (Krasman 2015). The organization's profitability, operational and financial efficacy, and competitiveness are all weakened by a low retention rate. A loss of human capital is linked to low retention, endangering the performance and profitability of the company. Businesses that are aware of the reasons behind employee attrition can take steps to improve their profitability and competitiveness (Dwesini 2019). Investigating the underlying reasons behind the high turnover and low retention rates is necessary to develop effective retention tactics. There is no one universally recognized explanation for the high turnover rate in the hotel sector because, according to a previous study, the reasons for high turnover differ from organization to organization (Santhanam et al. 2017). Researchers found that lengthy hours, bad working conditions, low pay, and little prospects for advancement were all associated with high turnover (Ziegler 2017). A prior study found that it will be very difficult to establish successful tactics if the primary cause of the poor retention rate in the hospitality business is unclear.

Also, the ability of an organization to prevent employee turnover, or the number of people who leave their jobs at particular times, whether on purpose or accidentally, is known as employee retention. Enhancing employee retention has a significant impact on the success and performance of businesses (Afum et al. 2020). Employee retention is one of the main priorities in the top HR

departments, and they have implemented new, creative tactics to lower employee retention since they also aid to lower turnover. For businesses to succeed, they must retain their loyal and true staff. Staff retention describes the innovative strategies used by a company to increase productivity by reducing the risk of staff turnover. Reducing staff turnover is a significant concern for the majority of commercial organizations nowadays (Ju & Li 2019). Creative strategies and initiatives to lower voluntary turnover, which is thought to be harmful to an organization's ability to succeed. Since there is intense competition among businesses to be the best, most organizations view employee retention as a critical component. Due to a lack of engagement and retention capabilities for the company, over 47.4 million Americans changed employment, resulting in employee turnover; in comparison, 42.1 million Americans quit their positions in 2019.

The policies and procedures used by organisations to prevent valuable employees from leaving their positions are known as employee retention. But according to Ben-Bakr, Al-Shammari, Jefri, and Prasad (1994), companies can prevent economic instability by keeping talented workers. The ability to retain your desired workforce longer than your rivals is known as retention (Johnson no date). Once more, (Denton et al. 2006) discusses employee retention from the perspective that happy workers are more committed to their work and always work to increase the happiness of their organization's clients. Furthermore, according to Action and Golden (2003), keeping valuable talents is more crucial than keeping employees. The researchers claim that the human resources department is crucial to employee retention.

But according to Adamolekun and Olowu (2015), the requirement for businesses in both private and government sectors to supply goods and services effectively and efficiently has made it more important than ever to manage and protect qualified human resources as an organization's most precious asset. Implementing methods for staff retention is crucial. Employee dedication and a suitable approach that lowers the retention rate are crucial in today's competitive climate. Because of the greater job flexibility, employers view employee retention as a challenge. Numerous studies have shown that there are other strategies to increase commitment and decrease retention besides the common HR procedures. According to (Brum 2007), employees who receive more training have a higher level of dedication than those who do not. According to (Anvari et al. (2010), retention can only be attained by designing instruction courses that are entirely grounded in needs assessment. Employees' sense of belonging is thought to be enhanced by training. (Kyndt et al. 2009) found that training is a significant factor that aids in the genesis of turnover intents and could alter turnover ideas. Employees that are really dedicated to the company are less likely to consider leaving. In essence, training establishes a connection between retention and commitment. According to (Sani Abdulkadir, Babaita Isiaka & Isaac Adedoyin 2012), training is a financial investment in which the organisation pays for all employee training costs and then acts as an investor, expecting a return in the form of employee loyalty and retention. When employees view training as an investment and are compelled to provide value to the company, their dedication and retention level increase (Sahinidis & Bouris 2008). Employee skill development is a long-term investment. Training serves as an instrument for training workers for the effects of competitive pressures in the future, not to enhance their present skill set. Employee commitment is increased by this type of training, and they believe that the company is creating opportunities for our success. Employees are forced to stay once this sense takes away their thoughts of quitting. Employee

turnover is a significant threat to a company's human capital that must be addressed. Companies that offer specialized training that is exclusively applicable to the particular tasks performed within the company turn its personnel into specialists rather than generalists. Through doing this, the organization restricts employment options, fosters the growth of loyal workers, and ultimately impacts the retention rate.

