

THE RATE, AWARENESS AND EXISTENCE OF LABOUR TURNOVER STRATEGIES IN THE SELECTED PRIVATE INSTITUTIONS IN TANZANIA

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ABSTRACT

The research aimed to assess the rate, awareness, and implementation of labor turnover strategies within selected private institutions. Employing a mixed-method case study design and a stratified random sampling approach, the study selected 152 respondents from three private universities. Both primary and secondary data were collected using questionnaires and interview guides as primary instruments, along with documentary reviews for secondary data. Microsoft Excel and the Statistical Package for Social Science (SPSS) were used for data processing and analysis, and the findings were presented in tables. Out of 130 respondents, 83 (63.1%) acknowledged that labor turnover poses a significant challenge to private universities in Tanzania. The study recommends creating favorable work environments to enhance morale, performance, efficiency, and productivity. Regular salary reviews, considering the prevailing economic conditions, especially in the private sector, are crucial. Providing fair compensation, along with both monetary and non-monetary incentives, can contribute to increased employee morale, dedication, and satisfaction, ultimately improving retention. To strengthen organizational dynamics, administrators in private institutions should maintain open communication lines and employ effective management techniques. Regular meetings and in-person interactions between employers and employees are essential to foster mutual respect and engagement in the institutions' progress.

Keywords: *Labor Turnover, Private Institutions, Employee Retention, Work Environment and Organizational Dynamics*

1. INTRODUCTION

Globally, enterprises, both large and small, have grappled with the challenge of turnover due to the dynamic nature of employees, who respond to evolving demands within and outside their organizations. This phenomenon is also evident in academic settings, where shifting needs create opportunities for some employees to leave and new ones to join [1].

Considering the substantial financial investment required for maintaining business operations and enhancing staff productivity through effective training, businesses encounter difficulties, particularly in the realm of human resource management, where labor turnover poses a significant challenge [2]. Employee turnover, defined as situations where employees leave an organization for various reasons, negatively impacts an organization's ability to provide optimal services and incurs additional expenses [2].

Nevertheless, despite the competitive business environment, skilled labor remains a crucial differentiator for organizations. Employee expertise is vital for both public and private sectors to compete and gain a competitive edge globally [3]. Universities play a pivotal role in shaping the labor force essential for a nation's success in social, economic, and technological spheres [4].

Higher education institutions (HEIs) face significant challenges due to the high turnover rate of academic staff, impacting the standard, stability, and consistency of academic endeavors [5]. Recognizing the importance of employees, universities strive to establish efficient HR policies that address hiring, retaining, and career development, as well as employee welfare [4].

Despite size differences, retaining effective employees poses a challenge for all organizations, including private colleges worldwide. Employers in the education sector, particularly private universities, face the difficulty of retaining staff members [6].

The organization consists of various components, with the workforce being one of the most crucial. Given proper care and support, the workforce significantly contributes to the enterprise. Educational institutions dedicate substantial resources to optimizing efficiency and effectiveness, aiming to enhance both students' academic performance and the quality of education provided [7].

Private universities allocate financial resources to the training, development, and advancement of staff members, emphasizing the importance of retaining them. However, labor turnover is a challenge for organizations globally, impacting entities of all sizes [1]. The educational sector is particularly affected by labor turnover, with various factors contributing to this phenomenon [7].

In Nigeria, low compensation is identified as a factor contributing to labor turnover in organizations. Employee loyalty and minimal turnover characterize institutions offering generous compensation packages, emphasizing the impact of pay levels on employees' dedication [7]. Similarly, in Zimbabwe, unfavorable working environments contribute to elevated turnover, as disgruntled employees seek more suitable workplaces [7].

In Kenya, employees in private enterprises voluntarily leave to pursue opportunities in other regions, impacting organizational dynamics. Understanding how the workforce responds to the business environment is crucial for institutions seeking to provide quality education [8]. The issue of employee turnover also affects Tanzania's labor sector, especially in the education industry, where turnover has social and economic causes [9].

