



## RESEARCH ARTICLE

## “Employee Retention: An issue of every Business Sector”

Ms. Poonam Likhitkar<sup>1</sup>, Dr. Priyanka Verma<sup>2</sup>

1. Research Scholar, Department Of Management Studies Maulana Azad National Institute of technology (NIT) Bhopal (M.P)
2. Assistant Professor Department Of Management Studies Maulana Azad National Institute of technology (NIT) Bhopal (M.P)

### Manuscript Info

#### Manuscript History:

Received: 14 September 2015  
Final Accepted: 22 October 2015  
Published Online: November 2015

#### Key words:

Attrition; Customer retention;  
Career development; Employee  
retention; Employee satisfaction.

#### \*Corresponding Author

**Ms. Poonam Likhitkar**

### Abstract

Retaining the key employees (assets) has always been a matter of concern for organizations which deals into any of the sector such as retail, IT, education, Construction, Leather etc, as the success & failure depends on the employees of the organization. Today HR Managers are facing a pivotal challenge pertaining to their employee's turnover rate which could be reduce by applying necessary strategies which restrict them to stay in the organization. The purpose of the study is to examine the various factors affecting employee retention in different sectors of business along with identifying competitive strategy and human resource management practice to retain competent employee. This review paper reveals that factors such as supervisory support & employee commitment, compensation packages, Job satisfaction, Attractive rewards and recognition, annual performance appraisal and training opportunities, career propagation chances, organizational culture, motivation, development and challenging work environment have direct/ indirect impact on employee retention. The paper also compiled with a theoretical framework of employee retention based on relevant literature.

*Copy Right, IJAR, 2015.. pAll rights reserved*

## INTRODUCTION

The Retention practices follow by the companies underlying a step towards retaining the employees working in the organization by providing necessary benefits in both the forms, i.e. Monetary & non-monetary.

The former Chairman and CEO of General Electric, Jack Welch says that - “The best companies now know, without a doubt, where productivity—real and Limitless productivity—comes from. It comes from challenged, empowered, excited, rewarded teams of people. It comes from engaging every single mind in the organization, making everyone part of the action, and allowing everyone to have a voice—a role—in the success of the enterprise. Doing so raises productivity not incrementally, but by Multiples.”

Employee retention is emerging as the most important & challenging employee management of the upcoming future.

### Literature Review (Meta Analysis)

Year	References	Title	Study Aims & Objectives	Research design	Sample	Data collection methods	Findings

2014	By Ahsan Lubna, Burhan Qazi, Shahabuddin Syed3 and Javaid Faisal International Research Journal of Environment Sciences, ISSN 2319-1414. Vol. 3(11), 71-77, November (2014) Int. Res. J. Environment Sci.	Employees' Retention Problem in Pakistani Business Environment: with special reference to Construction Field	To study the executive's opinion on attributes of employee retention & find out the relationship between them. To explore the influence of the following determinants on employee retention, (such as, Career opportunities, Reward, Supervisor support, Work environment and Work life balance).	---	---	---	The study found that there is positive but weak relationship among job satisfaction and working environment, gender, age, rewards and recognition, Learning and development, Future opportunities, and health related benefits with employee retention.
2011	By Muhammad Umer, Muhammad Akram Naseem Global Journal of Management and Business Research Volume 11 Issue 3 Version 1.0 March 2011 Publisher: Global Journals Inc. (USA)	Employees Retention (Human Capital) in Business Process Outsourcing (BPO) Industry in Pakistan	The purpose was to investigate the impact of variables (career development, supervisor support, work environment, work life balance) on employee retention.	A cross sectional study is done to examine the how employee retention depend upon number of factors career development, supervisor support, working environment and work-life balance.	Sample was 50.	Both primary & secondary source. Interview technique was used through structured questionnaire to collect data from middle & upper level managers of different BPO organizations in Pakistan. Organization were Abacus, Ovex technologies, TRG, Flights Rus and Continent Holiday	The study found that there is strong impact of the variables - career development, supervisor support, work environment, work life balance on employee retention.

