

Representative Maintenance: A Literature Review

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Abstract: The subject of representative maintenance gets a considerable measure of consideration inside the associations and in the business press. With all round advancement in every range of the economy, there is solid rivalry in the business sector. With this advancement and rivalry, there are duty, opportunities and path accessible in the hands of the HR. Despite a large part of the associations are now, observed to be technology driven, yet human are required to run the innovation. They are the most essential element of any association. The best test confronted today by associations the world over is holding gifted workers in the association. Maintenance of capable representatives is extremely helpful for business execution in light of the fact that workers are thought to be the quality of the association. Keeping in record the significance and sensitivity of the issue of retention to any association, the present study tries to review the different accessible writing, research work and web information on representative maintenance.

Keywords: Human asset, representative maintenance, employee retention, literature review.

1. INTRODUCTION

According to (Harvard business review press) [5] retention refers to a company's ability to keep talented employees. People who help their organization stay competitive in a world of rapid change. From an organization point of view, retention doesn't mean trying to hang on to each and every employee forever. It means keeping good employee for the most appropriate amount of time for their particular function or level.

One thing that retention is not is continuing to invest in employees who, for whatever reasons, aren't contributing in positive way to the company. The importance of retention can also vary widely from culture to culture. For instance, in some countries, employees tend to stay at one company for their entire professional lives, while in other countries, they move from firm to firm often, depending on available opportunities and their interests and priorities.

Even within one culture or country (or within one geographic region), attention to keeping good employees may fluctuate, depending on economic conditions and shifting workplace realities (James Waldrup, 2010) [5].

Employees retaining is the most imperative target for the organization because hiring of qualified candidate is essential for organization but their retention is more important than hiring, because a huge amount is spending on the orientation and training of the new indicated employees. Research finds that the cost of replacing of old employees with new is estimated up to twice the employee annual salary. When Employee leaves the job, organization lost not only employee, but also lost the customers & client who were loyal with the employee, knowledge of production, current projects, competitor and past history of the organization

Organizations make enormous efforts to attract handfuls of employees and sustain them in the organization. In today's business scenario only high salary and designation is not significant for employees to retain them in the organization, but others factors also play important role in their retention.

The intent of this investigation is to how the organizations retain the talented employees in the organization focusing on the factors i.e. career development, leave policy, leadership style, work environment, remuneration & rewards, Organization Justice, and performance appraisal, and this research also helpful to know the deterrent that why employees leave the organization (Irshad) [4].

1.1 Importance of employee maintenance/ retention:

Employee retention is incredibly important, especially in tough times. Companies need to be constantly looking for ways to improve their retention rates (Shriar, 2015)[9].

Retaining a positive and motivated staff is vital to an organization's success. High employee turnover increases expenses and also has a negative effect on company morale. Implementing an employee retention program is an effective way of making sure key workers remain employed while maintaining job performance and productivity (Scott)[8].

1.2 Company depend on intellectual capital:

In these times of accelerating change, it's not machines and a financial asset that companies depends on to survive and thrive, but the people who acquire, build on, and use knowledge to keep the organization competitive. Today's successful businesses win the innovative new ideas and top-notch product and services all of which stem from employees' knowledge and skills, or their intellectual capital.

When high-valued employees leave, the organization loses their hard won knowledge and (often expensively) acquired skills. When those employees go to competitor companies in the marketplace, the damage to firm is compounded. Not only company lost intellectual capital, but competitors gained it without having to invest the time and money in hiring and training.

1.3 Potential loss of co-workers:

More individuals leave organization. Their flight sanctions the extremely typical "domino impact" in which one delegate's departure persuades different labourers to take off.

Retention is also more crucial today than ever organizations are finding it increasingly difficult to keep their best employees.