Despite the importance of the education sector in Tanzania's economy, turnover poses challenges, affecting the quality of goods and services provided and increasing the cost of staff replacement [10]. This study focuses on the impact of employee turnover on students' academic performance in Tanzanian private universities, exploring if staff turnover serves as a reliable indicator of academic performance in selected institutions.

1.1 Statement of the Problem

Employee turnover is reportedly increasing, leading to higher staff-related expenses for organizations. According to Mkulu [11] there has been a surge in costs associated with recurring hiring, training, onboarding, and temporary employee payments. Research indicates that an organization's labor expenses can rise by approximately 50% of the workers' annual wage budget when addressing employee attrition through new hires and training for newly recruited staff [12]. The expense incurred due to employee turnover has created challenges in facilitating other initiatives aimed at boosting productivity and improving organizational performance, such as creating a positive work environment to inspire, motivate, and retain employees.

Recent studies highlight that an organization's human resources are its most critical asset, capable of either enhancing or hindering the institution's operations. Labor turnover, as defined by [13], refers to the complete termination of an individual's affiliation with an organization, having rendered services in exchange for compensation. Employee departure from an organization, termed labor turnover, can be triggered by various factors, including inadequate pay, unstable employment, limited opportunities for professional growth, an unappealing workplace, and a loss of prestige [14].

2. THEORETICAL REVIEW

2.1 Herzberg's Duality Theory of Job Satisfaction

This theory was propounded by Herzberg in 1968. The theory states that employee satisfaction is influenced by several organizational components. According to the theory, an employee is content with a certain set of organizational elements. In the event that these elements are missing, workplace discontent will result. Herzberg's two-factor model, which supports the labour turnover studies, is helpful in characterizing any research that examines the labour turnover in an organization. The model illustrates the importance of several aspects that should be included in reward practices in order to motivate employees. Akinruwa, Ajayi, and Akeke [15] state that an examination into the causes of accountants' and engineers' job discontent and contentment led to the development of the two-factor model. These two groups together constitute Herzberg's model's two factors: The first group consists of the satisfiers or motivators, which are believed to be successful in encouraging individuals to put in greater effort and performance levels. The dissatisfiers make up the other group; they mostly work to keep people from being unhappy at work and have less impact on positive sentiments about their jobs.

2.2 Equity Theory

Subsequent to Adams's 1963 equity theory, theories have been created to support research on company performance and turnover. Workers, according to the theory, try to strike a balance between how much they provide and the results the company gives them. The hypothesis states that employees will eventually get dissatisfied if they do not receive what they anticipate. The three parts of the theory are the following: the individual's contribution, which includes effort, experience, competence, and other personal traits.

Income, recognition, and advancement are the three basic forms of output that an individual receives from their employment. One can compare an individual's output/input ratio to that of the reference group. The equity theory states that workers attempt to preserve parity between their perceived inputs and results and those of their coworkers in terms of the contributions they make to a job (such as their education, time, experience, dedication, and effort) and the outcomes they receive in return (such as promotion, recognition, and salary).

Equity theory postulates that people who believe they are either too or under-rewarded would feel distressed, which will motivate them to work toward reestablishing equity within themselves. If there is no equity, Akinruwa, Ajayi, and Akeke [15] contend that they might act in a way that is detrimental to the organization. For example, they could quit, and when top performers quit, the company loses productive talent and an opportunity to acquire an edge over rivals.

If workers are still not satisfied, they may respond by working less hard, which would reduce output or lower quality, or they may start intentionally sabotaging equipment. This could put the company at a competitive disadvantage. According to Bilau, Ajagbe, Sholanke, and Sani [16], employees who receive unfair rewards often exhibit animosity towards the company and their peers. This can result in decreased productivity, which can negatively affect the overall performance of the organization, especially when high-performing employees are involved. To reduce staff turnover, the company should also be adaptable in how it handles incentives and working conditions in response to both internal and external factors

3. METHODOLOGY

3.1 Research Design

As per Cresswell & Cresswell [17], the research design serves as the framework that integrates all the components of a study. For this investigation, a descriptive research design was employed. In line with Mbogo's [18] definition, a descriptive research design aims to gather information about the current state of phenomena, describing "what exists" concerning variables or conditions in a given context. As noted by Mugenda & Mugenda [19], descriptive research encompasses fact-finding inquiries and surveys, with its primary objective being the portrayal of the current state of affairs.