2015	By P. SUDHA*; C. PRASANNAK UMARAN**; M. M. ASWINI*** Asia Pacific Journal of Marketing & Management Review ISSN 2319-2836 APJMMR, Vol.4 (1), JANUARY (2015), pp. 24-35 Online available at indianresearchjournals.com	AN EMPIRICAL ANALYSIS ON EMPLOYEE RETENTION POLICIES OF SELECTED ORGANIZED RETAILERS WITH SPECIAL REFERENCE TO SALEM CITY, TAMIL NADU	The objective of this paper was to find out the reasons why employees leave the job and suggesting some strategies to retain them.	---	A sample of 150 is taken from 10 organized retailers in Salem	Both primary & secondary data was used.	The study found that there is a relationship between organizational policy and employee retention and also different personal attributes like higher education, career advancement rewards & recognition, family had direct impact on respondent's current employability.
2013	By N. Suhasini, & T. Naresh Babu International Journal of Management and Social Sciences Research (IJMSSR) ISSN: 2319-4421 Volume 2, No. 2, February 2013	Retention Management: A Strategic Dimension of Indian IT Companies	The aim of this paper is to find out the various factors which influence employee retention and the reasons responsible for employee intention to quit the organization. The study done for IT sector with special reference to study of selected IT companies in Hyderabad, Andhra Pradesh.	Structured questionnaire was measured on 5 point scale. The data was analyzed with the help of SPSS 17. The tools used to analyze the data included <b>Factor Analysis, Cronbach's Alpha for testing the reliability of scales and Weighted average method.</b> Scale. The data was analyzed with the help of SPSS 17.	Sample was 100.	Both primary & secondary data was used. Convenience sampling method was used to collect the data.	The study found that dissatisfaction with organizational culture, compensation, motivation, development and challenging work environment factors were responsible for employee leaving from organization. Along with this, there is impact of Employee commitment and involvement on employee productivity and retention. . Study also reveals that Organizational culture and compensation benefits have significant impact on employee retention.

2014	By Emmanuel Umoru Oki International Journal of Managerial Studies and Research (IJMSR) Volume 2, Issue 9, October 2014, PP 140-154 ISSN 2349-0330 (Print) & ISSN 2349-0349 (Online) www.arcjournals.org	The Impact of Employee Retention on Customer Satisfaction in the Nigerian Service Organizations (A Study of Selected Hotels in JOS, Plateau State)	research was undertaken to determine the extent to which employee retention influences customer satisfaction, as well as establishing the extent to which the concept of retention is internalized by the players in the hospitality industry in Nigeria (a study of some selected hotels in Jos, Plateau state).	<b>Hypothesis</b> was tested to determine the relationship between employee retention and customers' satisfaction, <b>a z-test analysis of population proportion</b> was also conducted. Hypothesis tested using chi-square statistical tool of analysis.	Sample was 400 from 20 hotels selected randomly in Nigeria	.Both primary & secondary data was used. Structured questionnaire was used. Respondents were both employees and customers.	The result indicates that there is a weak relationship between employees' retention and customers' satisfaction in the Nigerian hospitality industry.
2012	By Nosheen Nawaz1* Ayesha Jahanian2 Sobia Tehreem2 European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol 4, No.7, 2012	Determinants of Employee Retention in Pakistan International Airlines (PIA)	The aim of this paper was to identify the variables which influence the turnover intentions of the employees in organization. A survey was conducted to gather the primary data from the employees of (PIA) Pakistan International Airlines on below six variables. <b>Six variables viz. superordinates' support, incentives, work life balance, career propagation chances, work setting and organizational prestige</b> identified through	Chi square statistics was used to find out the association between the experience of employees related to particular variable and turnover intention of employees in relation to their experiences.	The sample was 61 & respondents are taken from Karachi, 12 are taken from Islamabad, 11 are considered from Lahore, 8 are from taken from Peshawar and 7 from Multan. <b>Proportionate random sampling is used</b>	.Both primary & secondary data was used. Structured questionnaire was used. A survey was conducted to gather the primary data from the employees of PIA on these six variables.	<ul style="list-style-type: none"> <li>• The study found that there is strong association between the career propagation chances experienced by the employees and their turnover intention. Whereas there was least association was found in organizational prestige.</li> <li>• Furthermore, there was strong significant association is found between incentives experienced by the employees and their willingness to stay with the organization.</li> <li>• A good association was also found in work setting experiences and perceived retention on account of experiences.</li> <li>• The study also reveals that there was strong association between supervisory support &amp; employee commitment when examined on the basis of their experiences whereas comparatively less association was found</li> </ul>

