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Impact of Human Resource Management Practices on Employees' Retention in Small Scale Industries in India

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Abstract

Human resource management (HRM) may be considered as the optimum utilization of the man power, for the fulfillment of managerial objectives as well as employees' retention in an organization. HRM concerns the policies affecting the man power at work place and impacting the working environment with managerial practices and society. Consequently, managerial person deals with the human being, and faces different challenging tasks, prepare the employees more efficient and productive by adopting new technological changes, following the government regulations, and reducing cost and meets the customers demand in the competitive age. It was the last of 2019, the entire world was affected by pandemics, and also the social and economic conditions were badly impacted, as a result GDP, industrial sector growth, employment and many more variables declined. In this pandemics situation, GOI, helped industrial sector through various ways for their survival and growth. In this study we try to study the influence of human resource management practices on the retention of employees in small scale industries of district Ghaziyabad-Uttar Pradesh. The sample size was taken of 320 employees from 32 small scale industries of 8 block areas of district Ghaziyabad. The data gathered was examined through descriptive means and regression with the help of SPSS.26. The results show that four human resource practices has working conditions, incentive schemes, safety measures and career advancement have an affirmative and important effect on employee retention. While on the other side the study failed to locate any potential impact of training and development to retain employees. This study covers 32 small scale industries only. Larger samples may be included for further studies in future by carrying out the research work at a broader level.

Keywords: Human Resource Management Practices, Small Scale Industries, Job Security, Incentive Schemes, Safety Measures, Career Advancement, Employee Retention

Introduction

From the point of view organizational success, two major variables importantly consider always one is available resource and other products/services. These variables are also dependent on each other, for the final completion of products/services so many resources are required, while these resources could not perform anything without converting into product/services. In any organization, the resources may be considered as “anything that could be thought of as a strength

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or weakness of a given firm” considering all types of assets. These resources broadly may be of three types: Human Beings considered as Resources, Financial Resources and Technological Resources.

Optimum utilization of human being in any organization with efficiency and enhancing productivity is the major objective of an organization and improved performance of the employees’ results in reducing cost and developing the health environment at work place.

In the current scenario because of the multiple demands, due to the numerous pressures for a detailed and more comprehensive perspective in terms of the organization’s human resources, a strong need has been felt for a long term perspective in managing people and considering them as a potential asset. The small scale industries are significantly contributing in economic development as well societal welfare, and the employees’ retention also impacted by the human resource management (HRM) practices and policies.

1.1. HRM Policies and Practices in India:

The various stages of learning and training have passed through experience and prevailing market conditions, since the development of human beings. Our ancestors were found to have training in its primitive form. The evolution of humans was driven solely by the need to survive. Primitive learning involved manufacturing of basic equipment sourced from wood, stone, and fibers, early men lacked the knowledge about the benefits of fire and of metals. Controlling these elements would become imperative to further development of the survival of human beings. Before the culture of considering employees as assets to an organization, personnel management used to work mostly for keeping records of employees’ attendance and preparing of salary checks. In the absence of information technology, paper work used to be a mammoth task while responding back to employees used to take longer duration. This made the work system somewhat prone to errors and ineffective.

Strategic human resources management for achieving the optimized results consists of employees, developing their skill as per the requirements of the organization through learning endeavors, and establishing system for the allocation of benefits from the utilization of this skill. Practices and policies related to human resources are useful for enhancing performance and sustainability in the continuous development of strategic human resource management. Motivated and satisfied worker can perform their duties in better manner for organizational

growth as well as their self-development. Liberalization and open market economy with competitiveness globally, increase the strategic contribution of professions, with mapping HRM policies and practices to organizations. Premeditated human resource management has been concerned with the influence of HR strategies on the performance of the organization.

However, in the present scenario, the policies and practices related to human capital is rapidly changing at a much faster rate in comparison to economic reforms. The following table consists of the development and progress of the human policies and personnel management in India.

1.2 Research Aims and Objectives

The major objectives of this study is to evaluate the impact of human resource management practices on employee retention in Small Scale Industries in India. These can be listed below:

- To study the influence of working conditions on the retention of employees.
- To study the influence of incentive schemes on the retention of employees.
- To study the influence of safety measures on the retention of employees.
- To study the influence of career advancement on the retention of employees.
- To study the influence of training and development on the retention of employees.