Employee retention is the ability of a business to retain its most desirable employees for an extended length of time. It includes several programs that encourage employees to remain with the company for a longer period of time. According to Chaminade (2007), it is "a voluntary action by an organization to foster a culture which attracts individuals for a prolonged period of time." According to some, establishing practices and guidelines that support employees in remaining with the company by providing a work environment that meets their needs leads to employee retention (Baer, Fagin & and Gordon 1996). Employee retention is the reverse of turnover, which refers to the sum of an employee's voluntary and involuntary departures from their firm (Abbasi & Hollman 2000).

A business gains by retaining skilled workers since their knowledge and skills are crucial to its capacity to compete in the market (Kyndt et al. 2009). Organizations may find it more difficult to retain top performers during periods of labour shortages (Jones & Skarlicki 2003). Because of this, both businesses and workers are searching for ways to increase worker productivity and enhance employment possibilities (Leeves & D. 2001). However, it can be challenging to keep employees (Taplin & Winterton 2007) for HR managers to attract and retain talent (Metcalf 2008). Organizations are more concerned with staff retention since employee turnover is disappointing for both employers and employees. According to (Lockwood & Ansari 1999), organizations try to keep their present staff since they must bear the costs of both employing new employees and firing current ones. The retention of personnel and their valuable talents actually preserves the firm's investment in hiring new staff (Acton & Golden 2003). Higher retention and less loss of human capital are the outcomes of this.

## 2.2 Training of the Employees

One of the key components of business initiation approaches has emerged to be employee training and development. The proprietors of the business have been motivated by their investments in and attention to training and development initiatives (Santoro, Bresciani & Papa 2020). Additionally, it helps guarantee that businesses develop a highly qualified workforce. The organization's related methods for teaching staff members how to be more creative and productive are described in the training and development programs. The strategies also establish ambitious objectives for the success of the organization. the organizations' successful and ongoing attempts to raise employee performance levels (Tkalac Verčič 2021). Training and development processes can be made simpler and more convenient with the use of a number of programs and tactics. The developing programs cover a wide range of talents, including leadership, advanced communication, and fast decision-making, and they may be applied to diverse scenarios that call for increased skills. Although there are certain disadvantages to the staff training and development procedures, the programs' advantages have a big impact on the organisations' growth. It gives employees the chance to develop the necessary abilities that they do not possess and assists to

improve their performance levels. Additionally, employee development and training contribute to the expansion of fundamental concepts and ideas about the organisations. It lowers associated risks and boosts efficiency by helping organisational managers close gaps and strengthen areas within the company and among personnel.

Acquiring new abilities, expertise, and skills to execute work effectively and successfully in an organisation is known as employee training (Ali & Dahana 2023). Nonetheless, vocational training, job-specific instruction, and general and specialised training—is essential for staff development and retention (Magaisa & Musundire 1AD).

However, training and development are thought to be a key component of employee retention, as they help employees become more skilled (Nishanthi & Kailasapathy 2018). According to previous research, companies frequently set up training initiatives for employees to identify knowledge gaps and improve staff members' abilities (Chen et al. 2022). Nonetheless, training and development are the main ways that a company can produce skilled workers, and they also have a favourable and noteworthy impact on employee retention (Atikur RAHAMAN & Sayed UDDIN 2022). Further investigation suggests that while development gives the knowledge and skills to the staff member who will need the organisation in the future, training offers the employee specialised methods and abilities and also assists in addressing performance deficiencies.

### 2.3 Career Development

A key component of employee retention is career development, which draws attention to the position inside the company. Employee retention is directly impacted by career prospects and training (Yuan et al. 2022). Furthermore, career development that promotes keeping skilled workers in the company is essentially what drives employee engagement and loyalty (Clarke 2015). Opportunities for job advancement have a direct impact on employee retention, according to a previous study that found a high positive correlation between the two. Career prospects have a significant impact on retention and devotion to work in the company (Ali, Haque & Nahar 2022), and employees place a high value on long-term career growth (Atikur RAHAMAN & Sayed UDDIN 2022).

