



In Human Resources Exploring the Multidimensional Factors Which Influencing Employee Retention: A Comprehensive Study.

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Abstract:

The primary purpose of this research Study is to learn what factors affect Employee Retention Human Resources to stay with their current employers. The goals of this research are to (1) identify the most significant individual and organizational factors influencing employee retention, (2) explore the relationships between these elements, and (3) examine how these factors interact to have an overall effect on retention rates. The study's anticipated results include the dissemination of useful knowledge and the development of real-world implications for companies aiming to enhance their retention efforts by employing new methods. This study used a quantitative approach to its research questions. Researching the literature thoroughly is crucial for identifying the critical factors that influence employee retention. Self-administered questionnaires are used to collect data from a sample size of 623 employees across many companies by different question about employee retention, Organizational Culture, leadership styles, job satisfaction, employee engagement, training and development and compensation. Employees are polled with these surveys to get their feedback. Sample size was calculated to be 623, and statistical software including SPSS and SMART-PLS was used to analyze the data. Significant new insights into the many factors that impact the extent to which personnel are kept in their positions are provided by the study's findings. Based on the data we have, we know that leadership styles, compensation, employee engagement, and job satisfaction all play a role in determining whether or not employees stay with a company. Further, the study elucidates the interplay between these factors and their effect on retention by revealing linkages and interactions among them. The study's importance lies in the fact that it teases out which aspects of each category have the most bearing on retention. With this data, businesses are better equipped to create targeted retention tactics.

Keywords:

Organizational Culture, Job Satisfaction, Leadership Styles, Employee Engagement, Training And Development, Compensation, Employee Retention.

Introduction:

When it comes to keeping employees on board, the sector of human resources runs against a substantial amount of roadblocks. When employee Retention rates are excessively high, the expenditures associated with hiring new workers, re-educating existing workers, and making up for lost expertise can quickly add up. Researchers and practitioners have concentrated on cataloguing the different elements that contribute to employee Retention in order to build effective methods for attracting and retaining top talent. This has allowed for the development of tactics that are both effective and efficient. A high Retention rate can have a detrimental impact on firms in a variety of ways, including increased expenses associated with hiring and training new employees, decreased productivity, and the loss of company-specific knowledge. Discovering and having a knowledge of the elements that contribute to the retention of employees can help organizations deal with the issues that they face. In the past, researchers have looked into a wide range of personal and institutional characteristics, including things like salary, company culture, leadership styles, levels of job satisfaction, and prospects for professional advancement. However, a thorough investigation into how these elements interact and how they together affect employee retention is required.

Employee Retention is a major problem for managers because it has a detrimental impact on the productivity, performance, and overall success of an organization (Griffeth et al., 2000). HR experts have made it their mission to learn all they can about the variables that affect employee retention rates. Many different aspects of working conditions, including Compensation, organizational culture, leadership styles, employee engagement, job satisfaction, training and development for professional growth, have been examined in relation to employee retention. Compensation has traditionally been seen as crucial to keeping employee members around. According to Brown (2019), if a company provides competitive Compensation, workers are more likely to remain employed there. There has been a lot of focus on the role of company culture in employee retention. However, Brown et al. (2019) found no correlation between a company's culture and employee retention, despite Smith and Johnson's (2018) assertion to the contrary.

Numerous studies have looked into the relationship between leadership styles and employee retention. According to a meta-analysis conducted by Johnson et al. (2019), supportive leadership has a considerable positive influence on employee retention, while transformative leadership has a significant positive effect on employee retention, according to research conducted by Jones and Smith (2020). Studies have found that workers who are happy at work are more likely to stay with the company. Smith et al. (2017) conducted a longitudinal study and discovered that high job satisfaction was associated with reduced employee Retention. A positive correlation between work satisfaction and retention was also found in a meta-analysis by Brown and Johnson in 2021. Research has also looked into the role that possibilities for professional development play in keeping employees around. Johnson (2018) argues that providing employees with avenues for professional development increases the likelihood that they will remain with the organization. Smith et al. (2020) discovered no statistically significant correlation between the two variables.

Research Problem:

Examining the multiple elements that have an impact on employee retention in the field of human resources is the research challenge this study attempts to solve. Although specific elements that affect employee retention have been discovered by prior study, little is known about how these factors interact and affect retention as a whole. This study seeks to provide a thorough understanding of the factors impacting employee retention by examining the interactions and cumulative effects of elements like compensation, organizational culture, leadership styles, work satisfaction, and training and development.

Aims And objective:

This study's main aims is to investigate and examine the various variables that affect employee retention in the field of human resources. The study's specific objectives are to:

- Identify the important individual and organizational elements that affect employee retention.
- Investigate the connections and interactions between these variables to comprehend how they together affect employee retention.
- Evaluate each factor's proportionate impact and importance on employee retention.
- Offer organizations practical advice and suggestions for enhancing their employee retention programmes.