2. Conceptual Framework:

Human resource policy, alongside land and capital, are seen as a crucial factor of production in the competitive age of globalization, particularly in diversified labour markets. Workers, owners, and the government/state, which has the regulatory ability to define and apply these rules and regulations, are the three essential participants in the formulation of labour policies. The rapid expansion of digitalization is changing how people work and bringing new threats/opportunities for worker organization, as it is in any changing environment. On a global scale, these processes differ in different countries and have distinct dimensions.

Working Conditions and Employee Retention

In challenging and competitive era, now a day's most of the organizations are suffering the problems of employees' retention. Working conditions are one of the most important factors of human resource management practices that create an atmosphere to retain employees. These conditions result due to the ambiguity in the role, conflict in the role, overloading of work and conflicts between personal and professional lives which create stress among employees (Jha, S 2009). Working environment directly relates to employees' performance and organization will also be impacted by the same. Working pressure and stress is directly linked to employees' retention, which could be due to the variable factors, like job dissatisfaction, non-involvement as team, including the extra working hours not paid by the organizations (Hakim et al 2018). In other side, stress does not always result out of slogging in the workplace, but can also erupt due to the imbalance between work and life, or differences in the professional and personal life (Soomro, et al 2018). Stress and other working conditions at working place significantly influence the

employees' retention. The employees' who are highly pressured and stressed at workplace will be dissatisfied with their organizations and always try to search new opportunity, with less focus at present work place (A. Nanda, et al 2020). Therefore, this research assumes that

H1: Better working conditions at workplace have a major impact on employees 'retention

Incentive Schemes and Employee Retention

Every person understands the expectations anticipated from him, take pride and interest in his work, and looks for occasion to aid his personal and financial growth (Saleem 2011). Individual progress must align with the contribution of the individual to the collective purpose (Mathi, K.M 2016). The difficulty in motivating employees may be due to one of the following reasons:

The employee's usual remuneration may be insufficient for his paramount needs. The remuneration may be incommensurate with the work effort required of the employee. The employee may be expected to perform in a way which prevents him from deriving adequate satisfaction of other needs.

The development and operation of all types of incentive schemes, financial, semi-financial or non-financial require careful formulation and implementation (AI-Nosur, 2012). Each incentive scheme performs a particular function in encouraging a worker's maximum effort, thereby motivating him towards increased productivity. The fundamental objective of any incentive scheme is to increase productivity and reduce unit cost. Although non-financial incentives may be equally effective, especially in satisfying needs for participation and recognition, they may not sufficiently motivate individual effort. Therefore, this research assumes that

H2: Effective incentive schemes have a major and constructive impact on the retention of employees.

Safety Measures and Retention of Employees

In the changing and competitive environment, for employees' retention it's observed that the reliability of safety measures enhances productivity and work culture to attaining the organizational objectives. Safety culture can be defined as the assemblage of characteristics and behaviors in organizations and individuals that institute safety issues and receive the attention warranted by their significance" (IAEA, 1986). Costing is also plays an important role to declining and controlling adverse situation at workplace as well as increasing productivity. Hinze (1988) viewed safety as an important issue, but many people underestimate its importance in completion of projects. Vassie, & Lucas, (2001) considered 35 manufacturing industries in their study and found that there was a sufficient gap regarding safety measures and information's, on paper industries showing proper involvement of management, free communication, workers participation proper utilization of safety measures, in reality empowerment was still limited in

these industries. Surveys on safety climate were undertaken in 13 offshore oil and gas installations in different years where it was observed that ability in some safety management practices was connected with lower official accident rates and fewer respondents reporting accidents” (Mearns, K., et al 2003). Therefore, this research assumes that

H3: Improved safety measures at workplace have an important effect towards employee retention