According to (Kwenin, Muathe & Nzulwa 2013), employees want to grow their careers as they work for better rewards and advancements. Career development, according to (Jurnal et al. 2022), is the process of gaining the skills and competencies required to accomplish professional objectives. Employees' career growth is aided by the synchronisation of their personal professional goals with the organization's career management plan (Gomes 2019). Employees can select the level or position that best suits their professional goals when a company has a clear career growth path.

Employees are prepared for future roles within an organisation or corporation through career development procedures and activities (Schreurs et al. 2022). Organizations can indirectly boost employee performance and productivity by expanding career development possibilities and putting career development programs into place (Mary' & Elmi 2021). According to Yoon, Kim and Eom (2019), a reputable career development framework helps HR managers to produce career plans that cater to the needs of employees, promoting self-development inside the organization, building trust, and helping with stress management.

To significantly alter the way career services are delivered, innovation in career development contexts may take the form of new theories, approaches, services, practices, instruments, procedures, or institutional frameworks. For instance, new chances to provide and receive career support are brought about by technology advancements such as the growth of the Internet, mobile phones, and social media (Sampson, Kettunen & Vuorinen 2020). (Amundson 2005) identified theoretical innovations based on constructivism, systems theory, action theory, and fragmented advancements emphasizing the value of paradoxical thought in the examination of career theory and practice around the world. Among the innovations in career development practice were a stronger focus on counselling effectiveness, more holistic approaches, and active engagement (Amundson, 2005). According to Drobnic (2019), new advances in career counselling about labor market trends have led to a greater focus on the autonomy of the career counselling client, which inevitably places the counsellor in a non-authoritative position. According to Barnes et al. (2020), the goal of cutting-edge guidance techniques and resources is to offer seamless service delivery throughout a person's life. According to Barnes et al. (2020), this more integrated lifelong strategy places a strong emphasis on user centrality, individually tailored service supply, and improved networking based on digital technologies.

#### 2.4 Relationship between Training and Development and Employee Retention

Investing in the development and training of employees is a critical people management strategy that boosts employee retention. Offering chances for professional growth and skill enhancement not only improves worker performance but also demonstrates a commitment to their long-term success. By providing career progression possibilities, mentoring initiatives, and ongoing learning programs, organizations can foster employee engagement and loyalty, reducing the possibility that talented workers would seek opportunities elsewhere. Training and development initiatives have a significant effect on staff retention (Kontoghiorghe 2016). Companies that encourage staff growth and provide learning and advancement opportunities create a positive work atmosphere that encourages employees to stay on board and contribute to the company's success. Additionally, when workers have accessibility to training and development opportunities, they feel appreciated and supported by their company. Gaining new abilities, competencies, and information can boost job satisfaction by making employees feel more secure and satisfied in their positions. When workers are content at work, they are more likely to stick around (Urme 2023). Training and development initiatives help employees acquire the skills necessary for promotion. When employees see opportunities for growth within the organisation, they are more likely to stay with the company and aspire to higher positions. Once there are established career paths and opportunities for promotion, employees are more likely to stay with the organisation. Employee engagement and involvement are increased through training and development programs. When workers feel their employer values their growth and provide them with the resources they need to thrive, employee engagement rises. Because engaged employees are more likely to be productive, happy, and committed to their organisation, employee turnover rates are reduced. Initiatives for training and development equip employees with the knowledge and skills necessary to do their jobs effectively. As workers become more proficient in their positions, their output and performance improve. Employee retention is subsequently increased as a result of the improvement in job satisfaction and sense of accomplishment (Urme 2023).