			literature review were found to have significant influence on turnover intentions of employees in Pakistan International Airlines.				between the work life balance experienced and turnover intention in relation to their work life balance.
2013	By Dr Uma Narang IRC'S INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH IN SOCIAL & MANAGEMENT SCIENCES ISSN:2320-8236 VOLUME:1,ISSUE:4 OCTOBER-DECEMBER2013 www.ircjournals.org	HRM Practices – Its Impact on Employee Retention	The purpose of this study was to examine the relationship of career development opportunities, superior & supervisor support, work environment, rewards and work-life policies with employee retention among the employees of banking sector of Punjab.	The frequencies and crosstab techniques are applied to analyze the data. Likert scale technique was used on a five point scale i.e.; strongly agree, agree, uncertain, disagree and strongly disagree.	The sample size was 60. 35 respondents were from HDFC, 25 from AXIS bank	Both primary & secondary data was used. The primary data was collected through the questionnaires filled by respondents (employee) of two banks viz; HDFC, AXIS Bank.	The study reveals that there was a good relationship between the employee retention and the HRM practices. The frequencies of career development, allocation of rewards regarding work and work environment shows the highest values in relation to their perceived level of retention.
2015	By Chew YeeCheong, RabeatulHusna AbdullRahman and Ainul Syakira Mahidi@Mohyedin., HRD Strategies and Employee Retention: A Review. Aust. J. Basic & Appl. Sci., 9(4): 57-62, 2015	HRD Strategies and Employee Retention: A Review	This review paper highlighted HRD strategies that can influence employees' intention to continue working with the company's objective.	---	---	---	The study found that the HRD strategies such as training, learning and career development have positive relationship on employees' intention to stay with the organization.
2014	By Omotayo Adewale OSIBANJO*, Adenike Anthonia ADENIJI, Hezekiah Olubusayo	Compensation packages : a strategic tool for employees'	The purpose of this study was to identify the effect of compensation packages on employees' job performance	The survey adopted case study method. Structural Equation Modeling (SEM), as a statistical	The sample was 110. Simple random sampling technique was		The study found that there was strong relationship between compensation packages and employees' performance and retention. The research also reveals that there was strong correlation between the

