THE NATURE OF EMPLOYEE RETENTION: AN OVERVIEW

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Abstract: Human assets are the life-blood of any group. Even though most of the businesses are now a days, found to be technological know-how driven, yet human resources are required to run the science. They're the most principal and dynamic resources of any institution. With all circular progress in each and every discipline of the economic climate, there are stiff competitors in the market. With this development and competition, there are tons and tons of avenues and possibilities to be had in the arms of the human assets. The most important mission that organizations are dealing with at present is not most effective managing these assets but additionally keeping them. Securing and protecting expert staff plays a fundamental function for any organization, considering the fact that employees' knowledge and advantage are valuable to companies' capability to be economically competitive. Besides, constantly pleasant the Employees are a further undertaking that the employers are facing at present. Maintaining into consideration the importance and sensitivity of the predicament of retention to any group, the reward gain knowledge of tries to check the various available literature and research work on Employee retention and the reasons affecting employee retention and job pride among the many employees.

Key words: Human resources, employee retention, job delight, literature.

I. Introduction

Lengthy-term health and success of any group is determined by the retention of key employees. To a exceptional extent customer delight, organizational performance in phrases of extended income, satisfied colleagues and reporting staff, powerful succession planning and so forth., is based upon the capability to continue the first-rate employees in any organization. Encouraging employees to stay within the group for a long interval of time can also be termed as Employee retention. It's a system wherein the employees are influenced to stay with the group for the highest interval of time or except the completion of the undertaking. Maertz & Campion (1998)[1] stated "rather much less turnover research has focused in particular on how an Employee decides to stay with an organization and what determines this attachment…retention tactics will have to be studied along with quitting techniques". Zineldin, (2000) [2] has considered retention as "a duty to continue to do industry or exchange with a unique company on an ongoing foundation". Denton (2000) [3] has evidently mentioned that Employees who're happy and convinced with their jobs are extra committed in the direction of their work and constantly put their effort to make stronger their organizational purchaser's pleasure. Stauss et al., (2001) [4] has defined retention as "purchaser liking, identification, commitment, believe, readiness to suggest, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the final two being behavioral intentions". Panoch, (2001)[5] forwarded the view that organizations at present take first-class care in conserving its priceless employees and excellent staff as they're more and more fitting extra difficult to seek out . Walker (2001) [6] used to be of the view that managing and conserving promising staff' is a fundamental principal mean of attaining aggressive abilities among the firms.

Cutler (2001) [7] used to be of the view that one of the crucial foremost needs on management today in any organization is retaining probably the most critical and dynamic human assets inspired and dedicated. It's not important to look who the group hires however what counts is that who are stored within the corporation. Steel, Griffeth, & Hom (2002) [8] introduced to this view that "in reality almost always overpasses, but the motives humans stay aren't consistently the equal as the reasons people depart". Researchers reminiscent of Amadasu(2003) [9]; Taplin et al.(2003) [10]; Gberevbie(2008) [11] have located that if appropriate Employee retention approaches are adopted and applied by corporations employees will absolutely remain and work for the victorious success of organizational objectives . Within the view of Acton et al., (2003) [12], the Human resource division performs an energetic position in conserving its staff. It make policies for employee betterment such that employee would be satisfied with the organization and stay with the firm for longer time. This suggests that it is not simply retention of employees but additionally retention of valued potential. This indicates that it isn't just retention of Employees but also retention of valued knowledge. Researchers such as Cascio(2003) [13];Heneman and choose(2003) [14]; Gberevbie (2008) have agreed that an group's inability to formulate and put into effect procedures equipped of recruiting equipped Employees and protecting them to achieve organizational objectives is one of the vital major challenge facing businesses within the area of performance. Body of Employees Planning for Wisconsin State executive (2005) [15] has outlined employee retention as "….A scientific effort to create and foster an atmosphere that encourages employees to remain employed by having insurance policies and practices in place that address their numerous wishes." in line with Olowu and Adamolekun (2005) [16], it's fitting more fundamental to cozy and manipulate equipped human resource as essentially the most valuable useful resource of any group, seeing that of the need for potent and effective supply of items and services by means of businesses, whether in public or private sector. Consequently, for an institution to realize its ambitions, proper systems for Employee recruitment and retention are sine-qua-non for enhanced performance. Researcher similar to Kaliprasad (2006) [17] has established that although that a manufacturer may just attempt to carry all these reasons into play to increase Employee retention, an Employee can nonetheless pick to leave the office since off, for instance, dangerous management. Kaliprasad (2006) pointed out that a corporation's ability to hold its employees totally is dependent upon its capability to control them. He learned four interlinked methods that can be utilized for an amazing human resource management method: the motivational process; the interplay method; the visioning approach; and the educational system. Baker (2006) [18] gave stress on the fact that hiring new staff are far difficult as well as more expensive than to preserve the present employees within the organization. Because of this the core challenge in any organization is to give a continuous ongoing effort to determine and check out to maintain the entire fine performers regardless of their age. Gberevbie (2008) has stated that employee retention procedures discuss with the plans and manner, and a suite of selection-making conduct put formulated by the corporations to preserve their able body of Employees for performance.

