

Conceptual paper on strategic human resources management practices and employee retention

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Abstract

Purpose: The goal of this paper is to propose a theoretical framework that examines the effects of strategic human resource management (SHRM) practices on the improvement of employee retention.

Design/methodology/approach: This paper examines the extant literature pertaining to the practices of strategic human resource management. In addition, this study performs a thorough examination of current literature to construct a theoretical framework. that explores the relationship between practices of strategic human resource management and employee retention as discussed in the scholarly works.

Findings: The current paper proposes that there is a positive association between the factors that precede strategic human resource management and employee retention.

Research limitations/ implications: The primary focus of this paper was directed towards three specific practices of Strategic Human Resource Management (SHRM), with limited consideration given to other potential practices within the field. It is important to do empirical research on the correlation between practices of strategic human resource management (SHRM), including career management, work-life balance, leadership, and employee retention.

Practical implications: The findings provide proper attention over SHRM practices to enhance employee retention. Also, this study presents a foundation for developing a conceptual framework of strategic human resource management (SHRM) and employee retention.

Originality/value: The paper will help the workplace to gain knowledge of the strategic human resource management techniques that enhance employee retention.

Keywords: Strategic human resources management, career management, work-life balance, leadership, employee retention

Introduction

Employee retention refers to the strategic practice of retaining skilled personnel inside an organisation (Hughes & Rog, 2008). Therefore, employee retention refers to the systematic efforts organisations undertake initiatives to establish a favourable work environment that encourages and rewards employees, hence increasing their period of service with the firm.

(Singh & Dixit, 2011). Neog (2015), stated that employee retention can be seen as a set of strategies and measures that organizations apply in order to reduce employee turnover, so ensuring that employees remain in their current positions. According to Ghani et al. (2022) and Schneider (1987), the implementation of employee retention strategies is considered an optimal approach for organizations seeking to retain highly skilled employees with important expertise, particularly in situations when locating suitable replacements in the labor market proves to be difficult. Moreover, employee retention may be defined as the organizational capacity to retain individuals for a longer duration compared to their industry counterparts (Johnson, 2000). According to Idowu (2020) and Cutler (2001), the maintenance of engaged and devoted human resources workers is dependent upon prioritising employee retention as a fundamental necessity inside an organization. The vital source of organizational success is in the retention of current people rather than the recruitment of new personnel. According to Jibril and Yeşiltaş (2022) and Walker (2001), the act of retaining people is crucial for organizations in order to effectively manage and retain talented individuals, Thus, allowing the organisation to get a competitive edge in the market.

Çalışkan (2010) identifies sum of practices of SHRM that influencing the organisational performance. According to Çalışkan (2010), the practices of the SHRM encompass several aspects such as work-life balance, training and development, job security, leadership, and job and work design for employees. Furthermore, SHRM encompasses the fundamental activities of Human Resource Management (HRM). For instance, the areas encompassing recruiting, selection, career management, remuneration and benefits, job security, and work-life balance. According to Haque (2020), these responsibilities pertain to both personnel outcomes and organizational success. Delery and Doty (1996) suggest that SHRM encompasses many roles that facilitate the achievement of organizational targets and goals. The duties encompass job security, work design, career management, and remuneration and benefits. As identified by Cania (2014) organizations that seek to effectively manage their employees should prioritise certain key functions. These functions include the recruitment and selection of highly skilled personnel, the implementation of career management initiatives, the allocation of leadership support, the enhancement of work-life balance, the cultivation of employee motivation, and the assurance of job security.

Career management is consistent with strategic human resource management (SHRM) (Eby, Allen, & Brinley, 2005). According to Yang and Lin (2014), there exist three distinct purposes of SHRM, namely empowerment, superior performance work systems, and career management. The effective implementation of SHRM inside an organization is contingent upon the proficiency of HR managers. They are responsible for utilizing various practices such as performance management, career management, talent management, and other interconnected HRM strategies to improve overall organizational performance (Delery & Doty, 1996). Based on the preceding discourse, it is evident that SHRM serves a crucial function in augmenting organizational performance and attaining a competitive edge, while also facilitating the effective implementation of government policies. This paper concentrates on the practices of SHRM, namely career management, work-life balance, and leadership, and their relationship to employee retention.

Literature Review

Strategic human resources management (SHRM)

SHRM is comprehensive methodology to effectively overseeing the workforce of an organisation, with a strong alignment to the organization's primary strategy. (Becker & Huselid, 2006). Furthermore, it is often regarded as a pivotal link connecting human resource management practices with strategic management (Mbugua, 2015). It pertains to the

overarching strategy plan and the desired outcomes that an organization aims to accomplish. According to Boxall (2003) the Strategic Human Resource Management concentrates on the integration of human resource management (HRM) tactics with organizational strategies. According to Iqbal (2019), the primary purpose of SHRM is to establish a connection between employees and the goals of the organization. Moreover, Bratton and Gold (2007) provide a framework that emphasizes the integration of human resource functions with the strategic goals of the organization.