	FALOLA, Princess Thelma HEIRSMAC Leonardo Journal of Sciences ISSN 1583-0233 Issue 25, July-December 2014 p. 65-84	performance and retention	and their retention in a selected private University in Ogun State, South-West Nigeria.	instrument for testing and estimating relationships (correlations and regression) between variables (observed and unobserved) was adopted for analyzing data collected from the self-administered questionnaire for this survey.	adopted for this study	---	tested dependent and independent variables (salary, bonus, incentives, allowances, and fringe benefits).
2005	By KOOS KOTZÉ GERT ROODT SA Journal of Human Resource Management, 2005, 3 (2), 48-55	FACTORS THAT AFFECT THE RETENTION OF MANAGERIAL AND SPECIALIST STAFF: AN EMPLOYER STUDY OF AN EMPLOYEE COMMITMENT MODEL	The aim of this study to examine the factors affecting the retention of managerial and specialist staff of 2 banks. The study also investigates the Veldsman Employee Commitment model.	The research approach followed in this study was a quantitative, non-random field survey. The data analysis conducted was correlation and ex post facto.	The sample was 120 (Managerial and specialist staff who are highest paid employees of two banks. The 60 highest remunerated staff in each of two South African commercial banks was selected to participate in the study.	---	The study also explored whether retention factor differences exist amongst biographical groupings. Various differences were identified between previously disadvantaged individuals (PDIs) and non-PDIs, male and female, service tenure groups and age groups.
Not Define	By Mrs. Heena Y. Waghmare "Skill Development : The Key to Economic Prosperity", Tactful	EMPLOYEE RETENTION STRATEGIES ADOPTED	The aim of this study was to find out the employee retention strategy adopted by the Axis Banks in Kalyan	---	Sample size was 2 branches of Axis bank at Kalyan City. A convenient	Data was collected as Primary data and Secondary data. The data collection	The findings reveal that the employee retention strategies adopted by axis bank was good but differs sometimes due to change in the city area.

	Management Research Journal ISSN: 2319-7943	BY THE BANKS: A CASE STUDY OF AXIS BANK IN KALYAN CITY	city. Along with job satisfaction of employees & the various efforts made by the bank to retain their employees.		nce sampling technique was used in this research	method used for collection of primary data was survey method and the data collection instrument used is structured questionnaire and interview sessions	
2015	By Naveed Ahmada,*, Muhammad Sulaman Tariqb, Alamdar Hussainc Journal of Business and Management Research, 7 (2015) 186-188 p-ISSN : 2356-5756 / e-ISSN: 2356-5764 © Knowledge Journals www.knowledg ejournals.com <b>Short Research Communication</b>	Human resource practices and employee retention, evidence from banking sector of Pakistan	The objective of this paper is to study those factors that affect employees retention in banking of Pakistan and also find out the impact of independent variables (Benefits & compensation, working environment) on employee retention	---		A structured questionnaire regarding the research was used as data collection tool	The study was found that attractive rewards and recognition, annual performance appraisal and training opportunities were the most important factors for employee retention in the Banking sector at Pakistan.
2013	IMAGES RETAIL NOVEMBER 2013	EMERGING ROLE OF HR IN TODAY'S RETAIL WORLD	The aim of this paper was to highlight the importance of HR Departments in the retail world	---	---	---	The paper recommended that HR department needs to understand that retail field is not yet considered as an industry. People are not considering retail as a professional career option compared to other industries. Due to large retailers, HR Managers were facing problems related to retention, innovative hiring, productivity and attrition.

Table 1. Literature Review

**Objective of the study**

1. To study the issue of employee retention faced by the organization by identification of various factors affecting it & suggesting some strategies for retaining the key employees of the organization.
2. To study how employee retention management gives benefits to employee as well as employer.
3. To design a theoretical framework of employee retention based on literature studied & perception.