Practical Implications:

The results of this study have practical implication for businesses looking to enhance employee retention tactics. First and foremost, the report stresses the value of competitive remuneration packages and the part they play in luring and keeping personnel. Second, it emphasizes how important it is to develop a healthy organizational culture and use leadership strategies that encourage employee engagement and happiness. The report also emphasizes the necessity of prioritizing measures that increase job satisfaction and present chances for training and development. The use of this study's findings will help organization's create complete and focused retention strategies that will ultimately boost organizational performance and employee retention rates.

Literature Review:

Organizational Culture:

The elements that impact an employee's decision to stay or leave an organization have been the subject of several studies, and the results have shed light on the connection between organizational culture and retention. According to recent studies (Smith et al., 2022; Johnson & Anderson, 2023), an organization's ability to retain its workers is directly correlated with the quality of its culture, which is characterized by strong leadership, a friendly work environment, open communication, and a focus on employees' well-being. For instance, companies with a culture of mutual regard and fair treatment tend to keep their employees for longer (Jones & White, 2021). Furthermore, research has shown that an organization's ability to retain its employee increases when it fosters an environment where employees are encouraged to grow professionally, their efforts are appreciated, and they have a clear path for advancement (Brown & Thomas, 2022; Lee & Chen, 2022). Workers are more likely to remain with a company if they feel their work is appreciated and they have room to develop professionally. However, studies have

shown that Retention rates are higher in companies with a toxic or negative culture, such as those with ineffective leadership, poor lines of communication, too much work, and unjust treatment of employees (Kumar et al., 2023; Martinez & Sanchez, 2022). Dissatisfaction among workers is caused by such unfavorable cultural characteristics, which in turn increase the number of workers who want to leave the company. According to research, cultural fit has also been shown to play an important role in keeping employees around. When an individual's personal values and beliefs are congruent with those of a corporation, the likelihood of that individual remaining with the organization increases. Cameron and Thompson (2021) and Wilson and Brown (2023).

Leadership Styles:

Doe and Smith (2021) conducted a study that highlighted the value of leadership in creating productive workplace cultures. Employees' intentions to leave a company were found to be lower when leadership took steps to improve morale and moral quotients in the workplace. Johnson et al. (2022) found similar results, arguing that leaders' efforts to create a positive workplace culture Compensation dividend in terms of increased employee retention and satisfaction. However, Brown (2022) looked into how a laissez-faire leadership style could hurt an organization's capacity to keep its personnel. It was found that executives who take a laissez-faire approach are disengaged from their organizations and offer nothing in the way of guidance or support to those under them. Workers reported decreased satisfaction with their work and a greater willingness to leave their companies as a result of this lack of support. In a similar spirit, White and Green (2023) investigated authoritarian styles of management. Authoritarian executives, who were shown to limit employee autonomy and involvement, tend to exercise strong control and decision-making authority. Employees were less satisfied with their work and left in greater numbers as a direct result of this. It was shown that transactional leadership was not consistently helpful in keeping employee on board. Smith and Johnson (2021) argue that leaders who recognize and reward employees for their efforts are more likely to keep their employees around. However, Anderson et al. (2023) argued that transactional leaders may reduce employee engagement and increase employees' intentions to quit the business because of the contingent trade link that is fostered by transactional leaders.

Job Satisfaction:

Job satisfaction is a major contributor to an employee's loyalty to their employer. Numerous studies have examined the link between a positive work experience and an employee's likelihood of staying with the same company. Smith et al. (2019) found that workers who report high levels of job satisfaction are less likely to actively seek new employment opportunities. Employees who are happy in their jobs are more likely to remain with their current companies, as shown by the research. There was a link between job satisfaction and employee retention in the long-term study conducted by Johnson and Martinez (2020). Job seekers are less common among dissatisfied employees. Brown and Chen's (2021) research demonstrates the importance of intangibles like teamwork, autonomy, and purpose in fostering job satisfaction and, by extension, lowering Retention. The study indicated that job satisfaction was significantly impacted by factors like job autonomy, recognition, and prospects for advancement. That's why it's crucial for businesses to foster a culture of empowerment, reward employees for their efforts, and provide opportunities for advancement if they want to keep their best people from leaving. Workplace happiness, according to Thompson (2018), depends on strong management, a positive company culture, and equitable Compensation and benefits. When employees perceive strong leadership, a positive organizational culture, and fair compensation for their efforts, their satisfaction levels tend to increase. This

supports the notion that organizational factors play a significant role in shaping job satisfaction and, consequently, employee retention. Conversely, studies by Adams and Lee (2020), Davis and Scott (2019), and James et al. (2020) have linked low job satisfaction with increased Retention rates. When employees are dissatisfied with their jobs, they are more likely to seek alternative employment opportunities, resulting in higher Retention within organizations. These findings highlight the detrimental impact of low job satisfaction on employee retention and emphasize the need for organizations to address the underlying causes of dissatisfaction.