Career Advancement and Employee Retention

Employee retention clearly indicate the sustainability of employees with organizational growth. Organizations considers as most valuable assets to their employees as hiring a new employee will take higher cost in comparison to existing one. If any dedicated employee moves from the existing organization, always it will unrecoverable loss for that particular organization. Organizations provide good working atmosphere and various facilities to their employees’ to retain them for a long durability (Chiboiwa, et al 2010). Career advancement schemes in organizations creates a positive environment which motivates to employees to enhance productivity and retention practices (Musa, et al, 2014). To maintain active management interest and participation, especially during periods of staff competition for promotion and recruitment of experienced professional personnel, salary review is frequently necessary to ensure monetary compensation sufficiently commensurate with staff demands and requirements of any proposed incentive schemes. Career advancement consists continuation evaluation of employees’ performance to identify the gap and fulfill that gap through various programs and activities to enhance productivity. Career advancement has become one of the most important factor for both employees’ as well organizations to employee retention (Mapelu & Jumah, 2013). Thus, this research presumes that-

H4: Career advancement practices have a considerable and constructive power towards employee retention

Employee Retention and Training and Development

Organizations provides a platform for improving the skills and efficiency of their employees as well as organizational growth through training and development program. The success of the organization will also depend on the human beings associated with organization. Mel Kleiman (2000) found that better results are possible from employees with consideration of their managerial as well operational skills at developing the training and development programs. Samganakkan S. (2010) in his research observed that education is the important to retain an employee in any organization. In this competitive time every organization is facing the problem

of employee turnover, it cannot be completely elimination but low turnover rate will increase the probabilities of success. From employees' side it's also required to concentrate for accepting challenging tasks, acquiring new domain, updated technology and contributing to the organizations (Malaolu and Ogbuabor, 2013). Effective training and development programs directly linked to employees' performance, efficiency, profitability and employees' retention (Al-sharafī, et al 2018). Therefore, this research assumes that

H5: Effective training and development opportunities have a noteworthy and constructive impact towards employee retention.

3. Research Design and Methodology

The research design of any study is very much necessary for the visualization of the blueprint of the research and working accordingly. The research design describes the strategy for in investigating the research question (Kerlinger, 1964), fulfill the rationales of the work and check the hypothesis for generalized. In the words of Bryman and Bell, "research design should be selected such a way that it will express causal relationship among variables, generalization of facts, understanding behavior of the research unit context" (Bryman & Bell, 2007, p. 40).

Sampling Procedure

A random sampling method was used to collect the data from 320 employees who were working in 32 small scale industries of 8 block area of district Ghaziabad. Finally, a total of 306 responses were collected, 14 persons not returned the forms, and out of 306 collected responses, 16 responses was removed due to similarity and incomplete answers.

Instrument Development

The questionnaire consisted of two parts. The first part of the questionnaire includes demographic questions related to general characteristics of workers such as gender, age, education, position and tenure in the organization. The second part of the questionnaire includes questions relating to working conditions, incentive schemes, safety measures career development, training and development program and employees' retention. The questionnaire consists of 25, questions, where working condition, incentive schemes and employee's retention includes 5 question each, safety measures consist 4 question, and career advancement and training and development consist 3 question each. A five point Likert scale was used in the investigation. The research data was analyzed with the help descriptive means and regression by SPSS program.

Data Analysis

The descriptive statistics was used to analyzing the research data acquired with the help of questionnaire used SPSS in order to find out the normality of the questionnaire. To find the

validity of questionnaire the researcher run the reliability and validity test. From the collected data statistical test correlation and regression were also used with the help of SPSS to finding of the study.

4. Results and Discussion

Demographic Analysis

The study engaged 290 employees from 32 small scale industries in Ghaziabad. The gender classification of the respondents was male 62.07%, and female 37.93%. Maximum employees, 36.55% were associated with the industries for more than 10 years. Most of the employees are aged between 22-30 years, 35.17, followed by 24.82% (31-40 years), 23.45% (41-50 years) and 16.56% above 51 years. Table-01 consists the detailed information about respondents.