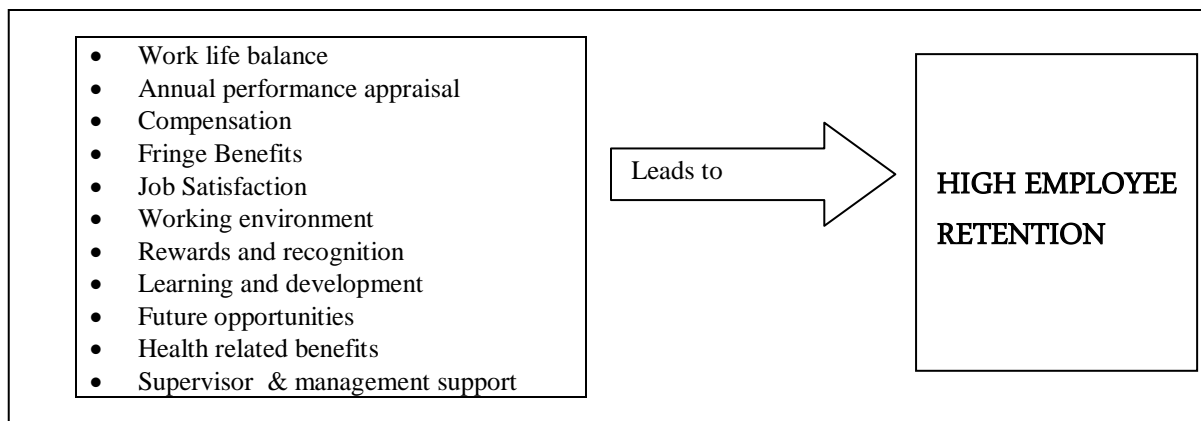
### Methodology

To bring attention in the area of employee retention, a systematic review of literature has been done in *Meta analysis form*. Emphasis is drawn on various factors such as supervisors support, compensation benefits, Job satisfaction, rewards and recognition; annual performance appraisal, training opportunities, career growth, organizational culture, motivation, challenging work environment which have an impact on employee retention. A proposed conceptual & perception based model of employee retention was designed. The study was predominantly sourced from various articles, magazines etc.

### Factors of employee retention (Strategies to retain employee)

- Job Satisfaction,
- Working environment,
- Rewards and recognition,
- Learning and development,
- Future opportunities,
- Health related benefits,
- Supervisor & management support,
- Work life balance,
- Annual performance appraisal,
- Compensation, and
- Fringe Benefits.

### Theoretical Framework





Source: Authors own perception (Fig.1 Employee Retention)

### Benefits of Employee retention Management

It is drawn from the literature review along with some personal experiences. (Fig.2 Benefits of Employee Retention Management)

Base	Benefits to Employee	Benefits to Employer (Organization)
Job Satisfaction	<ul style="list-style-type: none"> <li>Highly committed towards the job.</li> <li>Able to maintain their personal &amp; professional life.</li> <li>Capable to perform the work with perfection.</li> </ul>	<ul style="list-style-type: none"> <li>Higher productivity.</li> <li>No delay in work/ Assignments.</li> <li>Achieved desired target on time.</li> <li>Enhances creativity n the organization.</li> <li>Reduces turnover rate.</li> <li>Enhances goodwill of the organization.</li> </ul>
Fringe Benefits	<ul style="list-style-type: none"> <li>High Morale &amp; Motivation</li> <li>Feeling of being valued</li> <li>Full Enthusiasm to work</li> </ul>	<ul style="list-style-type: none"> <li>Creates a difference in competitive market (work as Competitive edge).</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Work done on time</li> </ul>	<ul style="list-style-type: none"> <li>Work completion on time</li> </ul>
Compensation	<ul style="list-style-type: none"> <li>Increases loyalty &amp; commitment</li> <li>Good purchasing power</li> </ul>	<ul style="list-style-type: none"> <li>Enhances goodwill</li> <li>Fully committed employees</li> </ul>
Supervisor & management support	<ul style="list-style-type: none"> <li>Increases new skills</li> <li>Enhances creativity</li> </ul>	<ul style="list-style-type: none"> <li>Supportive employees</li> <li>Reduces of misunderstanding with employees</li> </ul>
Annual performance appraisal	<ul style="list-style-type: none"> <li>Enhances morale</li> <li>Highly motivated</li> </ul>	<ul style="list-style-type: none"> <li>Low turnover rate</li> <li>As part of succession planning, enhance goodwill of the organization.</li> </ul>
Rewards and recognition	<ul style="list-style-type: none"> <li>Highly appreciated</li> <li>Feeling of being recognized</li> <li>Enhances work satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Healthy relationship with employee</li> <li>Happy employees</li> </ul>
Training & Development	<ul style="list-style-type: none"> <li>Enhances personal Career growth</li> <li>Enhances knowledge, skills &amp; competency</li> </ul>	<ul style="list-style-type: none"> <li>Knowledgeable employees creates a learning environment</li> </ul>