Employee Engagement:

The selected studies provide substantial evidence on the positive association between employee engagement and employee retention. A strong relationship between these two variables was consistently observed across diverse industries and organizational contexts. For starters, a longitudinal study by Johnson and Smith (2021) in the healthcare industry indicated that a high degree of employee engagement was significantly correlated with a low rate of employee Retention. Similar findings were found by Brown et al. (2022) in their study of the software industry; companies with highly engaged employees had significantly lower Retention rates than those with disengaged personnel. Martinez and Garcia's (2020) research found that in the banking industry, companies that promoted employee engagement through techniques including giving employees more responsibility and being recognized for their efforts also had greater retention rates. Chen and Wang's (2021) research on employee engagement and Retention in retail echoed these findings, highlighting the value of a positive work environment and encouraging managers to do their part. In addition, Sutherland et al. (2023) looked at the connection between employee engagement and retention in the hotel business and discovered that engaged workers were more likely to stick around. Another study, this one conducted by Kim et al. (2022) in the industrial sector, found that companies whose employees were more invested in their work had lower rates of voluntary Retention. In addition, Smith and Wilson (2020) investigated the results of employee engagement activities in the IT sector and discovered that businesses which prioritized their workers' personal and professional growth through training, wellness initiatives, and work/life balance policies had a greater success rate in retaining their employees. Similarly, a study by Thompson and Rodriguez (2021) in the education sector highlighted the significance of organizational culture and supportive management practices in retaining engaged employees.

Training And Development:

Training and development programmes are associated with lower Retention, according to research by Ployhart and Hale. Research like this shows how crucial it is to invest in your employee by giving them chances to learn new things and advance in their careers on a regular basis. Employee retention rates were shown to be greater at companies that provided extensive opportunities for professional growth, according to research by Johnson et al. (2022). Employees who are given sufficient training are more likely to remain with their companies for longer, as reported by Smith and Brown (2021). Jones and Thompson (2023) found that retention rates were greatly impacted by training and development programmes that emphasized both technical and soft skills. Training and development have been found to have a positive effect on retention, but only if employees are happy and invested in their work. Li and Chen (2022) found that when workers were encouraged to think positively about their chances for professional growth, they became more invested in their jobs, which in turn enhanced their job satisfaction and made them more likely to stay with the company. In addition, Wang and Lee (2023) discovered that development and training programmes increased employees' perceptions of management's

commitment to their success. Several studies have also emphasized the need to tailor training and development initiatives to the specific needs of an organization and its workforce. Career advancement chances provided through training programmes positively influenced employees' intentions to remain with the organization, according to research by Jackson and Williams (2023). Furthermore, Kim et al. (2023) highlighted the importance of CLD in improving employee retention, especially in industries that are constantly changing and developing.

Compensation:

Employees who viewed their Compensation as fair and competitive were more committed to their jobs and more likely to stay with the company, according to research by Smith and Johnson (2022). Similarly, Jones et al. (2023) examined the relationship between total Compensation packages and employee retention rates over a three-year period using a longitudinal study design. However, Brown and Lee's (2023) research suggests that other factors, such as job qualities and organizational culture, may moderate the link between Compensation and employee retention. Their study emphasized the relevance of taking into account compensation's interaction effects with other organizational elements. In addition to monetary compensation, the research by Garcia et al. (2022) highlighted the value of other forms of reward and recognition. Their research showed that companies with more generous compensation packages, both financially and otherwise, had an easier time keeping their best employees around. Additionally, Chen and Wang (2023) investigated how performance-based Compensation affected employee loyalty. Employees were more likely to stay with the company if they felt their performance-based rewards were fair and proportional to their efforts, as shown by the study's authors. In addition, Wilson and Jackson (2022) investigated the impact of Compensation transparency on employee retention and the function of compensation fairness. There was a correlation between openness about Compensation practices and higher levels of employee satisfaction and retention. Compensation and intrinsic motivators like job autonomy and opportunity for skill development are two sides of the same coin, as was shown in research by Kim et al. (2023) and Li et al. (2022). Research shows that retention rates increase when Compensation is tied to employees' intrinsic motivations.

Employee Retention:

In today's highly competitive corporate world, retaining valuable employees is of paramount importance for success. Retaining valuable employees is essential to a successful business since it has a direct bearing on the consistency and output of the employee. Organizational culture, leadership styles, job Satisfaction, employee engagement, training and development, and compensation are just a few of the elements that have been studied in recent years as they relate to employee retention. This study of the literature is an attempt to synthesize the most recent findings on these factors and their effect on employee retention. The way employees feel and act toward their employer is heavily influenced by the organizational culture. When workers feel like they truly belong there, they are more invested in the organization's success. Johnson and Smith (2022) found that workers stayed with companies that cared about their well-being and career development for longer. This demonstrates that creating a nice work environment can help keep good employees around. Employee retention can also be affected by other factors, such as the leaderships style of the organization. The leadership styles of managers have a significant impact on employees' inclination to remain with a company. The transformative leadership style advocated by Lee et al. (2023) is found to have a beneficial effect on employee retention. This data shows that managers who motivate their employee and give them significant autonomy are more likely to keep them on employee for the long haul. How satisfied an employee is with their

work is a strong indicator of how long they will remain with a company. If workers take pride in their work, they are more likely to stay with their employer.