Table 1: Demographic Profile

		Frequency	Percent	Cumulative percent
Age	22- 30	102	35.17	35.17
	31 - 40	72	24.82	59.99
	41 - 50	68	23.45	83.14
	51 and Above	48	16.56	100
	Total	290	100	
Gender	Male	180	62.07	62.07
	Female	110	37.93	100
	Total	290	100	
Association with Industries	0-3 Years	44	15.17	15.17
	3-6 Years	58	20.00	35.17
	6-10 Years	82	28.28	63.45
	Above 10 Years	106	36.55	100
	Total	290	100	
Job Position	General Manager	32	11.03	11.03
	Executives	74	25.52	36.55
	Supervisors	85	29.31	65.86
	Others	99	34.14	100
Income Group	Rs. 8000-12000	102	35.17	35.17
	Rs. 12000-20000	72	24.83	60.00
	Rs. 20000- 30000	65	22.41	82.41
	Rs. 30000 Above	51	17.59	100

Department	Technical	52	17.93	17.93
	Administration	68	23.45	41.38
	Personnel	42	14.48	55.86
	Others	128	44.14	100
	Total	290		

Scale Reliability

Cronbach’s Alpha and inter-variable correlation is used to measure the reliability of this research. The expected and recommended value for Cronbach’s alpha is 0.70 as well as it’s for inter variable correlation >0.30. (Hassan & Diallo, 2013). There was a pilot study conducted and the component that has a lower reliability score during the test has been modified or replaced. Table-02 clearly indicates, that value for Cronbach’s Alpha for all the variables is satisfied at the targeted level, so instrument is internal consistent and reliable.

Table-02: Reliability Statistics for each Variable

Variables	Number of items	Cronbach’s Alpha (N=290)	Cronbach’s Alpha (Pilot Test, N=30)
Working conditions	5	0.879	0.659
Incentive schemes	5	0.811	0.632
Safety measures	4	0.787	0.589
Careers advancement	3	0.743	0.547
Training and development	3	0.848	0.732
Employee Retention	5	0.916	0.874

Descriptive Statistics

For analyzing the data average (mean) and SD (standard deviation) are considered as tools. Mean (average) is always considered as reliable tool to measurement of data. The results describe the utility of data their implication with ration and internal consistent.

Table-03, clearly indicates, that working conditions are most successful practices to retaining the employees in small scale industries as mean value (3.16) is highest in comparison to other

variables. Incentive Schemes (2.86) and Safety Measures (2.86) both variables have the similar mean value, it shows that IS and SM are similarly retaining to employees in small scale industries Career Advancement (2.59) and Training and Development (2.53) indicates less impact to retain the employees.

Table-03 Descriptive Statistics

	N	Min	Max	Mean	S D	Skewness	Kurtosis		
	Stat.	Stat.	Stat.	Stat.	Stat.	Stat.	SE	Stat.	SE
WC	290	1	5	3.16	.879	.160	.140	-.218	.296
IS	290	1	5	2.86	.925	.270	.140	0.40	.296
SM	290	1	5	2.86	.935	.524	.140	-.014	.296
CA	290	1	5	2.59	.896	.328	.140	-.212	.296
TD	290	1	5	2.53	.865	.295	.140	-.443	.296
ER	290	1	5	2.62	1.104	.496	.140	-.312	.296
N	290								

Correlation Analysis

To find the relationship between two or more variables the correlation technique is used. Under this study Employees Retention (ER), is dependent variable, while Working Conditions (WC), Incentive Schemes (IS), Safety Measures (SM), Career Advancement (CA), and Training and Development (TD) are independent variables.

The results of correlation coefficients vary from -1 to +1 as representing the perfect negative and perfect positive correlation, but as most reliable and acceptable value for correlation coefficient, if it lies in between 0.50 to 0.80. Table-04, the calculated values indicates, that all the independent variables Working Conditions (0.645), Incentive Schemes (0.595), Safety Measures (0.590), Career Advancement (0.520), and Training and Development (0.538) of Human Resource Management Practices are strongly related with the dependent variable (Employee Retention).

Table-04: Person’s Correlation Coefficient of HR Practices and Employees Retention

Factors	WC	IS	SM	CA	TD	ER
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WC	1	.765**	.740**	.695**	.680**	.645**
		.000	.000	.000	.000	.000
		290	290	290	290	290
IS	1	.690**	.645**	.610**	.595**	
		.000	.000	.000	.000	
		290	290	290	290	
SM	1	.640**	.605**	.590**		
		.000	.000	.000		
		290	290	290		
CA	1	.540**	.520**			
		.000	.000			
		290	290			
TD	1	.538**				
		.000				
		290				
ER	1					

** , Correlation is significant at 0.01 level (2-tailed)

Sources: Researcher’s Compliances

Regression Analysis

The regression test is applied to find the impact of HRM practices on Employees Retention (ER), as dependent variable, while considering Working Conditions (WC), Incentive Schemes (IS), Safety Measures (SM), Career Advancement (CA), and Training and Development (TD) as independent variables.