1.4 Replacing employees is costly:

The cost of employee turnover involves a lot more than just lost training cost. Whenever firm loses a valued worker and then tries to replace him or her, it can incur these costs -

- Search expenses, including search firms, newspaper ads, and so on
- Direct interview expenses (for instance, airfare, hotels, meals)
- Managers' and team members' time spent interviewing
- Work put on hold until a replacement is hired and trained
- Overload on teams, including overtime, to get work done during the time it takes to select and train a replacement
- Overburdened team members' lower morale and productivity
- Sign-on bonus, moving allowance, and other perks for replacement
- Orientation and training time spent on replacement
- Initial low productivity of new employee during start up period
- Potential lost customers, contracts, or business

1.5 Employee defections erode customer satisfaction and profitability:

Losing a good employee carries another kind of price tag as well. The erosion of customer satisfaction and ultimately customer profitability. The longer employees stay with firm, the more they get to know the company's customer (or their internal clients) their likes, dislikes, special problems or needs, and the unique factors that keep them loyal. Customers get to know front line employees, too, and appreciate hearing or seeing a familiar voice or face when they do business with firm.

If those familiar employees leave, customers may not get the same quality of service they're used to. If they become dissatisfied as a result, they'll defect to other companies. Thus, the cost of losing an employee can be greatly compounded by the resultant loss of customers.

Frederick F. Reichheld (referred in Harvard business review press)[6] suggests leaders view their best employees as they do their best customer: once they've got them, they do everything possible to keep them (James Waldroop T. B., 2010)[6].

2. FACTORS THAT LEADS TO REPRESENTATIVE MAINTENANCE

Employees leave organizations for many reasons; oftentimes these reasons are unknown to their employers. Employers need to listen to employees' needs and implement retention strategies to make employees feel valued and engaged in order to keep them. These retention methods can have a significant and positive impact on an organization's turnover rate (Yazinski, 2009) [12].

2.1 Recruit the Right People:

Retaining top performers begins with hiring the right talent in the first place. Top performers will be strong contributors (employees who are valuable) and organizations want to retain. Likewise, employees who are a good fit for the position and perform well will want to stay with the organization.

Recruiters and hiring managers can attract talented employees if they have a sound understanding of the skills needed and strategic goals of the department and the organization (Oracle Talent Retention: Six Technology-Enabled, 2012) [7].

2.2 On boarding and introduction:

It is mentioned that induction plays a major role in employee retention and increases loyalty towards the organization (Gaurav Bagga 2013). Also, as mentioned in above point a lot of employees leave within first three months of joining so it is clear that if proper induction of new employee's is not done they will tend to leave the organization. A well planned orientation program must be planned to help retain employees (referred in Dr. Mita Mehta, 2014) [3].

2.3 Compensation and Benefits:

The exploration emphatically recommends that discontent with remuneration arrangements in an association is great reason for worker turnover than the simple wish to earn more cash (Taylor, 2008)[10]. So for better retention of talent organizations must improve pay/compensation and benefits and also factors like good working conditions, flexible work timings, cooperative teams, good bosses, culture and values of the organization (Devi 2009). Other ways to improve employee retention and commitment include- providing flexible work hours, on the job training opportunities, providing adequate resources for the staff, health and insurance benefits, perks like gyms, health centers, rewarding best employees for not only getting the task done on time but also doing it efficiently (Deery 2008) referred in (Dr. Mita Mehta, 2014)[3].

2.4 Constant Feedback on Clear Goals:

All members of the workforce need to work on the right goals. When talented employees understand how what they do will contribute to the success of the team, department, and organization, their interest, commitment, engagement level, and retention increases.

Receiving feedback and feeling regarded as a contributor are essential for staffs engagement and maintenance. The supervisor needs a reasonable view able pathway to the alignment of objectives with business goals (Oracle Talent Retention: Six Technology-Enabled, 2012) [7].

2.5 Empowerment/Participation in decision-making:

If it is recession or expansion, it doesn't matter how the economy is like, high quality employees are always on demand. When the team/ work environment is such that individuals feel they have the autonomy to give suggestions, take decisions, give feedback, in all feel that they are empowered then they feel truly engaged to the work, to the organization which leads to greater commitment and retention.