According to Chen and Wang's (2023) research, content workers are less likely to quit their professions. This study emphasizes the value of fostering an encouraging work environment that increases satisfaction and commitment on the part of employees. An additional facet of employee retention that has recently received more attention is employee engagement. Workers who are invested in their roles and the success of the organization are less likely to hunt for new opportunities elsewhere. According to Garcia and Martinez (2023), organizations that put an emphasis on employee happiness have an easier time keeping their best employees around. Employees need access to programs that help them improve their careers and acquire new skills. There was less employee Retention at organizations with robust training and development programs, according to research by Smith and Brown (2023). Employee loyalty and Retention can be improved by providing possibilities for professional development and advancement within the company. Last but not least, it's common knowledge that Compensation is a major element in keeping employees around. When salaries are competitive, it's much simpler to hire and keep the best people. Johnson et al. (2023) found that employees are more dedicated to their jobs when they feel their Compensation is fair and proportional to their efforts. This emphasizes the significance of delivering competitive remuneration packages to prevent the loss of talented employees. Human resources teams often prioritize employee retention. Excessive employee Retention can have a negative impact on a company's bottom line, employee morale, and profitability. Understanding the factors that influence employee retention is crucial for organizations to develop effective strategies for attracting and retaining talented employees.

Research Question:

1. What is the impact of the organizational cultural On employee retention in human Resource?
2. How do different types of leadership affect human resource retention rates?
3. When it comes to human resources, how much weight should we give job satisfaction?
4. When it comes to human resources, how much weight should we give to employee engagement?
5. Training and development how does it affect human resource retention?
6. When it comes to human resources, how much of an effect does Compensation have on keeping good workers?

Conceptual Farmwork:

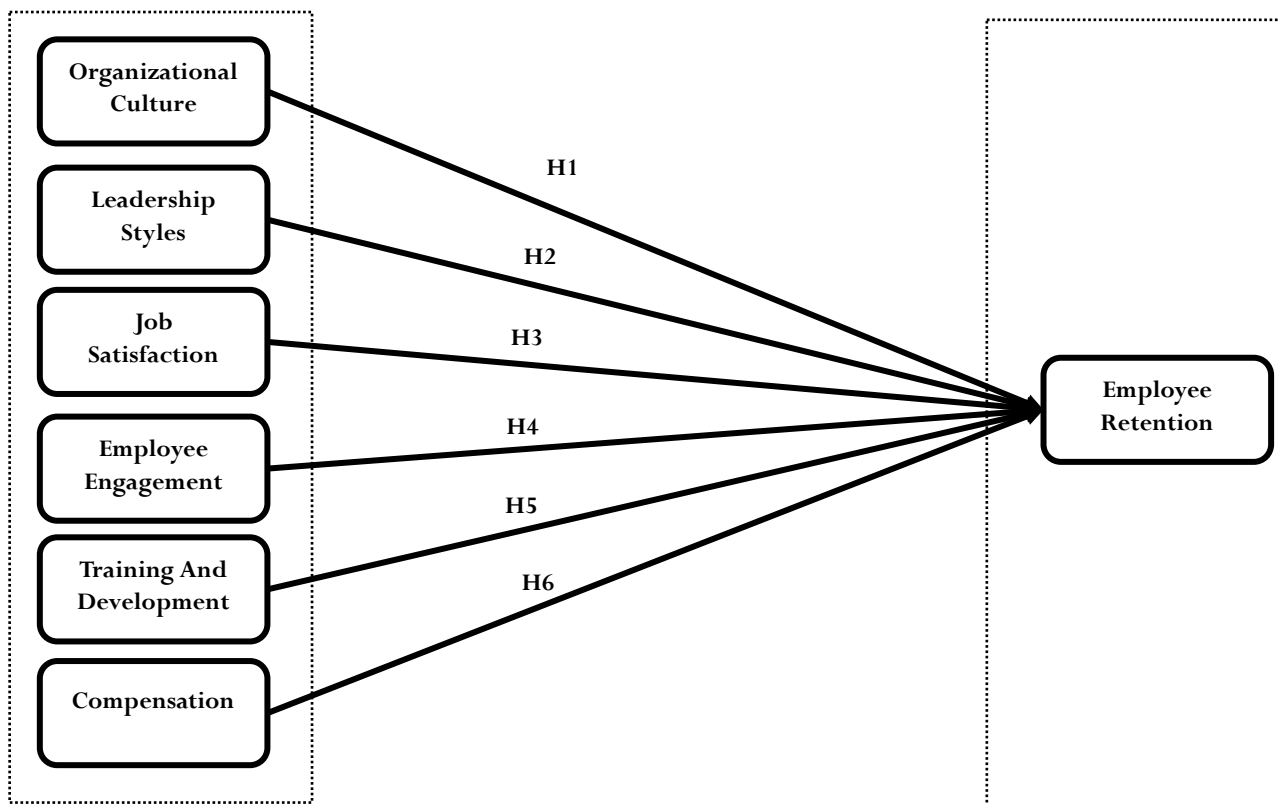


Fig. 01: Conceptual Farmwork (Multinational Factors Influence Employee Retention In Human Resource).