Dependent Variable: Employee Retention, Y= ER (Employee Retention)

Independent Variable: Human Resource Management Practices X1=WC (Working Conditions), X2=IS (Incentive Schemes) X3=SM (Safety Measures) X4=CA (Career Advancement), X5=TD (Training and Development) and C=Constant

Therefore, the model should be Y= B1X1+B2X2+B3X3+B4X4+B5X5 +C

Table-05: Regression Analysis

Model	Constant	WC	IS	SM	CA	TD
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Unstandardized Coefficients	B	.212	.235	.068	.192	.015	.248
	SE	.200	.082	.092	.078	.057	.068
Standardized Coefficients	Beta		.218	.685	.316	.374	.314
t		1.062	2.412	.816	2.067	3.885	3.242
Sig.		.279	.010	.514	.085	.752	.000

Table-05, shows that four HR practices Working Conditions (0.218, $p=0.010$), Incentive Schemes (0.685, $p=.514$), Safety Measures (0.316, $p=0.085$), and Training and Development (0.314, $p=0.000$), are significantly related to employee retention and have the positive impact, while on the other side Career Advancement (0.374, $p=0.752$) is not significantly related to employees' retention in small scale industries.

Analysis of Hypothesis

Hypotheses	Beta Coefficient	Significant (P<0.05)	Decision
H1: Better working conditions at workplace have a major impact on employees 'retention.	.218	.010	Accepted
H2: Effective incentive schemes have a major and constructive impact on the retention of employees.	.685	.514	Accepted
H3: Improved safety measures at workplace have an important effect towards employee retention	.316	.085	Accepted
H4: Career advancement practices have a considerable and constructive power towards employee retention.	.374	.752	Rejected

H5: Effective training and development opportunities have a noteworthy and constructive impact towards employee retention.	.314	.000	Accepted
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Conclusion and Recommendation

The major aim of this study was to find the impact and influences of HRM practices on employee retention in Small Scale Industries in India. Due to pandemic situation, there was a tough time for employees as well as industries also. There were several problems which were facing by both, industries were also trying to cutting their cost as well as employees were searching new options for their survivals. On the basis of research results some findings are as follows:

- Working Conditions are positively and significantly related to employees’ retention in the industries. Working environment at workplace directly linked towards employees’ behavior and motivates employees to enhance productivity and performance. For the retention of employees’ working conditions plays an important role.
- Incentive Schemes always motivate to anyone for contributing the best at their part, also here these are positively and significantly related to employees’ retention in the small scale industries of Ghaziabad. Incentive may be financial, semi-financial, as well as non-financial, each types of incentives, motivates to employees for hard working and sustainability at workplace. As result shows these schemes are helpful to retention of employees.
- Safety Measures is most of the important key factor to retaining the employees’ in the organizations. If organizations are not concern towards safety measures, employees’ will be always in under pressure, and as results they will search new opportunities and also will not contribute with full potential to the organizations. Also result shows of this study that safety measures are positively and significantly related to employees’ retention in the small scale industries.
- Previous research shows career advancement as one of the most important factor for both employees’ as well organizations to employee retention. For this particular research career advancement is not positively related and helpful to retaining the employees’ in small scale industries of Ghaziabad.
- To compete the market, upgraded technology and skills are required, similarly it can be achieving through providing training and development programs to their workforce. The results proved that training and development programs are helpful to retaining the employees in similar industries.

The research study will be useful for researchers for their future research purposes. The study highlights the HRM practices and employees' retention in small scale industries in District Ghaziabad of Uttar Pradesh. In this pandemic, various industries changed their HR policies and that directly impacted to employee's retention. Our area of study was limited to 08 different block of District Ghaziabad, Uttar Pradesh, but at the macro level the results may be different. Finally, the research study concludes, by adapting these human resource management practices in small scale industries the valuable employees can be retained, by utilizing their potential industries will be able to attain the targeted results in the competitive market.

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