The sampling unit for this study comprised employees, specifically academic staff (teaching and technical) and administrative personnel from selected private universities in Tanzania—Kampala International University (KIUT), St. Joseph University in Tanzania (SJUIT), and Tumaini University Dar es Salaam College (TUDARCO)

3.2 Research Approach

In this study, the researcher employed a mixed methods approach, combining both qualitative and quantitative research methodologies. By engaging in participant observation or interaction within natural settings, the researcher aimed to delve deeper into the phenomenon, yielding insightful descriptions and insights into the subject under investigation through the use of qualitative research methodology. Simultaneously, the quantitative research approach utilized numerical data to address questions related to who, what, when, where, and occasionally how.

To enhance the accuracy and reliability of insights into the investigated issue, the researcher gathered and analyzed both quantitative and qualitative data, resulting in the application of a mixed methods approach. Furthermore, this approach, by uncovering patterns and generalizations and offering a comprehensive understanding of participants' viewpoints, aimed to present a more holistic picture of the subject matter.

3.3 Data Processing and Analysis Techniques

The study involved analyzing numerical data obtained through closed-ended questions using the descriptive statistics data analysis approach. The data array produced by the Statistical Package for Social Sciences (SPSS) computer software served as the foundation for additional data analysis. SPSS Version 17 features for descriptive statistics were employed to facilitate a comparison of variable responses and offer a clear depiction of response rates.

After the data underwent processes such as cleaning, coding, and categorization based on each research variable, descriptive analytic techniques like percentage mean and standard deviation were applied for examination. The relationship between research variables was assessed using Pearson correlation. Tables were chosen as the method of presenting the data due to their user-friendly nature and ability to display response frequencies and percentages regarding participants' perspectives on the impact of employee turnover on students' educational quality. This was demonstrated through a case study involving KIUT, SJUIT, and TUDARCo

To find the means, percentages, and frequency distribution, the data were compiled. Microsoft Excel was used to first gather and record the data, after which it was coded in the Statistical Package for Social Sciences (SPSS) version 20 computer program and used to do the necessary analysis. If the p-value was less than or equal to the crucial value at the 0.05 level of significance, the null hypothesis was to be rejected; if it was larger, the hypothesis was to be accepted. The statistical results allowed the researcher to draw conclusions from the respondents.

4. RESULTS AND DISCUSSION

A total of 245 academic and administrative staff members from the chosen universities made up the study's target sample of 152 participants. Nonetheless, out of the 152 respondents who received the questionnaires, 130 of them fully completed them, satisfying the researcher's predetermined criterion. For broader applicability of research findings, an 85 percent response rate was deemed sufficient.

4.1 The level of awareness of labour turnover in the selected institutions

The researcher examined the respondents' awareness of labor turnover within their respective organizations. It was imperative for participants to determine the presence of labor turnover in their organizations. According to the findings, 29 respondents (22.3%) strongly affirmed that labor turnover takes place in their institutions. Meanwhile, 31 respondents (23.8%) expressed uncertainty, and 53 respondents (40.8%) concurred that labor turnover is evident in their institutions. A small fraction of respondents, specifically 10 (7.7%), disagreed, and 7 (5.4%) strongly disagreed, indicating a low incidence of employee turnover within the institutions. The detailed results can be found in Table 1 below,

Table 1: Responses on awareness of labour turnover in the institutions

The institution experience cases of labour turnover	KIUT	SJUIT	TUDARCO	Total	Percentage
Strongly agree	11	15	3	29	22.3
Agree	19	17	17	53	40.8
Undecided	9	17	5	31	23.8
Disagree	5	0	5	10	7.7
Strongly disagree	1	0	6	7	5.4

Total		45	49	36	130	100
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The results presented in Table 1 revealed a significant prevalence of labor turnover in the institutions, with the majority demonstrating awareness of the extent of labor turnover. The high turnover rate serves as an indication of ineffective labor retention practices, leading employees to transition to other organizations, whether in the private or public sector.