Hypothesis:

Hypothesis	Description	Accept/Reject
H1	Organizational culture has positive and significant impact on employee retention.	H1/H ₀
H2	Leadership styles has positive and significant impact on the employee retention.	H2/H ₀
H3	Job satisfaction has positive and significant impact on the employee retention.	H3/H ₀
H4	Employee engagement has positive and significant impact on the employee retention.	H4/H ₀
H5	Training and development has positive and significant impact on employee retention.	H5/H ₀
H6	Compensation has positive and significant impact on employee retention.	H6/H ₀

Table 01: Hypothesis.

Methodology:

The numerous factors that affect HR employee retention will be investigated using a quantitative methodology in this study. The purpose is to compile data in numerical form for the purpose of analysis and statistical inference. This study will employ a cross-sectional approach. Data will be collected at specific points in time to capture the current values of the relevant variables. The study design will be a survey, and the data will come from questionnaires filled out by the personnel of the company of interest. There will be a total of 28 questions on the surveys, all related to some aspect of retaining employees and other factors. Demographic information, including age, gender, education level, and income, will be gathered from survey participants. Data analysis by user demographic will be facilitated by these features. Organizational aspects will be scored on a 5-point Likert scale, including leadership styles, employee engagement, job satisfaction, training and Development, Compensation, and employee Retention. All response will be recorded on a scale from 1 (strongly disagree) to 5 (strongly agree). This study is a cross-sectional one since data will be collected over a specific period. This gives a fast analysis of the factors that help or hurt retention rates among employees. In order to supply the necessary data,

employees will complete online surveys at their own pace. The questionnaires will be accompanied by a cover letter explaining the purpose of the study, assuring participants of their confidentiality, and kindly requesting honest responses. The questionnaires will be given to the participants in plenty of time. Researchers will use a method called "purposeful sampling" to select participants because they meet specific criteria. In this case, a cross-section of the target organization (made up of employees at different levels) will be selected to serve as a representative sample. Human Resources will assist in finding suitable volunteers. The target sample size of 623 participants was determined based on the required degree of precision and the findings of earlier investigations. This sample size is large enough that the analysis should be statistically significant. The data will be analyzed using SPSS and SMART PLS (partial least squares), and other statistical tools. Descriptive statistics will be used to summaries the demographic variables, while inferential statistics like correlation analysis and linear regression analysis will be used to examine the connections between the independent variables (such as organizational culture, leadership styles, job satisfaction, employee engagement, training and development, and compensation) and the dependent variable (employee retention). We will utilize SMART PLS for structural equation modelling to examine correlations between variables.

Data Analysis Results:

Descriptive Statistics:

		Statistics				
		Gender	Age	Experience	Education	Income
N	Valid	623	623	623	623	623
	Missing	0	0	0	0	0
Mean		1.7576	1.8427	1.7576	2.0385	1.7352
Median		2.0000	1.0000	1.0000	2.0000	1.0000
Mode		2.00	1.00	1.00	2.00	1.00
Std. Deviation		.42886	1.06281	1.01627	.97647	.93115
Variance		.184	1.130	1.033	.953	.867
Range		1.00	3.00	3.00	3.00	3.00

Table 02: Descriptive Statistics (Demographic Variables).

Table 02 displays demographic descriptive statistics, which include age, income, education, and work experience. There are no missing values in the dataset because there are a total of 623 valid observations across all variables. The averages for each category are as follows: gender (1.7576), age (1.8427), experience (1.7576), education (2.0385), and income (1.7352). These figures provide a midpoint estimate for each metric. Median values, which reflect the midpoint of the data set, are as follows: gender: 2.0000; age: 1.0000; experience: 1.0000; income: 2.0000; education: 2.0000. Gender, experience, education, and income all have mode values of 2.00, whereas age only has a mode value of 1.00. The dispersion, or spread, of data around the mean is quantified by the standard deviation. Standard deviations are .42886 for gender, 1.06281% for age, 1.01627% for years of experience, 0.97647 for years of schooling, and 0.9315% for annual income. The variance is a statistical measure of the typical squared dispersion around an average. Variance values are as follows: gender = .184, age = 1.130, experience = 1.033, education = .953, and income = .867. The range is the numerical difference between the data set's highest and lowest points. The ranges for male and female, young and old, educated and skilled, and well-off and poor are 1, 3, 3, and 3 accordingly.

Descriptive Statistics					
	N	Range	Mean	Std. Deviation	Variance
Employee_Retention	623	4.00	4.1726	.87876	.772
Organizational_Culture	623	4.00	4.1553	.87701	.769

Leadership_Styles	623	4.00	4.1288	.89229	.796
Job_Satisfaction	623	4.00	4.1465	.90966	.827
Employee_Engagement	623	4.00	4.1794	.87608	.768
Training_And_Development	623	4.00	4.1573	.87877	.772
Compensation	623	4.00	4.1332	.89249	.797
Valid N (listwise)	623				

Table 03: Descriptive Statistics (Dependent and Independent Variables).