Thus, if employees feel that they can take more and more decisions without the obligation to take permission for each decision taken or each task done by him/her then they feel that they are contributing substantially to the organizational progress and would want to stay in the organization (Dr. Mita Mehta, 2014) [3].

2.6 Job Security:

Abegglen (1958) found during the study of Japanese workers that employment features like lifetime employment and seniority system, job security lead to high commitment, job satisfaction as well as retention of employees in an organization. Researchers such as Ashford et al., (1989) Davy et al., (1991) conducted studies on job security and job satisfaction and found that that job dissatisfaction is the outcome of insecurity among employees. Rosenblatt and Ruvio, (1996) conducted research on the job insecurity and found that job performance and organizational commitment are negatively correlated with job insecurity (alluded in Bidisha Lahkar Das, 2013) [1].

2.7 Job Flexibility:

Job flexibility is vital for retaining employees of any age (Boomer Authority, 2009). Researchers describe the importance of employment flexibility such as scheduling variations that better accommodate individual work times, workloads, responsibilities, and locations around family responsibilities (Cunningham, 2002; Pleffer, 2007). Studies show that “flexibility” empowers individuals to facilitate a healthier balance between work and personal obligations, something that appeals to all ages of employees (Eyster, et al., 2008; Scheef & Thielodt, 2004). Prenda & Stahl (2001) say that employees having job flexibility options report having higher levels of individual commitment, concentration, satisfaction, productivity, loyalty, and mental capacity at any age (referred in Chandranshu Sinha, 2012) [2].

2.8 Reward and acknowledgment:

Agarwal (1998) gave an explanation to the term reward as something that the organization offers to the employees in response of the work as well as performance and something which is desired by the employees. According to Walker (2001), recognition from bosses, team members, coworkers and customer enhance loyalty. “Watson Wyatt” a global consulting firm, conducted a survey in USA, in the year 2002 among 12750 employees at all levels of job and in all major industry sectors to know about their attitudes toward their workplace and their employers. It was found in the survey that recognition is important for workers and they want to listen that their work followed recognized and appreciated. Silbert (2005) forwarded the view that reward is important because it has an enduring impression on employees which, in turn, gives the employees an impression that they are valued in the organization (alluded in Bidisha Lahkar Das, 2013) [1].

For instance gift cards, petrol card, Visa/Master Card gift cards, offer of organization stock and so forth (Wiki how retain good employees) [11].

2.9 Career development opportunities:

The recent trend of high employee turnover is due to the various reasons such as employees not being happy with the kind of work they do, lack of investments in training and development, lack of career growth and development opportunities, unfair and misleading performance appraisals, etc. Strategic ways for retaining top talent in the organization is by helping high potential employees have cross functional job for job and work related satisfaction, involvement in decision making, encouraging their ideas and helping them implement them, help in career development moves, skill building through effective and relevant training (Hay 2001). Career opportunities have the strongest impact on employee commitment while the impact of financial rewards is less. Ways recommended for reducing employee attrition are career development, considered to be one of the most important factors. Providing great career development opportunities makes the employees to stay in the company for long and at the same time enhances their loyalty to the firm (referred in Dr. Mita Mehta, 2014) [3].

2.10 Training and Development/Learning and Working Climate:

On the job training opportunities and better training and development practices improve employee retention and commitment (Deery 2008). HR practices motivate and empower workers which lead to employee’s devotion to the business. But HR practices for recruiting and training do not necessarily increase employee’s loyalty to the organization. Such HR practices which try to bring skills in house or develop current employees actually increase turnover (Patrick M. Wright, Timothy M. Gardner and Lisa M. Moynihan 2011).

In order to keep attrition low, managers must provide sufficient training to employees to attain the necessary KSA to perform better, so that older employees in the organization are at the same expertise level as compared to their younger counterparts (Ian M. Taplin, Winston-Salem and Jonathan Winterton 2007). Well trained workers stay loyal to their employees (Sarah Leidner 2013). Lastly, it is important to retain employees otherwise it leads to wastage of training costs (referred in Dr. Mita Mehta, 2014) [3].