During an interview in one of the institutions on the awareness, one respondent claimed:

“For sure the institution has been experiencing the challenge of labour turnover due to various reasons one of them being low pay, not only the payment is low but also salary delays. Sometimes it takes up to two or three months without pay, it is difficult to tolerate the situation like this, especially to these high qualified young employees”.

From the interview, the informant is aware of labour turnover and the institutions experiences labour turnover. These findings collaborate the findings by Emmanuel [20] and Moshy [21] that the level of awareness in their area of study were high.

4.2 To determine the rate of labour turnover in the selected institutions

The researcher aimed to determine the labor turnover rate within the chosen private institutions. The investigation revealed that 32 respondents (24.6%) strongly acknowledged that the labor turnover rate is high. A significant majority, comprising 54 respondents (41.5%), agreed with the statement, while 29 respondents (22.3%) remained undecided. A small portion of respondents, specifically 9 (6.9%), disagreed, and 6 (4.6%) strongly disagreed with the statement. The detailed results are presented in Table 2 below:

Table -2: Responses on the rate of labour turnover in the selected institutions

The rate of labour turnover in the institution is high	KIUT	SJUIT	TUDARCO	Total	Percentage
Strongly agree	11	17	4	32	24.6
Agree	20	17	17	54	41.5
Undecided	9	15	5	29	22.3
Disagree	4	0	5	9	6.9
Strongly disagree	1	0	5	6	4.6
Total	45	49	36	130	100

The findings in Table 2 above, suggests that the majority of respondents recognize that the labor turnover rate was high. This indicates that labor turnover posed a significant challenge in the private universities. In the interview with one of the informants when asked on the rate of labour turnover in the institution said the following:

“Within a short time, I have been working here, the institution has been suffering from labour turnover, employee decide to quit anytime when they find that the institution is not meeting their expectations in terms of payment and other benefits which commensurate to their qualification and efforts. Working conditions, and lack of other fringe benefits are one of the pushes factors a friend of mine left this institute six month ago and he is now working at one of the government institutions where at least there is good working conditions”

The study findings collaborate with those of Ngatuni [22]. The study assessed the level of academic staff turnover in selected universities 40 respondents (62.5%) observed high rate of academic staff turnover in their university. The finding suggested that higher institutions experience high academic staff turnover in the area under study. A different study by Selesho and Naile [23] claims that it can have a significant impact on students and the remaining academic staff members who struggle to provide and receive high-quality services when positions are vacant and then filled by inexperienced personnel

4.3 To determine whether labour turnover affect students' academic performance

In the chosen private universities, the researcher also aimed to investigate the potential impact of labour turnover on student achievement. 22 respondents (16.9%), according to the study's findings, strongly agreed that student academic performance was impacted by labour turnover. However, 62 (47.7%) of the respondents, or the majority, agreed with the statement. Even so, 22 respondents (16.9%) were unsure, and 17 respondents (13.1%) disagreed. Only 7 respondents (5.4%) strongly disputed that labour turnover had no impact on students' academic performance. Table 3 below displays the results.

Table 3: Responses on whether labour turnover affects students' performance

Labour turnover affects students' academic performance	KIUT	SJUIT	TUDARCO	Total	Percentage
Strongly agree	9	9	4	22	16.9
Agree	22	25	15	62	47.7
Undecided	8	11	3	22	16.9
Disagree	5	4	8	17	13.1
Strongly disagree	1	0	6	7	5.4
Total	45	49	36	130	100

From the Table 3 above, majority of the respondents acknowledged that labour turnover affected students' performance. The finding implies that students' performance was jeopardized by labour turnover and students failed to score highest academic achievements. The same outcome was realized by other studies that were conducted by Mrope [24], Moshy, [21], Andrew, Adama, Onujeme, [14] and Emmanuel [20].