Companies that encourage employee development cultivate a sense of dedication and allegiance among their employees. When workers are aware of the firm's efforts to promote their progress, they are more likely to return the favor by remaining with the firm for a longer amount of time. This commitment and loyalty reduce turnover and foster a healthy work environment (Domínguez-Falcón, Martín-Santana & De Saá-Pérez 2016). Additionally, prospective employees are more drawn to organisations that have robust training and development programs. Top talent is often drawn to companies that prioritise employee development and provide opportunities for advancement. Establishing a solid track record for fostering employee development can help organisations draw in and retain high-performing individuals, strengthening their workforce. Initiatives for training and development foster a culture of continuous learning and adaptability inside the company (Kontoghiorghes 2016). Workers who are always learning and improving their abilities are better able to adapt to changing market trends and corporate needs. Because of their enhanced value to an organisation and job security, workforce members are inclined to stick around. Strategies for staff development and training also promote improved performance, engagement, work satisfaction, and opportunities for career advancement. By investing in their employees' development and creating a welcoming and motivating work environment, organisations may reduce turnover rates and retain top talent (Marinakou & Giousmpasoglou 2019).

Although training courses are an indicator of employee retention, Lusewa (2015) demonstrated that training only is insufficient to maintain employee retention because other factors, such as positive relationships, performance oversight, management style, and professional growth, boost employee retention and are easily implemented with training programs. Management is encouraged to best identify these aspects in addition to training initiatives. Lusewa (2015) conducted a qualitative and quantitative analysis using data gathered from 105 employees as a sample. Structured questionnaires, focus groups, and interviews were used to gather data. It made it possible for the researcher to comprehend how training and other elements contribute to employee retention. In an investigation on the effect of training and development on retention in Ghana's capital bank, Duah and Danso (2017) used questionnaires to gather information from a sample of one hundred persons. In addition to complaining about inadequate communication, low pay, a lack of a career path, and an appraisal system, he discovered that the majority of employees said that training affects their retention and that it pertains to their work. In a different study, Omoikhodu (2017) found that coaching and training by themselves had little effect on employee retention; instead, a variety of other factors, such as pay, can influence employee retention and encourage workers to stay. In an investigation on the effect of training and development on retention in Ghana's capital bank, Duah and Danso (2017) used questionnaires to gather information from a sample of one hundred persons. In addition to complaining about inadequate communication, low pay, a lack of a career path, and an appraisal system, he discovered that the majority of employees said that training affects their retention and that it pertains to their work. In a different study, Omoikhodu (2017) found that coaching and training by themselves had little effect on employee retention; instead, a variety of other factors, such as pay, can influence employee retention and encourage workers to stay. Nguyen and Duong (2020) discovered that there are numerous aspects to take into account when trying to retain employees, including job performance, job happiness, and training. They also discovered that these factors had a favourable impact on the

retention of young employees. Though the precision of the data cannot be extrapolated to all employee ages, the researchers used a quantitative approach to test the hypothesis by surveying 351 individuals, all of whom were junior employees. Consequently, this study offers a model that aids researchers in concentrating on the primary factors affecting employee retention.

## 2.5 Theoretical Framework

### Human capital Theory

According to Becker (1962), an economist who established the Human Capital Theory (HCT), in an ideal labour market, the impact of both general and unique human resource capital on employee retention varies because broad human capital, that encompasses overall schooling and practical expertise, declines employee retention while a particular human capital, which is achieved through training, education, and expertise in a particular context, improves employee retention. Becker also believed that generic training might rise effectiveness in every organisation. As an outcome, this theory highlights the crucial role of training in increasing both revenue and efficiency by equipping organisation staff with critical skills and expertise.

According to Hatch and Dyer (2004), this theory plays a significant role in modern staff learning since it demonstrates how training investments can improve employees' abilities and expertise. This concept lists formal training, job guidelines, work experience, and on-the-job training as types of training (Miller, Xu & Mehrotra 2015). Productivity increased by company-specific human resources can increase earnings for any organization (Mahoney & Kor 2015). As a result, it recommends training methods to provide the company with a competitive edge.

By randomly training employees of small and medium-sized businesses in the UK, (Georgiadis & Pitelis 2016) investigated the connection among staff development and revenue generation. The findings indicated that employee efficiency and training were positively correlated.



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