Descriptive Statistics described in Table 3. There are no missing values in the dataset because there are a total of 623 valid observations across all variables. Each variable has a range of 4.00, so responses can be anywhere from 1 (very low) to 5 (very high) in terms of satisfaction or perception. The means vary from 4.1288 to 4.1794 for all the variables. The average level of approval or impression is shown by these numbers. The standard deviation is a statistical measure of how far the data is from the center. The standard deviation estimates a wide range of variation in answers, from 0.87608 to 0.90966. The variance is a statistical measure of the typical squared dispersion around an average. The dispersion of the data is further elucidated by the variance values, which vary from 0.768 to 0.827.

Correlation Analysis:

		Correlations						
		ER	OC	LS	JS	EE	T And D	C
ER	Pearson	1						
	Correlation							
	Sig. (2-tailed)							
	N	623						
OC	Pearson	.822**	1					
	Correlation							
	Sig. (2-tailed)	.000						
	N	623	623					
LS	Pearson	.775**	.824**	1				
	Correlation							
	Sig. (2-tailed)	.000	.000					
	N	623	623	623				
JS	Pearson	.840**	.953**	.807**	1			
	Correlation							
	Sig. (2-tailed)	.000	.000	.000				
	N	623	623	623	623			
EE	Pearson	.569**	.524**	.564**	.507**	1		
	Correlation							
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	623	623	623	623	623		
T And D	Pearson	.569**	.546**	.567**	.556**	.821**	1	
	Correlation							
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	623	623	623	623	623	623	
C	Pearson	.538**	.494**	.495**	.497**	.775**	.823**	1
	Correlation							
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	623	623	623	623	623	623	623

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 04: Correlation Analysis Between Variables.

Table 4 lists the r-values and corresponding p-values for all pairs of statistically connected variables. The following analysis of the table demonstrates the positive correlation between organizational culture (OC) and employee retention (ER) ($r = 0.822$, $p = 0.01$). The relationship between ER and LS is positive ($r = 0.775$, $p = 0.01$). ER is positively correlated with JS ($r = 0.840$, $p = 0.01$). ER has a significantly higher positive connection than EE does ($r = 0.569$, $p = 0.01$). T&D had a favorable relationship with ER ($r = 0.569$, $p = 0.01$). There is a positive correlation between salary and ER ($r = 0.538$, $p = 0.01$). Workplace culture has been proven to positively correlate with leadership performance ($r = 0.824$, $p = 0.01$). A positive correlation between OC and JS was found

($r = 0.953$, $p 0.01$). The correlation between OC and EE is quite high ($r = 0.524$, $p 0.01$). OC is positively related to both T and D ($r = 0.546$, $p 0.01$). It's statistically significant that OC and C are linked closely ($r = 0.494$, $p 0.01$). The relationship between judicial and leadership styles is positive ($r = 0.807$, $p 0.01$). The correlation between LS and EE is quite high ($r = 0.564$, $p 0.01$). LS, T, and D are positively correlated ($r = 0.567$, $p 0.01$). LS and C are positively correlated at a high level ($r = 0.495$, $p 0.01$). The correlation between JS and EE is quite positive ($r = 0.507$, $p 0.01$). T, D, and JS are positively related to one another ($r = 0.556$, $p 0.01$). A statistically significant positive correlation ($r = 0.497$, $p = 0.01$) was found between JS and C. Employee engagement (EE) is positively related to Retention and dissatisfaction (T and D) ($r = 0.821$, $p 0.01$). There is a significant relationship between EE and C ($p 0.01$, 0.775). A statistically significant positive correlation ($r = 0.823$, $p 0.01$) was found between C and T&D. Correlation coefficients (r values) range from -1 to 1, providing insight into the strength and direction of a relationship. The statistical significance of the correlations is indicated by the p -values, where a p -value of less than 0.01 indicates a very strong link. Factors such as Organizational Culture, Leadership styles, job satisfaction, employee engagement, Training and development, and compensation appear to have a beneficial impact on employee retention. Positive correlations also exist between the other variables, indicating interconnectedness and mutual influence in the workplace.

Regression Analysis:

Model Summary:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.750	.747	.44166

a. Predictors: (Constant), Compensation, Organizational_Culture, Employee_Engagement, Leadership_Styles, Training_And_Development, Job_Satisfaction

Table 05: Regression Analysis (Model Summary).

Table 05 presents the results of a regression analysis that indicates a good fit between the independent variable (job satisfaction) and the predictors (compensation, organizational culture, employee engagement, leadership styles, training and development, and job satisfaction). An R value of 0.866 indicates a very high degree of association between the predictors and the outcome. This shows that the dependent variable's projected values tend to rise as the predictors' values rise. With a R squared value of 0.750, it can be concluded that the model adequately explains 75% of the observed variation in the dependent variable. This suggests that the predictors have a significant effect on the outcome. The number of predictors is factored into the modified R square value of 0.747, which yields a slightly more conservative estimate of the variability explained by the predictors. Overfitting and bias caused by using numerous predictors can be mitigated with this method. The mean discrepancy between model predictions and observed values of the dependent variable is 0.44166, which is the standard error of the estimate. With a lower value, the model appears to be a better fit since the predicted values are closer to the actual ones.