II. Objectives of the be trained

This article is in on assessment of literature on retention initiatives undertakes the next pursuits:

I. To discover the more than a few study works which have been done in the subject of employee retention?

II. To highlight the quite a lot of reasons which impact retention initiatives in a group.

III. To discover the relation between quite a lot of factors and job pleasure.

III. Methodology

The article is descriptive in nature and best secondary knowledge has been used in it. The secondary data include the books and more than a few research journals.

IV. Explanations affecting employee Retention

Fitz-enz (1990) [19] famous that Employee retention will not be influenced by way of a single element, however there are hosts of causes which can be in charge for holding employees in an organization. Administration ought to pay attention to explanations similar to compensation & rewards, job protection, coaching & traits, supervisor aid tradition, work environment and organization justice and many others. According to Osteraker (1999) [20], the Employee pride and retention are the important thing motives for the success of an organization. The Retention factor can also be divided into three wide dimensions, i.e., social, intellectual and physical. The intellectual dimension of retention consist of work characteristics, Employees continuously prefer flexible work tasks where they can use their expertise and see the results of their efforts which, in flip, helps in maintaining the valuable assets. The social dimension consists of the contacts that the Employees have with different humans, both interior and external. The physical dimension contains working stipulations and pay. Stein (2000) [21], Clarke (2001) [22], Parker and Wright (2001) [23] have rightly observed that organization have to make use of a huge variety of human useful resource administration reasons to influence Employee dedication and retention. Walker (2001) recognized seven reasons that may enhance Employee retention: (i) compensation and appreciation of the carried out work, (ii) provision of challenging work, (iii) possibilities to be promoted and to be taught, (iv) invitational surroundings within the institution, (v) confident family members with colleagues, (vi) a healthy balance between the reputable and personal existence, and (viii) just right communications. Together, these suggest a collection of workplace norms and practices that might be taken as inviting Employee engagement. Kehr (2004) [24] divided the retention factors into three variables: vigor, achievement and affiliation. Dominance and social manage represents power. When personal efficiency exceeds the set specifications, it represents achievement and affiliation refers to social relationships which are based and intensified. Hytter (2007) [25] located that causes akin to individual premises of loyalty, trust, commitment, and identification and attachment with the organization have a right away have an effect on employee retention. She additionally defined that office explanations akin to rewards, leadership style, profession possibilities, the educational and progress of talents, physical working conditions, and the balance between official and personal life have an oblique have an effect on.

Pritchard (2007) [26] was once of the opinion that training and progress is among the main retention programmes incorporated as a way to maintain their Employees. Eva Kyndt , Filip Dochy et al.,(2009) [27] have found in their gain knowledge of, even as investigating employee retention that personal factors comparable to level of schooling, seniority, self-perceived management talents, and studying angle and organizational explanations comparable to appreciation and stimulation, and strain of work are of pleasant relevance in employee retention.

Below suggests the various factors of employee retention and the related study papers along with the contributing authors:

Compensation: C.O. Trevor, B. Gerhart, J.W. Boudreau (1997) Voluntary turnover and job affectivity: curvilinear and the moderating influences of gains progress and promotions.
D.Davies, R. Taylor, C. Savery. 2001The perform of appraisal, remuneration and teaching in bettering employees individuals of the household within the Western Australian lodging organization: comparative gain knowledge of. DG Gardner, L Van Dyne, JL Pierce. 2004The results of pay degree on staff-situated vanity and affectivity: Self-discipline is trained. GM Milkovich, JM Newman2004. Compensation (eighth Ed.).   E Moncraz, J.Zhao, and C.Kay. 2009   An exploratory is told on US lodging homes, organizational practices and worker turnover and retention.