Source: Authors own view (Fig.2 Benefits of Employee Retention Management)

### Findings

On the basis of relevant literature, the study found that:

- The following are the variables have strong impact on employee retention are:
  - Job satisfaction,
  - Compensation & benefits,

- 3) Organization culture,
  - 4) Working environment,
  - 5) Gender & age,
  - 6) Rewards and recognition,
  - 7) Future opportunities,
  - 8) Health related benefits,
  - 9) Career development,
  - 10) Supervisor & Management support, and
  - 11) Work life balance.
2. The frequencies of career development, allocation of rewards regarding work and work environment shows the highest values in relation to their perceived level of retention.
  3. The following are the factors which have relationship are:
    - 1) Organizational policy and employee retention;
    - 2) Personal attributes like higher education, career advancement rewards & recognition, family and employee retention;
    - 3) Organization culture & employee retention
    - 4) Compensation & employee retention;
    - 5) Motivation & employee retention; and
    - 6) Commitment & loyalty with employee retention;
    - 7) Compensation packages and employees' performance and retention.
    - 8) HRM practices & employee retention.
  4. Employees' retention and customers' satisfaction have weak relationship in the hospitality industry.
  5. There is strong association between the career propagation chances experienced by the employees and their turnover intention. Whereas there is least association was found in organizational prestige.
  6. There is strong significant association between incentives experienced by the employees and their willingness to stay with the organization. A good association is also found in work setting experiences and perceived retention on account of experiences.
  7. The study also reveals that there is strong association between supervisory support & employee commitment when examined on the basis of their experiences whereas comparatively less association is found between the work life balance experienced and turnover intention in relation to their work life balance.
  8. The frequencies of career development, allocation of rewards regarding work and work environment, annual performance appraisal and training opportunities shows the highest values in relation to their perceived level of retention.
  9. HR department needs to understand that retail field is not yet considered as an industry. People are not considering retail as a professional career option compared to other industries. Due to large retailers, HR Managers were facing problems related to retention, innovative hiring, productivity and attrition.

## Suggestions

1. Innovative ideas by the employees should be appreciated.
2. Creativity in work should be appreciated.
3. Healthy work environment enhances morale of the employee which forces them to work with full spirit & enthusiasm.
4. Proper communication should be done on right time to right employee.
5. Flexible working hours should be provided.
6. Goals of the organization should be clear.
7. Participation of employees in decision making, employee welfare programs must be a part of every organization which would enhance the employee commitment & loyalty.
8. Management support in work place plays an important role for employee's productivity.
9. Importance and respect should be given to employees. There must be feeling of being valued.

## Conclusions

The research attempts for the identification of some of the possible reasons for an employee to leave the organization. This research will help the organization to come out with creative action plans to make their

employees more comfortable and interesting place to work. This will surely bring down the attrition rate & hence increases loyalty & commitment towards the organization.

### Limitation of the study & further study

Further research is also recommended to examine the usefulness of employee retention management in different sector businesses. In future, the research might be explored to compare & contrast the experiences of employee retention strategies in different organization deals into different sectors.

Additionally, the present study does not directly assess all of the potential factors relevant to employee retention. Other factors can be taken for future research on the current subject. In future the primary collection of data may be come out with the accurate result.

