

A STUDY TO MEASURE THE IMPACT OF INDIVIDUAL AND ORGANIZATIONAL FACTORS ON THE EMPLOYEE RETENTION IN HOSPITALITY SECTOR

Pramod Narayan Sharma

(Research Scholar, Calorx Teachers' University, Ahmedabad (Gujarat))

Abstract: Current research aims to measure the individual and organizational factors of employee retention. Study was based on the primary data collected from 500 employees of five hospitality companies namely; Taj group, Oberoi group, ITC Ltd., Hayatt Hotel Corporation and Marriott International. It was found from the study that there is a significant and positive relationship between Employee Retention and Organizational and Individual Factors. It was also found from the study that organizational factors are contributing higher to employee retention in comparison to individual factors. It shows that organizational factors are more important to be focused by the employer to increase the employee retention in the organization. In the current study data has been collected from the five selected Hospitality companies of Mumbai city. Thus an attempt has been made to make a comparative study of employee retention in five selected Hospitality companies surveyed in the study. It was found from the comparative analysis that there is a significant difference in employee retention in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group. As from the above analysis it is clear that employee retention depends mainly on the five factors namely; working environment, management behaviour, job characteristics, interpersonal relationship and career growth & development. All these five factors vary from organization to organization. Therefore, the employee retention also differs in different companies.

Keywords: Employee Retention, Hospitality Sector, India, Organizational Factors, Job Satisfaction and Employee Turnover.

I. INTRODUCTION

Spiro (2010) stated that employee retention in simple words means the percentage of employees remaining in the organization; it also means the ability of an organization to retain its employees. In modern HR senses, Employee retention refers to the practices that are adopted by the companies to make the employees stay for a duration, which is long enough for him to contribute effectively and efficiently. High rates of employee turnover have prompted organizations to take steps for retaining employees. For an organization to do well and earn profits it is essential that the high potential employees stick to it for a longer duration and contribute effectively.

Thukral (2015) stated that there is hardly any attachment in the beginning between employee & organization, but with time employee and employer relationship matures and a sense of loyalty and trust develops at both ends. In the same way, when an individual spends a good amount of time in an organization, his bonding with the organization increases and he strives hard for furthering the brand image of the organization. Employees, who spend a considerable amount of time with the organization, tend to be loyal and committed towards the management. They always decide in favour of the organization.

II. DEFINITIONS OF EMPLOYEE RETENTION

Chaminade (2006) has defined "retention as a voluntary move by an organization to create an environment which engages employees for a long term."

Retention is a critical element more general approach to talent management, which is defined by (Dwivedi, 2013) as "The implementation of integrated strategies or system designed to increase workforce productivity by developing improved process for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs"

Allen (2011) has defined retention management as a strategic coherent process that states with an examination of the reason why employee joins an organization.

III. REVIEW OF LITERATURE

Mau, et.al.(2008) examined the Job Satisfaction of beginning teachers and the factors influencing their satisfaction and investigated if students who persisted in teaching aspiration were more likely to be satisfied with their work. 450 tenth grade students from a nationally representative sample, who aspired to be teachers, were examined over ten-year period regarding their career choices. A Job Satisfaction model was tested using clusters of variables as guided by Social Cognitive Career Theory (SCCT). The study found that the students who persisted in teaching were significantly more satisfied than those who did not persist and those with non-teaching career. Beginning teachers were more satisfied with their jobs than those in other occupations. Teachers who had teaching license also reported that they were more satisfied than those who did not have license. The social-contextual factors i.e. race, socioeconomic status, teaching license, parent's education and occupation were the best predictors of Job Satisfaction.

Liu, et al. (2008) investigated the dimensionality and generalizability of Public Service Motivation and also examined the relationship between each dimension of public service motivation and public servant's Job Satisfaction. Exploratory factor analysis and confirmatory factor analysis techniques were applied to survey data of 191 public servants in China. The result indicated that the public service motivation observed in the West existed in China, but the generalizability of the construct was limited. Three of the four dimensions of public service motivation (attraction to public policy making, commitment to the public interest and self-sacrifice) existed in China, but the fourth dimension (compassion) was unconfirmed.

Reiche Sebastian B. (2008) conducted a research to explore the determinants which influence retention capacity of MNCs. Researcher proposed a conceptual framework through linked institutional and human resource management perspectives. Labour market perspective and psychological perspective were addressed. It was found that the level of satisfaction and commitment of subsidiary staff which may be affected by HR practices can be moderate by locally oriented management style.