2.11 Organization culture:

Employee engagement and retention lead to higher customer satisfaction and loyalty especially in the service’s sector. Reasons that lead to employee engagement which not only comprise pay/compensation and benefits but also factors like good working conditions, flexible work timings, cooperative teams, good bosses, culture and values of the organization (Devi 2009). Organizations with excellent name, way of life, values, good salary and benefits package for their employees can also help employee retention (David Pollitt 2007). Various reasons cited regarding employees decision to stay were organizational culture, support from peers and superiors, growth opportunities, issues related to compensation, employee engagement activities, training and development, positive work environment and good working conditions (Satyawadi, Joshi, & Shadman, 2011) referred in (Dr. Mita Mehta, 2014) [3].

2.12 Work environment:

Work environment is considered one of the most important factors in employee's retention (Zeytinoglu & Denton, 2005). According to Ramlall, (2003), people are strive to work and to stay in those corporations that provide good and positive work environment, where employee feel that they are valued and making difference. Proficient employees of such organizations are dragging together to push the organization forward. Research conducted by ASID find that physical & work environment play pivotal role in employee's decision whether to leave the job or stay and consider as a major factor in employee retention (referred in Irshad) [4].

2.13 Leadership:

High potential employees and great leadership attributes have positive correlation to the intention of the employee to stay with the company (Kyndt, Dochy, & Baert, 2010). Having a cooperative and supportive leadership style as a retention and commitment strategy has been put forth (Sarah Leidner, 2013).

The most important and critical idea for staff retention and commitment goes by the way of an effective leadership setup in the company. Leaders with their management games and ice breaking sessions along with an effective and well thought plans as to how to reveal and what kind of information to reveal is necessary to retain top talent within the organization. Leaders help in keeping the culture and team building of the organization intact (Dr. Mita Mehta, 2014) [3].

2.14 Role of supervisor:

In a survey done by Hay group (1998) out of fifty retention factors salary is the least important factor to half a million employees over three hundred companies. Managers, supervisors, team leaders who direct and interact honestly with employees have the greatest contact on employees' satisfaction levels with their jobs. Thus, "problems with the boss" is the main reason as to why employees leave the company. Employee satisfaction and commitment factors are in control of the manager, supervisor, or team leader. Not giving importance to the employees, not listening to them, failing to recognize employees' accomplishments, not praising them, providing only negative feedback, taking credit for others ideas, blaming others for one's own mistakes, betraying trusts or confidences, favouritism, setting unrealistic goals and deadlines, and not helping good performers to grow in their careers lead to not being able to retain employees in the organization (Dr. Mita Mehta, 2014) [3]

2.15 Employee Motivation:

Nowadays motivational issues are more complex because of the wealth and opportunity so many employees have enjoyed. Over the long haul, people need intrinsic rewards to keep going and to perform at their peak (Thomas, 2000). Workers have been forced to take more responsibility for their own careers, going where the work is rewarding and where they can develop skills that will guarantee their employability, in whatever organization (Hall and Associates, 1996). Talented workers have more choices than ever before, and are likely to leave if not satisfied with their employer or job content. As employees have become more likely to leave unrewarding jobs, the impact of loosing individuals has become greater. In the future, the biggest gains will come from systematically improving an organization's intrinsic reward process—making the work itself so fulfilling and energizing that employees themselves won't want to leave. Rediscovering the role of purpose in work is a key to understanding the new work and the motivation of today's employees. Organizations now find themselves competing to attract and retain workers on the basis of the meaningfulness of their jobs (Chandranshu Sinha, 2012) [2].

2.16 Performance appraisals:

Performance reviews help the company as well as the employees. They help the employees get a feedback of their past performance, it helps them understand as to where in the organization hierarchy they stand- their strengths and weakness which can be worked upon further for efficiency. In case of employees who possess very high potential a performance appraisal for them is more important than pay hike or increase in benefits as it helps in enhancing further motivation and commitment. At the same time the immediate supervisor should make sure that how will they go about doing the appraisal-the way feedback has to be given plays a very important role in an employee's decision to stay. Thus, not only monetary benefits but rewards and recognition, performance appraisals, effective leadership style, professional development practices, managerial support and social activities-work ethics. Therefore, the above few pointers determine the employee's intention to leave the organization. Companies like Ingersol Rand Limited have developed a 360 degree online performance appraisal tool to manage the evaluation and opinion process and also provide consultative advice on coaching and mentoring (Dr. Mita Mehta, 2014) [3].