### References

- Ahsan Lubna, Burhan Qazi, Shahabuddin Syed<sup>3</sup> and Javaid Faisal (2014). Employees' Retention Problem in Pakistani Business Environment: with special reference to Construction Field. *International Research Journal of Environment Sciences*, ISSN 2319–1414. Vol. 3(11), 71-77, November (2014).
- Chew YeeCheong, RabeatulHusnaAbdullRahman and Ainul Syakira (2015). HRD Strategies and Employee Retention: A Review. *Aust. J. Basic & Appl. Sci.*, 9(4): 57-62, 2015.
- Dr Uma Narang (2013). HRM Practices – Its Impact on Employee Retention. *IRC'S INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH IN SOCIAL & MANAGEMENT SCIENCES*, ISSN:2320-8236,VOLUME:1,ISSUE:4,OCTOBER-DECEMBER2013, www.ircjournals.org.
- Emmanuel Umoru Oki (2014). The Impact of Employee Retention on Customer Satisfaction in the Nigerian Service Organizations (A Study of Some Selected Hotels in JOS, Plateau State). *International Journal of Managerial Studies and Research (IJMSR)* Volume 2, Issue 9, October 2014, PP 140-154 ISSN 2349-0330 (Print) & ISSN 2349-0349 (Online) www.arcjournals.org.
- IMAGES RETAIL. NOVEMBER (2013). EMERGING ROLE OF HR IN TODAY'S-RETAILWORLD.
- KOOS KOTZE & GERT ROODT (2005). FACTORS THAT AFFECT THE RETENTION OF MANAGERIAL AND SPECIALIST STAFF: AN EXPLORATORY STUDY OF AN EMPLOYEE COMMITMENT MODEL. *SA Journal of Human Resource Management*, 2005, 3 (2), 48-55.
- Mrs. Heena Y. Waghmare. EMPLOYEE RETENTION STRATEGIES ADOPTED BY THE BANKS: A CASE STUDY OF AXIS BANK IN KALYAN CITY. *Skill Development: The Key to Economic Prosperity, Tactful Management Research Journal* ISSN: 2319-7943.
- Muhammad Umer, Muhammad Akram Naseem, (2011). Employees Retention (Human Capital) in Business process outsourcing (BPO) industry in Pakistan. *Global Journal of Management and Business Research* Volume 11 Issue 3 Version 1.0 March 2011 Publisher: Global Journals Inc. (USA).
- N. Suhasini & T. Naresh Babu (2013). Retention Management: A Strategic Dimension of Indian IT Companies. *International Journal of Management and Social Sciences Research (IJMSSR)* ISSN: 2319-4421 Volume 2, No. 2, February 2013.
- Naveed Ahmada, Muhammad Sulaman Tariqb, & Alamdar Hussainc (2015). Human resource practices and employee retention, evidences from banking sector of Pakistan. *Journal of business & management research* ISSN 2356-5756, PP-186-188, and www.knowledgejournals.com.
- Nosheen Nawaz<sup>1</sup>, Ayesha Jahanian & Sobia Tehreem, (2012). *European Journal of Business & management*, www.iiste.org. ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online), Vol 4, No.7.
- Omotayo Adewale OSIBANJO, Adenike Anthonia ADENIJI, Hezekiah Olubusayo FALOLA, and Princess Thelma HEIRSMAC (2014). Compensation packages: A strategic tool for employees' performance & retention. *Leonardo Journal of sciences*, ISSN 1583-0233, ISSUE-25, JULY-DECEMBER, 2014, pp.65-84.
- P. SUDHA, C. PRASANNAKUMARAN & M. M. ASWINI (2015). AN EMPIRICAL ANALYSIS ON EMPLOYEE RETENTION POLICIES OF SELECTED ORGANIZED RETAILERS WITH SPECIAL REFERENCE TO SALEM CITY, TAMILNADU. *Asia Pacific Journal of Marketing & Management Review* ISSN 2319-2836 APJMMR, Vol.4 (1), JANUARY (2015), pp. 24-35 Online available at indianresearchjournals.com.

Thakur Anshu (2014). A study of factors affecting employee retention in retail sector. International journal of multidisciplinary consortium, volume 1 issue-2, September.