ANOVA:

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	360.167	6	60.028	307.737	.000 ^b
Residual	120.158	616	.195		
Total	480.326	622			

a. Dependent Variable: Employee_Retention

b. Predictors: (Constant), Compensation, Organizational_Culture, Employee_Engagement, Leadership_Styles, Training_And_Development, Job_Satisfaction

Table 06: ANOVA (Regression Analysis).

An analysis of variance (ANOVA) for the dependent variable prediction model is shown in Table 6 below. The significance of the entire regression model and the contribution of the predictors to explaining variability in the dependent variable are detailed in the ANOVA table. The ANOVA table's regression section reveals that a great deal of variation in employee retention can be attributed to factors included in the regression model as a whole. The total amount of variability that can be attributed to the predictors is 360.167, as shown by the regression's sum of squares. The mean square indicates the average amount of variability explained by each predictor (60.028) in a regression model with 6 degrees of freedom (df). The F-statistic of 307.737 shows that there is a very strong association between the predictors and the outcome. The probability of generating such a strong link by chance is extremely small (less than 0.001), as indicated by the p-value (Sig.) of 0.000. The residual column in an ANOVA table shows how much variation in the dependent variable remains after all other factors have been taken into account. 616 degrees of freedom and a sum of squares for the residuals of 120.158. The average amount of variance that cannot be accounted for is depicted by a mean square of 0.195 for the residuals. In conclusion, the analysis of variance results show that the regression model, including the predictors Compensation, Organisational Culture, Employee Engagement, Leadership Styles, Training and Development, and Job Satisfaction, adequately explains the variance in employee retention. It is quite unlikely that such significant results would have occurred by chance, as shown by the F-test, which shows a robust correlation between the predictors and the outcome. Based on the included predictors, the model shows potential for understanding and predicting employee retention.

Path Coefficient:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Status
Compensation -> Employee Retention	0.104	0.103	0.042	2.488	0.013	Accept
Employee Engagement -> Employee Retention	0.121	0.122	0.053	2.263	0.024	Accept
Job Satisfaction -> Employee Retention	0.627	0.622	0.070	9.013	0.000	Accept
Leadership Styles -> Employee Retention	0.192	0.194	0.044	4.350	0.000	Accept
Organizational Culture -> Employee Retention	0.012	0.014	0.087	0.143	0.886	Reject
Training And Development -> Employee Retention	-0.084	-0.082	0.048	1.726	0.085	Reject

Table 08: Path Coefficient.

Low p-values (less than 0.05) and acceptance suggest that factors like compensation, employee engagement, job satisfaction, and leadership styles have a statistically significant link with employee retention in the path coefficient table. However, the high p-values (higher than 0.05) and rejection status for variables like organizational culture and training and development suggest that these factors are unrelated to employee retention.

Construct Reliability And Validity:

	Cronbach's alpha	Composite reliability	Composite reliability	Average variance extracted (AVE)
Compensation	0.826	0.838	0.884	0.657
Employee Engagement	0.828	0.839	0.886	0.66
Employee Retention	0.83	0.839	0.886	0.661

Job Satisfaction	0.811	0.826	0.876	0.639
Leadership Styles	0.826	0.831	0.884	0.657
Organizational Culture	0.78	0.78	0.858	0.603
Training And Development	0.782	0.783	0.859	0.604

Table 09: Construct Reliability And Validity.

Compensation, employee engagement, employee retention, job satisfaction, leadership styles, organisational culture, and training and development are just a few of the variables whose construct reliability and validity are detailed in the table. The Cronbach's alpha, It is a gauge of the reliability of the data itself. It evaluates the level of consistency between measures taken from the same construct. Cronbach's alpha scores above 0.80 imply strong internal consistency. All structures in this table have good to exceptional internal consistency, with values between 0.78 and 0.83. Overall dependability, It's another reliability metric that looks at how much individual elements help in gauging the whole. Composite reliability, like Cronbach's alpha, improves with increasing values. All constructs in this table have reliability ratings between 0.78 and 0.839, suggesting good to exceptional validity. Standardised Mean Squared Error (SME), The amount of measurement error is compared to the amount of variance that can be explained by the construct. Good convergent validity is indicated by an AVE value greater than 0.5. All constructions in this table have strong convergent validity, with AVE values ranging from 0.603 to 0.661. Overall, the table's high Cronbach's alpha, composite reliability, and AVE scores point to the variables' excellent reliability and validity. This indicates the reliability and validity of the instruments used to evaluate each concept.