2.17 Work Life Balance:

Work-life balance is increasingly important for engagement and affects retention. Hyman et al., (2003) in their empirical research in the UK found that interventions of work demands into personal life (e.g. working during the week-end) resulted into heightened stress and emotional exhaustion among the employees (Bidisha Lahkar Das, 2013) [1].

2.18 Communication:

HR managers should consider what employees' value in the organization as that would lead to a better retention policy which can be accomplished through open communication process and negotiation (Meganck, 2007). Organizations should have good communications in place so that if any grievances can be acted upon immediately (Gaurav Bagga 2013) referred in (Dr. Mita Mehta, 2014) [3].

2.19 Work redesigning:

Dr. Mita Mehta, (2014)[3] explain, Work redesign refers here to activities that involve the modification of specific jobs or systems of jobs for improving both efficiency and value of employee work experiences. Job characteristics model helps in adding job variety, talent variety, job identity, task significance, independence and feedback. The outcomes of redesigning work are multifold- enhances work motivation and satisfaction for the employees whose work gets enriched (Hackman and Oldhem 1975). Thus redesigning work also helps in enhancing commitment among employees and keeping them glued to the organization.

2.20 Effective talent management strategies:

Employee retention and talent management practices of successful companies are fundamental element to maintain their leadership and development in the marketplace. Employee engagement and retention lead to higher customer satisfaction and loyalty especially in the service sector (Devi 2009). Organization's talent management strategy should contribute to employee engagement, effective recruitment and retention of employees. This will create positive employer brand, employees will want to stay with the organization which will minimize turnover (Julia Christensen Hughes and Evelina Rog 2008) referred in (Dr. Mita Mehta, 2014) [3].

2.21 Role of human resource manager:

The HR head not only takes care of generalist roles of the organization but also looks after the deep employee based issues. The role of HR is to introduce the new entrants to the working of the organisation- its people, culture and role, and his role do not get over there. He also has to make the people stay in the positions in which they are and also see that they are engaged to the work they do and also towards the organization. Thus, the role of HR is also towards employee engagement activities. According to the HR managers' survey retention practices pay more attention to the factors causing employee turnover (career opportunities and financial rewards) than the ones affecting employee retention (social atmosphere, job content, work-life balance). Further it is suggested that HR managers should take into account what employees' value in the organization as that would lead to a better retention policy which can be accomplished through open communication process and negotiation. They should contribute as a strategic partner given that the attraction and retention of talented employees will be a reason of competitive advantage for organizations, both in times of economic downturn and upheaval (Meganck, 2007) referred in (Dr. Mita Mehta, 2014) [3].

2.22 Image:

Training, employee empowerment and rewards leads to high performance work practices at workplace and help retain employees (Osman M. Karatepe 2013). Employee rewards, employee autonomy and image of the company play a major role in employee retention and commitment in the organization (Gberevbie, 2010) referred in (Dr. Mita Mehta, 2014) [3].

3. FINDINGS

A couple of finding in these observances are:

- The recruitment procedure associates with and firmly co-ordinate with the general hierarchical talent management strategy. It is critical that the hiring chief communicate clear expectation, aptitudes required, and how the role adds to the general accomplishment of the department and the organization. The hiring administrator must share objectives with candidate, it helps clarify and offer the position to potential workers.