Reward and recognition: N.C. Agarwal1998 Reward packages: emerging traits and issues. J.W. Walker 2001   "views" Human useful resource planning 2001 L.T. Silbert 2005   The results of actual Rewards on Perceived Organizational aid. Merchandising and likelihood for development

Promotion and opportunity growth: M. R. Pergamit, and J. R.Veum. 1999   "what is a promoting?" Meyer, John, Laryssa Topolnytsky, Henryk Krajewski and Ian Gellatly. 2003Best Practices: worker Retention B.J. Prince. 2005Profession-distinct worker swap approaches. L. Eyster, R Johnson and E. Toder2008 .   Present packages to nominate & keep older staff.

Participation in choice Making: P.Hewitt 2002   high effectivity places of work: The role of employee Involvement in a state-of-the-art day economic system   Y. Noah 2008 A attains knowledge of of worker Participation in administration resolution making inside chosen firms in Lagos, Nigeria.
Work-existence steadiness: J. Hyman and J. Summers 2004 "missing steadiness? Work-existence employment practices within the present day economy"
Work atmosphere: N. Miller, A. Erickson & B. Yust. 2001   Skills of area in the place of industry: the connection between personal objects and job pleasure and motivation.
M.Wells & L. Thelen. 2002   What does your workspace say about you? The have an effect on of persona, reputation and workspace on personalization.   S. Ramlall 2003   Managing worker Retention as a method for developing Organizational Competitiveness.
educating and development: M. Messmer 2000Orientations functions can even be key to employee retention.   A. Tomlinson 2002 immoderate technological know-how employees need respect. P. Garg & R. Rastongi 2006, New mannequin of job design motivation employees efficiency. L.W. Worthy 2008   the worth of the work atmosphere variables on the swap of teaching.
Leadership: R.Eisenberger, P. Fasolo, , & V. Davis-LaMastro 1990 Perceived   organizational support and employee diligence, dedication, and innovation.
McNeese- D.Smith1995 Job delight, productivity, and Organizational dedication.
Y. Brunetto, R .Farr-Wharton   2002 utilising social identification idea to give an explanation for the job satisfaction of public sector staff. Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen

2009utilising Structural Equation mannequin to be trained of the connection model amongst management style, pleasure, institution dedication and effectivity in well being facility industry.
Job-security   J.C.Abegglen   the japanese factory1958. Elements of Its Social staff
S. Ashford, C .Lee, & P. Bobko 1989   content material fabric, explanations, and penalties of job insecurity: an offer-founded measure and important scan.   J. Davy, A. Kinicki, C. Scheck 1991establishing and trying out a mannequin of survivor responses to layoffs.   Z. Rosenblatt, A. Ruvio 1996 A scan of a multidimensional mannequin of job insecurity. The case of Israeli lecturers.

4.1 Compensation and Employee retention

Trevor et al. (1997) [28] has proved that upward push in pay has a bad impact on turnover. Davies, Taylor, & Savery (2001) [39] forwarded the view that compensation to top employees is given by each organization however very few corporations uses it strategically. They stated that "revenue and benefits policies should not get used strategically, inside the organization to fortify morale, curb turnover, and reap objectives inside an establishment". Gardner et al., (2004) [30] had been of the view that pay is regarded as a motivator as well as Employee retention procedure. Milkovich and Newman (2004) [31] have evidently recounted that amongst all varieties of reward, economic pay is considered one of the predominant and gigantic component in retention. In a study by means of Moncraz, Zhao and Kay (2009) [32] it was concluded that despite the fact that compensation was once not one of the vital prime motives influencing non-administration turnover but compensation can act as a vital aspect in lowering managerial turnover and increasing commitment

4.2 Reward and realization

Agarwal (1998) [33] gave a proof to the term reward as anything that the institution offers to the staff in response of the work as well as efficiency and anything which is desired with the aid of the staff. According to Walker (2001), consciousness from bosses, group members, co Employees and purchaser enhance loyalty. "Watson Wyatt" a global consulting firm, performed a survey in united states of America, in the year 2002 [34] among 12750 employees in any respect levels of job and in all fundamental enterprise sectors to know about their attitudes toward their workplace and their employers. It used to be determined in the survey that cognizance is main for staff and so they need to listen that their work adopted famous and favored. Silbert (2005) [35] forwarded the view that reward is major considering the fact that it has an enduring influence on Employees which, in flip, gives the staff an affect that they are valued within the institution.