Chileshe and Haupt (2009) investigated the perceived age differences in Job Satisfaction of construction workers in South Africa. The main objectives of the study were to identify the major variables affecting the relative aspects of work within the South African Construction industry and to investigate the impact of age on the satisfaction derived from work. A total of 300 questionnaires were sent to potential respondents. A total of 65 usable questionnaires were returned. Result of the study indicated that Job Satisfaction differential does not exist between younger and older workers. Although both younger and older workers ranked the relationship with workmates as being poor, age does not have an influence on the effects of the aspects of work. In terms of the effects of Job Satisfaction younger workers reported higher scores than older workers on 'indifference', whereas the younger workers ranked poor recognition of abilities as the most effect in comparison to the older workers who reported suffering from a "lack of alertness" as the most ranked effect.

Gunlu, et al. (2009) examined the effect of Job Satisfaction on Organizational commitment for managers in large-scale hotels in the Aegean region of Turkey and, in addition, examined whether there is significant relationship between the characteristics of the sample, organizational commitment and Job satisfaction. Two structured questionnaire were administered to large scale hotel managers in the tourism industry. The population was selected randomly with a sampling ratio of 25 percent. A total of 48 managers in four-star hotels and 75 managers in five-star hotels were reached for a total sample of 123 managers. A total of 43 managers were middle level, whereas 80 were lower level managers such as supervisors. The data were analysed using statistical package for Social Sciences version 13. The findings of the study indicated that extrinsic, intrinsic and general job satisfaction had a significant effect on normative commitment and affective commitment.

Bellou (2009) examined the influence of gender and age on relationship between organizational culture and Job satisfaction. One hundred and twenty-five (125) usable questionnaires were gathered from three Public Hospitals located in a major Greek City. The measures adopted include the Organizational Culture Profile and Job Descriptive Index. The statistical analyses include descriptive statistics, stepwise regression analyses and t-test. The finding of the study was that the employee's gender and age influenced the way that the organizational values affected their Job Satisfaction.

Ahsan (2009) investigated the relationship between Job stress and Job Satisfaction. The study conducted in a Public University in Klang Valley area in Malaysia and 300 respondents were selected as a sample of the study. The determinants of job stress that have been examined under this study include management role, relationship with others, work load pressure, homework interface, role ambiguity and performance pressure. The results of the study revealed that the association between relationship with others and job stress is not significant. The relationship between workload pressure and job stress, role ambiguity and job

stress is significant. The study concluded that the motivation is a key factor as well in affecting job stress among employees. Employees who were highly motivated will feel happier and were more willing to work for the organization.

Kamal and Hanif (2009) studied the various factors of job satisfaction among different commercial bankers in Pakistan. They used to statistical techniques like regression and correlation to gauge level significance for the factor. The findings of the study were pay has been considered as the major factor for job satisfaction, and other factors like promotion, recognition, job involvement and commitment are also taken into consideration. Job satisfaction is an attitude of an employee over a period of his job, so the factors of satisfaction and dissatisfaction changes over the period. It is used as a key factor to gauge the performance of particular employee and organization. Satisfied employees are more likely to be friendly and responsive which attracts customers. Dissatisfied employees can lead to customer dissatisfaction.

The objective of the study of Castro and Martin (2010) is to explore the relationship between organizational climate and Job Satisfaction and to determine whether employee's perceptions of work environment influenced their level of Job Satisfaction. Questionnaire was administered to the sample of 696 employees from a population of 1453 employees working in three regions in which the organization was operational. Confirmatory and explanatory factor analyses were used to investigate the structure of the climate model. The findings of the study indicated a positive relationship between organizational climate scores and Job satisfaction scores.

Khalid (2010) examined Job Satisfaction level of Bank Employees in Punjab Province. The information collected from 144 respondents from four Banks employees who were randomly selected from both public and private sector banks. Five components of Job Satisfaction such as work, pay, promotion, salary and recognition were examined besides overall Job Satisfaction. The findings of the study indicated that the sectoral differences in terms of salary, promotions, job security, recognition and benefits play a significant role in influencing one's perception of job satisfaction. Private sector bank employees reported dissatisfaction in terms of Job Security. To overcome this obstacle private sector banks, need to introduce special schemes related retirement, pension, gratuity and other benefits to enhance the employee's sense regarding job security in effort to increase organizational commitment which in turn will lead to employee's commitment and high degree of satisfaction.