- A new representative orientation, (at times alluded to as worker on-boarding), introduce new workers with the association and their new job. Viable introduction make the new worker feel great, help them find out about their responsibilities and the association's culture and qualities/values. This expand representative retention which spares the association time and cash in enlistment over the long haul.
- Goals characterize the outcomes that individuals intend to accomplish; they are the touchstones for performance planning, evaluation, and rewards. Skill management incorporates performance management and goals alignment; objectives are inseparably connected with best-hone performance management ways.
- It's imperative for organizations to give feedback and guiding to representatives so that their work stay aligned to the objectives of the organization and meet expectations. Managers should additionally give formal and casual feedback to representatives consistently
- An organization ought to build up a progression of values for culture, such as, trustworthiness, perfection, appreciation, and co-operation. An organization that makes the right/positive culture has leverage with regards to drawing in and keeping great workers.
- It is much imperative to know and perceive the developing needs of representatives and give great workplace as required to keep the workers devoted towards association.
- Appreciation and reward is very important for retention of talent in the company. The rewards given to employees impact their perception of the organization and mark influence on its retention efforts.
- Offering things like aggressive compensations, profit-sharing, pension and health arranges, paid time off, and educational cost repayment sends an effective message to workers about their importance at the association.
- Motivation plays an essential part in worker satisfaction and in the long run workers retention. Nothing works better than motivation. Motivation drives/boost individual's and association's success
- One of the greatest components for enhancing worker retention is showing a clear and present career way. Well defined career path engages employees and gives coherent strides to seek advancement. A career development strategy connect the worker and the organization.
- Training workers fortifies their feeling of worth. Through training, employer offer workers some assistance with achieving objectives and guarantee they have a strong understanding of their employment necessities.
- Communication is key to building and looking after integrity. It's additionally imperative for representatives to realize that the business is truly listening and reacts to (or generally recognizes) worker input.
- The leaders/pioneers and the supervisors have vital impact in employees retention. It is the commitment of the leaders to guarantee that the each individual of the team are fulfilled with their work and share a better than average compatibility among themselves.
- It's critical to match work/life advantages to the requirements of representatives. At the point when work-life parity is build so, both the worker and manager win over the competition. Efficiency of organization will be high when firm help representatives to strike a harmony between work and individual life because representatives will be less focused/stressed, active, and thus, more effective and profitable.

4. RECOMMENDATION

There are no confirmed practices that show the importance and relevance about how to hold workers and keep them committed towards the association since managers lay distinctive emphasis on various variables relying upon what suits their association best. Based on research the following points are a list of suggestions this paper would recommend for employee retention -

- The interviews must be conducted when an employee express to leave the association to probe as for why delegates leave the affiliation. This information will help in understanding the reasons why representatives leave the association. Taking into account associations must strengthen their retention techniques.
- Employers must attempt and perceive the requirement for worker's personal time off. Giving representative an ideal opportunity to keep his/her own life in place is also essential for worker retention.

- Treating each worker similarly and decently in something employer should constantly remember of the fact that for representatives it is vital that their association treats everybody the same route with no predisposition/bias.
- Turnover rate should be monitored and consider it important in policy formulation regarding people at work and organizational components; it will help management in retaining their employees.
- A counseling framework might be set up with regards to directing representatives for their career advancement, which will improve worker devotion with the association.
- Role of HR group is essential in retention, however all departments heads should also take responsibility to retain skilled employees in the organization. They have immediate and general contact with workers in their divisions.

5. CONCLUSION

Representatives' holding is the most basic focus for the association on the grounds that contracting of qualified employees is preeminent for association however their maintenance is more critical than procuring, in light of the fact that a gigantic sum is spent on the introduction and preparing of the new designated workers. As maintenance has turned out to be more imperative to associations, it has also turned out to be more difficult, owing to several changes and developments in the business world. These incorporate demographic changes, new financial/economic realities, cultural expectations, and changes in the realm of work. Holding a positive and motivated staff is crucial to an association's prosperity. Executing a representative maintenance project is a compelling method for ensuring key specialists stay while keeping up job execution and efficiency. Retention is extraordinarily essential, particularly in intense times. Organizations should be always searching for approaches to enhance their standards for dependability. This paper concludes that the best employee retention strategy for an organization depends upon the employees and the strength of the organization.

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