4.3 promoting and opportunity for growth

Pergamit and Veum (1989) [36] in their article observed a close and optimistic correlation between promotions and job satisfaction and which in turn helps in holding staff. Study by Meyer et al, (2003) [37] has shown interior career development of employees is as a rule the pleasant predictor of an employee's mighty dedication. Prince (2005) [38] argued that proficient Employees are required for maintaining a aggressive expertise and Employees want career development opportunities to develop and upward thrust of their profession ladder. Such plans include advancement plans, inner merchandising and accurate career previews on the time of hiring. Eyster, et al. (2008) [39] state that job flexibility along with beneficial profession and life options, is a important incentive for all staff.

4.4 Participation in decision-making

Hewitt (2002) [40] has acknowledged that trendy businesses at all times keeps its staff good informed about all of the predominant affairs of its trade and entails them in resolution-making in any respect stages which is able to make the most the skills of its staff. Helping the view Noah (2008) [41] located in his study that Employee involvement in choice-making helps in developing a sense of belongingness among the employees, which helps in making a just right congenial working environment and contributes in the direction of building a excellent organization-employee relationship. 4.5 Work-life stability and employee retention Work-life stability is increasingly primary for engagement and affects retention. Hyman et al., (2003) [42] of their empirical research in the UK located that interventions of work demands into individual lifestyles (e.g. Working during the week-finish) resulted into heightened stress and emotional exhaustion among the staff. In a learn carried out through the Australian Telework Advisory Committee (2006) [43] it was found that 70% of firms that included telework options said a quantity of positive benefits, equivalent to improved trade productivity and decreased fees, expanded employee flexibility and work lifestyles steadiness, and accelerated team of Employees participation . 4.6 Work environment and Employee retention in line with Miller, Erickson & Yust (2001) [44], staff get benefited with the aid of work environment that provide sense of belonging. Wells & Thelen (2002) [45] have mentioned of their gain knowledge of that organizations which have generous human resource insurance policies, have an excellent threat to meet and keep staff through offering them an appropriate level of privacy and sound manipulate on work environment which boosts the inducement phases to commit with the group for the long term. Ramlall (2003) [46] confused the need for recognizing the person wants of an Employee in an institution as it's going to motivate commitment and provide a suitable work environment. 4.7 coaching and development and employee Retention Messmer (2000) [47] determined that one of the primary reasons in Employee retention is funding on employee coaching and profession development. Group at all times invests in the type of coaching and progress on those employees from whom they count on to return and give output on its investment. Tomlinson (2002) [48] forwarded the view that organizations can maintain the leading aspect on this aggressive world through having their Employees good informed in the modern technologies. Garg & Rastogi (2006) [49], explained that in in these days's competitive environment suggestions could be very main for companies from Employees and the extra competencies the employee be trained, the extra he or she will participate in and meet the worldwide challenges of the market place. Handy (2008) [50] has recounted that right innovation, and assimilation of latest potential is essential for survival in any work atmosphere. Hence competencies is probably the most steeply-priced asset of any organization.

4.8 management and Employee Retention

Eisenberger and pals (1990) [51] instructed that employee's perception regarding an organization is strongly influenced through their relationship with the supervisor. McNeese-Smith (1995) [52] mentioned in his be taught on leadership habits of health center administrators observed that there's drastically optimistic relation between productiveness, work satisfaction and organizational commitment of staff. Brunetto and Farr-Wharton (2002) [53] were of the view that supervision of the on the spot manager raises the extent of job pleasure in the public sector employees. Chung-

Hsiung Fang, Sue-Ting Chang, Guan-Li Chen (2009) [54] has observed that leadership form can influence organizational commitment and work pride positively and work pride can influence organizational commitment and work performance positively. Four.9 Job safety and employee Retention Abegglen (1958) [55] observed for the period of the be taught of eastern staff that employment aspects like lifetime employment and seniority method, job safety lead to high commitment, job pleasure as well as retention of Employees in an institution .Researchers reminiscent of Ashford et al., (1989) [56]; Davy et al., (1991) [57] performed reports on job security and job pleasure and determined that that job dissatisfaction is the end result of insecurity among staff. Rosenblatt and Ruvio, (1996) [58] conducted a research on the job insecurity and found that job efficiency and organizational dedication are negatively correlated with job insecurity.