Rane (2011) studied the importance of employee Job Satisfaction. He explained that the employee Job Satisfaction was essential to face the dynamic and ever increasing challenges of maintaining productivity of the organization by keeping their work force constantly engaged and motivated. The study found that the high Job Satisfaction correlated strongly with the feeling of having fun at work. The article explained that the possible ways to enhance their performance in order to face new challenges were providing positive work environment, the appreciation of performance, personal recognition of employees by the management, and employee participation in decision making, providing training facilities to improve worker's skills and potentials. There should be a continuous process of assessment of Job satisfaction of employees by obtaining feedback in a specially designed evaluation format before and after the training programmes. He concluded that the Job satisfaction of an employee in any organization was of paramount importance to achieve the targeted goals on a sustainable basis.

IV. OBJECTIVES

Current research aims to measure the individual and organizational factors of employee retention.

V. ANALYSIS AND FINDINGS

In this section we have measured the relationship between individual and organizational factors and employee retention in Hospitality companies, with the help of multiple regression analysis.

Null Hypothesis 1 (H_{01}): There is no significant relationship between individual factors and employee retention in Hospitality companies.

Null Hypothesis 2 (H_{02}): There is no significant relationship between organizational factors and employee retention in Hospitality companies.

The dependent variable has been taken as the employee retention, and the independent variables have been taken as the individual and organisational factors. Individual factors of employee retention include the factors namely; career growth & development, interpersonal relationship and job satisfaction while organizational factors include the factors namely; management behaviour, working environment, and job characteristics. Table 4.1 and 4.2 shows the results of regression model.

Table 4.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.456 ^a	.208	.205	.87007

Table 4.2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.491	2	47.245	62.409	.000 ^b
	Residual	359.587	475	.757		
	Total	454.077	477			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Organizational Factor, Individual Factor

Table 4.3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.003	.392		-2.556	.011
	Individual Factor	.581	.127	.273	4.571	.000
	Organizational Factor	.604	.167	.217	3.620	.000

a. Dependent Variable: Employee Retention

Interpretation: The value of $F = 62.409$ is found to be significant at 1 per cent level of significance, which shows that a significant model has emerged from the regression analysis. The value of R square shows the percent of variance explained by the independent variable in the value of dependent variable. The value of R square is found to be 0.208 which shows that the 21 per cent of total variance in the value of Employee Retention is due to the Individual and Organisational Factors and the remaining 79 percent of the total variance is due to other factors. The positive value of beta shows that the relationship between Employee Retention and Individual and Organisational Factors is positive. High level of satisfaction towards the Individual and Organisational Factors will lead to high level of Employee Retention in Hospitality companies and vice-versa. Thus, it can be said that the both the Individual and Organisational Factors have a positive and significant contribution in the Employee Retention in Hospitality companies. Therefore, the null hypothesis which states that there is no relationship between Employee Retention in Hospitality companies and Individual and Organisational Factors is found to be rejected in the current study. It can be said that there is a significant relationship between Employee Retention and Organizational and Individual Factors.

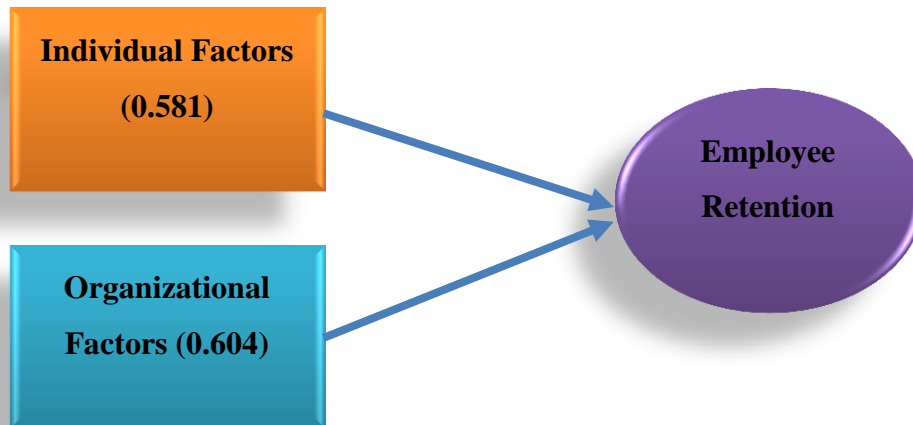


Figure 4.1: Regression Model Emerged for Employee Retention

VI. COMPARATIVE ANALYSIS OF EMPLOYEE RETENTION IN SELECTED HOSPITALITY COMPANIES

In the current study data has been collected from the five selected Hospitality companies of Mumbai city. Thus an attempt has been made to make a comparative study of employee retention in five selected Hospitality companies surveyed in the study.