4.4 To determine whether the institutions had in place strategies to minimize the rate of labour turnover

The researcher was also interested in determining whether the institutions had implemented measures to decrease the rate of employee turnover. According to the study's findings, 31 respondents (24.6%) agreed with the statement, while 7 respondents (5.6%) strongly agreed that the institutions have procedures in place to reduce labor turnover. However, 38 respondents, or 30.1%, were still unsure. On the contrary, 11 respondents (8.7%) strongly disagreed, and 39 respondents (31%) disagreed that the institutions do not have any policies in place to reduce the rate of labor turnover. The outcomes are presented in Table 4 below:

Table -4: Responses on strategies to minimize the rate of labour turnover

The institution has in place strategies to minimize the rate of labour turnover	KIUT	SJUIT	TUDARCO	Total	Percentage
Strongly agree	2	3	2	7	5.6
Agree	10	14	7	31	24.6
Undecided	12	14	12	38	30.1
Disagree	14	12	13	39	31.0
Strongly disagree	5	6	0	11	8.7
Total	43	49	34	126	100

Based on the findings in Table 9, it appears that effective techniques have been implemented to reduce the rate of employee turnover. This is supported by additional research conducted by Emmanuel [20] and Vroom [24]. Furthermore, Mkulu [11] argued that administrative techniques for retention are lacking in private universities, leading to low staff retention and attrition. In cases where they exist, they are often confined to files and not put into practice. The study by Moshy [21] emphasized the negative impacts of labor attrition, including decreased productivity, poor performance, and higher recruiting and training costs. Mkulu [11] also noted that low attrition hinders research progress, as most private universities struggle with research writing. Additionally, the university's reputation is at risk, and enrollment is sharply declining, both of which impede the institution's advancement. Ultimately, frequent departures of professors from the university result in the loss of valuable expertise and pose a threat to the university's reputation, further jeopardizing its performance.

According to Moshy [21], to mitigate low attrition, labor retention techniques such as competitive remuneration packages, recognition, opportunities for career progression, and a healthy work-life balance should be implemented. Sandhya & Kumar [25] assert that employees satisfied with the organization's retention tactics are more likely to contribute to its success. Employee dedication, morale, engagement, and satisfaction enhance organizational productivity, maintaining competitiveness over competitors.

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Employee turnover remains a notable issue in private universities in Tanzania. The study also revealed that unfavorable work conditions had an adverse impact on students' performance. It can be concluded that, various aspects of poor work situations such as leadership conditions, working conditions, career advancement, unreasonable heavy workloads, low salaries, lack of monetary and non-monetary incentives, poor institutions facilities and poor relationship between management and employees were the determinant of labour turnover in private universities. When employees quit, the institutions have to incur recruitment and hiring cost, and it is sometime difficult to get the employee with the same qualification. Therefore, poor work situations have negative effects on students' academic performance.

5.2 Recommendation

Based on the study's findings presented earlier, the researcher proposed several measures to be considered for mitigating or eliminating the problem of labor turnover within private universities.

- i. Leadership conditions, working conditions, career advancement, reasonable workloads, improved institution facilities, and positive relationships between management and employees should be given careful consideration in order to reduce labour turnover. Employee comfort, safety, and health must all be prioritized in the workplace. Making sure that workers are performing in a safe atmosphere is crucial for inspiring high performance, morale, efficiency, and productivity within the workforce.
- ii. Insufficient compensation contributes to employee attrition and has a detrimental effect on students' academic achievement. Raising employee pay will result in staff retention. Salaries should not be administered in a stagnant manner for extended periods of time, especially in the private sector. Instead, they should be reassessed based on living expenses and the state of the economy. Employee morale, dedication, motivation, and job satisfaction can all be increased with the support of monetary and non-monetary incentives (benefits), equitable remuneration, and prizes. This will improve employee retention and lower turnover, which is common in private institutions, which will have a favourable impact on students' academic achievement.
- iii. The study also suggested that private university senior management should continue to have appropriate lines of communication and a proper management approach with their staff. Administrators and managers should take into account the complaints, ideas, opinions, and feedback provided by employees. This is crucial in fostering the idea that workers' opinions and suggestions are respected and that their worries are taken seriously. Frequent meetings and in-person interactions between employers and employees are crucial for fostering a sense of respect and involvement in the growth of the organization among the workforce.

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