V. **Job satisfaction**

Hoppock (1935) [59] was once of the view that job satisfaction is any combination of psychological, physiological and environmental circumstances, which motive a man or woman actually, satisfied along with his/her job. Locke (1976) [60] defined job satisfaction as" a pleasing or constructive emotional state on account of the appraisal of 1's job or job experience." Feldman and Arnold (1983) [61] have outlined job delight as," Job delight will likely be defined as the amount of total constructive have an effect on (or feelings) that participants have closer to thir jobs". Davis et al., (1985) [62] recounted that job pleasure is a combo of constructive and bad feelings that staff have closer to their work. When a employee joins a business group, he brings with him the needs, desires and experiences which he expects from his job. Job satisfaction represents the extent to which expectations matches with the real awards. Job pleasure is closely linked to that man or woman's conduct within the work position. Researchers similar to Ashford et al., (1989) [63]; Davy et al., (1991) [64] found of their reports that insecurity amongst staff leads job dissatisfaction. Rain, Lane & Steiner (1991) [65] states that job satisfaction is correlated to existence pleasure which means that men and women who're satisfied with existence will are usually convinced with the job and folks who convinced with job will tend to satisfied with their lifestyles. Lane et al.,(2010) [66] and Vidal at al.,(2007) [67] in their researches/studies observed that job delight is a intricate phenomenon which is influenced by means of causes like cash, working environment, autonomy, communique and organizational commitment. In line with Reichheld (1996) [68] there are three criteria that have affect upon how tough Employees are working. They work difficult when: (1) they have got job pleasure, (2) after they to find their jobs interesting and meaningful, and (three) when they're famous for their work and improvement from the work they have got comprehensive. A significant study with the aid of Spector (1997) [69] and Hirschfeld (2000) [70] indicate that the exclusive elements of job satisfaction might be cut up in step with Herzberg's two dimensions. The intrinsic satisfaction refers to job duties and job content akin to variety, autonomy, ability utilization, self-achievement and self-progress. Murray (1999) [71] has naturally mentioned that job satisfaction has direct outcomes on degree of absenteeism, dedication, efficiency and productivity. In addition, job pleasure now not only improves the retention of staff but in addition reduces the fee of hiring new staff. Sokoya (2000) [72] in his investigation on job delight stage among the public sector managers determined that revenue or compensation is essentially the most priceless determinant of job satisfaction. In a gain knowledge of via Al–Aameri, (2000) [73] it used to be found that convinced Employees are usually extra productive, inventive, and committed

to their employers, and latest studies have proven an instantaneous correlation between staff satisfaction and patient satisfaction in health care businesses.

VI. Employee Turnover

Many researchers have tried to reply the query as to what determines folks's intention to give up by using investigating possible antecedents of Employees' intentions to stop. Unless date, there has been little consistency in findings, which is partly as a result of the range of employed included by way of the researchers and the shortage of consistency in their findings. Therefore, there are several causes why people quit from one group to one other or why men and women leave institution.