VII. ANALYSIS OF VARIANCE (ANOVA)

Null Hypothesis 3 (H_{03}): There is no significant difference in employee retention in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Table 4.4: Employee Retention

		N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Employee Retention	Hyatt Hotels Corporation	100	3.6600	1.24900	.12490	1.00	5.00
	ITC Ltd.	100	4.1100	1.19675	.11968	1.00	5.00
	Taj Hotels	100	4.1000	1.22680	.12268	1.00	5.00
	The Oberoi Group	100	4.0800	1.25271	.12527	1.00	5.00
	Marriott International	100	4.2400	1.14698	.11470	1.00	5.00
	Total	500	4.0380	1.22620	.05484	1.00	5.00
			Sum of Squares	df	Mean Square	F	Sig.
Employee Retention	Between Groups	19.448		4	4.862	3.293	.011
	Within Groups	730.830		495	1.476		
	Total	750.278		499			

Interpretation: It can be seen from the table 4.4 that Marriott International has the highest mean value of employee retention i.e. 4.24 followed by ITC Ltd. with a mean value of 4.11, while the least mean value of employee retention is 3.66 of Hyatt Hotels Corporation. The value of f is found to be 3.293, at a p-value of .011, which is significant at one percent level of significance. Thus, the null hypothesis which states that there is no significant in employee retention in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group, tends to be rejected and it can be said that there is a significant difference in employee retention in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Null Hypothesis 4 (H_4): There is no significant difference in Job characteristics in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Table 4.5: Job Characteristics

		N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Job Characteristics	Hyatt Hotels Corporation	100	3.6200	1.37642	.13764	1.00	5.00
	ITC Ltd.	100	4.2400	1.01623	.10162	1.00	5.00
	Taj Hotels	100	3.8100	1.09816	.10982	1.00	5.00
	The Oberoi Group	100	3.5800	1.02671	.10267	1.00	5.00
	Marriott International	100	3.7800	.94900	.09490	2.00	5.00
	Total	500	3.8060	1.12378	.05026	1.00	5.00
			Sum of Squares	df	Mean Square	F	Sig.
Job Characteristics	Between Groups		27.472	4	6.868	5.641	.000
	Within Groups		602.710	495	1.218		
	Total		630.182	499			

Interpretation: It can be seen from the table 4.5 that ITC Ltd. has the highest mean value of Job Characteristics i.e. 4.24 followed by Taj Hotels with a mean value of 3.81, while the least mean value of Job Characteristics is 3.58 of The Oberoi Group. The value of f is found to be 5.641, at a p-value of .000, which is significant at one percent level of significance. Thus, the null hypothesis which states that there is no significant in Job Characteristics in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group, tends to be rejected and it can be said that there is a significant difference in Job Characteristics in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Null Hypothesis 5 (H_{05}): There is no significant difference in Management Behaviour in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Table 4.6: Management Behaviour

		N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Management Behaviour	Hyatt Hotels Corporation	100	3.6400	1.32969	.13297	1.00	5.00
	ITC Ltd.	100	4.2500	1.00880	.10088	1.00	5.00
	Taj Hotels	100	3.8200	1.00885	.10088	1.00	5.00
	The Oberoi Group	100	3.6000	.92113	.09211	1.00	5.00
	Marriott International	100	3.8000	.92113	.09211	2.00	5.00
	Total	500	3.8220	1.06986	.04785	1.00	5.00
			Sum of Squares	df	Mean Square	F	Sig.
Management Behaviour	Between Groups		26.608	4	6.652	6.047	.000
	Within Groups		544.550	495	1.100		
	Total		571.158	499			

Interpretation: It can be seen from the table 4.6 that ITC Ltd. has the highest mean value of Management Behaviour i.e. 4.25 followed by Taj Hotels with a mean value of 3.82, while the least mean value of Management Behaviour is 3.60 of The Oberoi Group. The value of f is found to be 6.047 at a p-value of .000, which is significant at one percent level of significance. Thus, the null hypothesis which states that there is no significant in Management Behaviour in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group, tends to be rejected and it can be said that there is a significant difference in Management Behaviour in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Null Hypothesis 6 (H_{06}): There is no significant difference in Working Environment in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Table 4.7: Working Environment

		N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Working Environment	Hyatt Hotels Corporation	100	3.6600	1.31978	.13198	1.00	5.00
	ITC Ltd.	100	4.0500	1.20080	.12008	1.00	5.00
	Taj Hotels	100	4.0600	1.26187	.12619	1.00	5.00
	The Oberoi Group	100	4.0400	1.28645	.12864	1.00	5.00
	Marriott International	100	4.2400	1.14698	.11470	1.00	5.00
	Total	500	4.0100	1.25421	.05609	1.00	5.00
			Sum of Squares	df	Mean Square	F	Sig.
Working Environment	Between Groups		18.040	4	4.510	2.911	.021
	Within Groups		766.910	495	1.549		
	Total		784.950	499			