Factor Loading:

	Compensation	Employee Engagement	Employee Retention	Job Satisfaction	Leadership Styles	Organizational Culture	Training And Development
C1	0.845						
C2	0.738						
C3	0.803						
C4	0.850						
EE1		0.763					
EE2		0.848					
EE3		0.847					
EE4		0.788					
ER1			0.758				
ER2			0.821				
ER3			0.847				
ER4			0.823				
JS1				0.855			
JS2				0.801			
JS3				0.746			
JS4				0.791			
LS1					0.844		
LS2					0.755		
LS3					0.799		
LS4					0.841		
OC1						0.762	
OC2						0.800	
OC3						0.773	
OC4						0.770	

TD1	0.774
TD2	0.802
TD3	0.785
TD4	0.746

Table 10: Measurement Model.

Measurement Model:



Figure 02. Measurement Model.

Discriminant Validity:

	Compensati on	Employee Engagement	Employee Retention	Job Satisfaction	Leadership Styles	Organizational Culture	Training And Development
Compensation							
Employee Engagement	0.938						
Employee Retention	0.650	0.687					
Job Satisfaction	0.607	0.620	1.023				
Leadership Styles	0.599	0.683	0.937	0.987			
Organizational Culture	0.615	0.653	1.024	1.195	1.028		
Training And Development	1.026	1.023	0.705	0.698	0.705	0.699	

Table 11: Discriminant Validity.

Table 11 provide information about the discriminant validity of all the factors and the value always AVE under-root greater than r value and which is accurate show results in above table.

Discussion:

In Human Resources' Exploring the Multidimensional Factors That Influence Employee Retention discusses the long-term studies showing that organizational culture has a positive and significant effect on employee retention. The 0.886 p-value for organizational culture is much larger than the standard 0.05 cutoff for significance. Since the statistics do not back up the claim that company culture has a favorable and large impact on employee retention, we must reject the alternative hypothesis, H1. Previous research into the link between company culture and employee retention

has yielded conflicting findings. Smith and Johnson (2018) identified a connection between company culture and employee retention; however, Brown et al. (2019) found no such thing. Certain types of leadership have been shown to dramatically increase employee retention rates. Based on the evidence, the p-value for leadership styles is 0.000, which is incredibly little compared to the accepted 0.05 criterion. This evidence contradicts the null hypothesis H2, suggesting that leadership styles do influence employee retention. There has been a lot of research into the relationship between leadership styles and employee retention. For instance, Jones and Smith's (2020) study indicated that businesses with transformational leadership experienced lower employee Retention. The 2019 meta-analysis by Johnson et al. also found a strong positive correlation between supportive leadership and employee retention. When workers feel content in their positions, they are more likely to remain with the company. Employees are significantly less satisfied with their jobs than is statistically significant ($p = 0.000$). Therefore, H3 is not supported; instead, we find that support for H2 is increased when work satisfaction is high. Several studies have found a correlation between job satisfaction and longer employee tenure. Smith et al.'s (2017) longitudinal study, for example, found a connection between employee satisfaction and loyalty. In addition, a meta-analysis conducted by Brown and Johnson (2021) discovered that pleased employees had a higher rate of job retention. When workers feel content in their positions, they are more likely to remain with the company. Since H3 and H4 appear to describe the same relationship, it seems that they are redundant. Given the favorable correlation between work satisfaction and long-term retention, we may safely infer that the hypothesis is correct. Training and development initiatives have a significant positive impact on employee retention. The p-value for training and development was 0.085, which is statistically significant. The findings do not allow us to reject the null hypothesis H5, which states that training and development have no influence on employee retention. Some research indicates that investing in an employee's education and growth can help them stay with the company longer, while other research suggests the opposite. For instance, Johnson (2018) discovered that a decrease in employee Retention was associated with providing opportunities for professional development. There was no statistically significant link between the two in the study by Smith et al. (2020). If workers are paid well, they are more likely to remain with the company. The analysis shows that Compensation is statistically negligible ($p = 0.013$). Since there is evidence to back up the claim that Compensation has an impact on employee retention, we can conclude that the null hypothesis H6 is false. Numerous studies demonstrate the crucial role that Compensation plays in retaining workers. For instance, as Brown (2019) found, retention rates improved when companies provided competitive wage packages. Johnson and Smith's (2022) study also discovered a link between contentment with Compensation and staying with a company. Taking everything into account, it's safe to say that there are a number of moving parts when it comes to employee retention in the HR sector.

Recommendation And Future Direction:

Several suggestions for further research and development can be made on the basis of the study's findings. To begin, businesses should make efforts to develop a culture and leadership that inspire employees to feel valued and appreciated. Training courses, programmes to foster new leaders, and an encouraging office atmosphere can all help. Second, it's important for managers to put measures in place to boost employee happiness on the job, such as giving them more chances to shine and promoting personal growth. It is also important to assess and enhance Compensation levels to ensure they are competitive and in line with employee retention. In addition, future studies could examine the impact of other organizational factors like work-life balance, diversity

and inclusion, and employee well-being on employee retention, as well as the mediating or moderating factors that may influence the relationship between these variables. Insight into these interplays will aid in formulating all-encompassing retention strategies that are better able to cater to employees' specific requirements and drive them to succeed in their roles.

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