Chruden (1980) [74], Testa (2008) [75] in their stories have located that prime turnover charges of skilled specialists can pose as a hazard to the industry or organization, as a result of human capital (one of these abilities, coaching and talents) price. Especially, given the typical specialization of expert professionals, this staffs are prone to be reemployed inside the identical enterprise through a competitor. Fee & Muller (1981)[76] of their be taught on 1091 registered nurses in seven hospitals located that job dissatisfaction influenced precise turnover not directly through its direct outcomes on turnover intention. Pricey et al. (1987) observed that the major factors of high labor turnover in an organization are terrible personnel insurance policies, terrible recruitment insurance policies, bad supervisory practices, terrible complaint methods, or lack of motivation. All these explanations point out that there's no correct administration practices and insurance policies on personnel concerns thus the staff will not be recruited scientifically, promoting policy of the organization just isn't communicated to the employees adequately, no complaint approaches are there within the institution and as such the Employees decides to give up. Zedeck and Mosier, (1990) [77] has recounted that the dilemma of Employee turnover may be very vital and main to managers, researchers and members. Jackson, (1981) [78] and Stear (1991) [79] have acknowledged in their stories that prime turnover is precipitated by using sadness with the work, insufficient compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate techniques or tools, and poor candidate screening. Different motives are lack of career possibilities and challenges, dissatisfaction with the job-scope or clash with management. From the factor of view of Susskind at el., (2000) [80] turnover hindrance must be dealt with careful approaches solely targeting human useful resource problems. Zuber, (2001) [81] discovered that staff usually tend to keep when there's a predictable work environment and vice versa. Zuber additionally acknowledged that instable organization have a high degree of Employee turnover. Kevin et al. (2004) [82] have mentioned that despite the fact that, there is not any average framework for understanding the employees turnover approach but a vast variety of causes are priceless in predicting Employee turnover. Henry Ongori (2007)[83] concluded in his gain knowledge of that employees are the long-time period investments in an organization and as such management will have to encourage job remodel, undertaking autonomy, project importance and project identification, open ebook management, empowerment of staff, recruitment and resolution have to be done scientifically with the objective of retaining employees and reducing employee turnover.

VII. Employee retention, employee pride and Employee turnover

A important challenge faced through the employees at present is retaining the hired Employees in its institution. Within the age of reduce throat competitors every group tries its stage excellent to give the best services to its staff. Pleasurable the human sources is among the toughest tasks which majority of the corporations faces today. Working out and realizing what is going on in the human intellect could be very difficult to realise. Apart from there are such a lot of opportunities on hand for the expert as good as proficient human assets that it is fitting very tough as well as complicated for the employers to satisfy and keep them. There's no single approach or retention plan which can satisfy every employee in an organization. As we have distinctive personalities as such now we have special demands and expectations from the institution. Many researchers comparable to Arnold and Feldman, (1982) [84]; Wotruba and Tyagi, (1991) [85]; Brodie, (1995) [86] have located and concluded in their study that age, job delight, tenure, job photo, met expectations, organizational commitment are continuously related to turnover intentions and the precise turnover. Study findings by using Jewell and Segall, (1990) [87] and Locke (1976) [88] have obviously stated that individuals, who are convinced with their jobs, tend to stay in them longer, i.E. Decrease turnover, and be less absent. Researchers corresponding to Carsten and Spector (1987) [89] conducted a meta-analysis to find the relationship between job delight and turnover and discovered a bad correlation between both the variables. Harrington et al. (2001) [90] examined the quite a lot of predictors of intentions to go away a job and determined that emotional exhaustion; lower stages of intrinsic job delight and dissatisfaction with income and promotional possibilities had been the fundamental predictors. Gurpreet Randhawa (2007) [91] concluded in her be taught that a significant correlation between job delight and turnover intentions suggesting thereby that better the job pleasure, cut back is the person's intention to give up the job.

Determine 1: The employee Retention & Job delight model The above model clearly depicts that employee retention factors have a direct relationship with job pride. If these reasons exist within the institution then the tendency to go away the job or change over to a few other job will get diminished. Thus job satisfaction as good as employee turnover are always negatively correlated to one a different. The mannequin naturally indicates that if the above recounted causes exist in the organization it's going to not handiest support to draw new staff into the group but may also result in the retention of the prevailing staff into the organization. Lee and Mowday (1987) [92] and Tett and Meyer (1993)[93] of their reviews have concluded that high job delight results in cut down turnover, while low pleasure leads to greater turnover.

VIII. Conclusion

Human resources are complex and no longer easy to understand. These are the assets which is able to make as well as break an organization. Holding them will support in the lengthy-time period growth of an group and also will add to their goodwill. However the trickiest task faced with the aid of an group today is keeping as good as pleasing these resources. Despite the fact that the research paper tried its degree high-quality to disclose the various study works finished and the contributions forwarded with the aid of quite a lot of researchers within the area of Employee retention and job pride, but nonetheless so much scope remains for more exploration within the field of Employee retention and it with the aid of taking into consideration the factors like

compensation practices, management and supervision, profession planning and progress, alternative work agenda, working conditions, flexible working hours etc, Needless to say that these efforts will have to be performed via HR specialists

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