Interpretation: It can be seen from the table 4.7 that Marriott International has the highest mean value of Working Environment i.e. 4.24 followed by Taj Hotels with a mean value of 4.06, while the least mean value of Working Environment is 3.66 of Hyatt Hotels Corporation. The value of f is found to be 2.911 at a p-value of .021, which is significant at five percent level of significance. Thus, the null hypothesis which states that there is no significant in Working Environment in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group, tends to be rejected and it can be said that there is a significant difference in Working Environment in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Null Hypothesis 8 (H_{08}): There is no significant difference in Interpersonal Relationship in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Table 4.8: Interpersonal Relationship

		N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Interpersonal Relationship	Hyatt Hotels Corporation	100	3.6400	1.32207	.13221	1.00	5.00
	ITC Ltd.	100	4.0500	1.21751	.12175	1.00	5.00
	Taj Hotels	100	4.0400	1.27857	.12786	1.00	5.00
	The Oberoi Group	100	4.0400	1.30206	.13021	1.00	5.00
	Marriott International	100	4.2400	1.12923	.11292	1.00	5.00
	Total	500	4.0020	1.26221	.05645	1.00	5.00
			Sum of Squares	df	Mean Square	F	Sig.
Interpersonal Relationship		Between Groups	19.288	4	4.822	3.077	.016
		Within Groups	775.710	495	1.567		
		Total	794.998	499			

Interpretation: It can be seen from the table 4.8 that Marriott International has the highest mean value of Interpersonal Relationship i.e. 4.24 followed by ITC Ltd. with a mean value of 4.05, while the least mean value of Interpersonal Relationship is 3.64 of Hyatt Hotels Corporation. The value of f is found to be 3.077 at a p-value of .016, which is significant at one percent level of significance. Thus, the null hypothesis which states that there is no significant in Interpersonal Relationship in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group, tends to be rejected and it can be said that there is a significant difference in Interpersonal Relationship in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Null Hypothesis 9 (H_{09}): There is no significant difference in Career growth & development in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

Table 4.9: Career growth & development

		N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Career growth & development	Hyatt Hotels Corporation	100	4.0900	1.24799	.12480	1.00	5.00
	ITC Ltd.	100	4.5300	.83430	.08343	1.00	5.00
	Taj Hotels	100	4.1400	.89916	.08992	1.00	5.00
	The Oberoi Group	100	4.2200	.73278	.07328	2.00	5.00
	Marriott International	100	4.2000	.94281	.09428	1.00	5.00
	Total	500	4.2360	.95610	.04276	1.00	5.00
			Sum of Squares	df	Mean Square	F	Sig.
Career growth & development		Between Groups	11.852	4	2.963	3.301	.011
		Within Groups	444.300	495	.898		
		Total	456.152	499			

Interpretation: It can be seen from the table 4.9 that ITC Ltd. has the highest mean value of Career growth & development i.e. 4.53 followed by The Oberoi Group with a mean value of 4.22, while the least mean value of Career growth & development is 4.09 of Hyatt Hotels Corporation. The value of f is found to be 3.301 at a p -value of .011, which is significant at one percent level of significance. Thus, the null hypothesis which states that there is no significant in Career growth & development in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group, tends to be rejected and it can be said that there is a significant difference in Career growth & development in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group.

VIII. CONCLUSION

Researcher has measured the relationship between individual and organizational factors and employee retention in Hospitality companies. Individual factors of employee retention include the factors namely; career growth & development, interpersonal relationship and job satisfaction while organizational factors include the factors namely; management behaviour, working environment, and job characteristics. It was found from the study that there is a significant and positive relationship between Employee Retention and Organizational and Individual Factors. It was also found from the study that organizational factors are contributing higher to employee retention in comparison to individual factors. It shows that organizational factors are more important to be focused by the employer to increase the employee retention in the organization. In the current study data has been collected from the five selected Hospitality companies of Mumbai city. Thus an attempt has been made to make a comparative study of employee retention in five selected Hospitality companies surveyed in the study. It was found from the comparative analysis that there is a significant difference in employee retention in five Hospitality companies namely; Hyatt Hotels Corporation, ITC Ltd., Marriott International, Taj Hotels and The Oberoi Group. As from the above analysis it is clear that employee retention depends mainly on the five factors namely; working environment, management behaviour, job characteristics, interpersonal relationship and career growth & development. All these five factors vary from organization to organization. Therefore, the employee retention also differs in different companies.

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