Moreover, to get a competitive advantage and improve organizational performance, SHRM places emphasis on employees, recognizing them as a crucial asset for the organization (Katou & Budhwar, 2006, 2007; Pfeffer, 1994). To reach the goals of the organization, it is vital for the organization to effectively and efficiently manage its personnel. This is because the primary aim of SHRM is to enhance organizational outcome via the effective utilization of its workforce. According to Çalışkan (2010), the effectiveness of SHRM is enhanced when human resources policies and practices successfully align the organization with employees with the necessary skills and appropriate numbers. This section will examine three practices of SHRM, namely career management, work-life balance, and leadership.

Career management

Career management refers to the many strategies and actions that individuals adopt to progress in their professional paths, achieve higher positions within their specific sectors, and gain salary advancements (Vinkenburg and Weber, 2012). According to Orpsen (1994), career management can be defined as the planned techniques implemented by organizations to optimise the efficiency of employees' professional development. This entails assessing employees' professional ambitions, providing a fitting professional path prospects, identifying deserving employees for these opportunities, and subsequently providing them. Therefore, as emphasized by Doyle (2000), these practices encompass a range of programs that aid in achieving organizational objectives while simultaneously providing opportunities to achieve the ambitions and requirements of their personnel. Moreover, career management may be outlined as a range of initiatives offered by organizations to enhance employees' career progression and facilitate their attainment of elevated remuneration and advancements (Bagdadli and Gianecchini, 2019). Moreover, career development defined as the systematic advancement of one's career path, encompassing different activities such as developing abilities through training, progression to positions of increased authority and responsibility, and possibly moving to different roles within the same organizational context. (Kibui, Gachunga, & Namusonge, 2014).

According to Kibui, Gachunga, and Namusonge (2014), the alignment of career management practices with the pre-joining expectations of workers has the capacity to enhance employee retention in a good way and boost their performance within the organizational context. This conclusion is consistent with the results of Cappelli's (2000) study, which revealed that staff retention rates were higher in organizations that provided a reward system, opportunities for employee growth and development, competitive compensation packages, and a favorable work-life balance. Furthermore, Kibui, Gachunga, and Namusonge (2014) have highlighted the significance of offering career development opportunities and implementing a comprehensive training plan as crucial factors in enhancing employee retention. Consequently, it is important for organizations to priorities staff development as a means to enhance the connection with their workforce (Hsu, Jiang, Klein, & Tang, 2003; Steel, Griffeth, & Hom, 2002). Moreover, Butler and Waldrop (2001) underscored the importance for organizations to establish avenues for career advancement and offer training and skill enhancement programs in order to enhance the employability of their workforce within both the internal and external

labor markets. Extensive evidence supports the notion that the inclusion of development and training programs is a crucial component within the realm of employee career management. Wen et al. (2014) assert that the use of career management strategies can enhance an employee's work attitude through the augmentation of their positive appraisal and expectations towards career advancement. The above-mentioned elements have The ability to attract and retain highly talented workers has the potential to give organisations a competitive advantage in the marketplace (Elrehail et al., 2019; Irshad & Afridi, 2007). Career management plays an important part in encouraging employee retention by prioritizing the fulfilment of employees' needs and desires, while simultaneously contributing to the enhancement of organizational performance and profitability.

On the other hand, it is well observed that organizations tend to experience attrition of highly valued personnel when they neglect to accommodate the diverse demands of their workforce (Guzeller & Celiker, 2020; Kibui et al., 2014). Organizations, particularly in the private sector, see a significant level of worker turnover, which may be attributed to the absence of effective career development plans (Al-Ali, 2008). Therefore, it is important to provide employees with opportunities for professional growth, thereby reducing employee turnover and promoting higher levels of organizational commitment. (Kibui et al., 2014).

The work-life balance

Felstead et al. (2002) provided a definition of work-life balance the relationship between the social and cultural aspects of employment and non-employment in societies where money is mostly generated and distributed through marketplaces for labour. Therefore, work-life balance may be described as the state in which individuals are able to effectively manage their responsibilities and obligations both in the office and at home, minimizing any potential conflicts that may arise (Clark, 2000). Work-life balance encompasses an individual's capacity to efficiently handle and integrate their professional obligations and personal life, while simultaneously feeling at ease and satisfied with both their professional and personal engagements (Igbinomwanhia, Iyayi, & Iyayi, 2012). Consequently, several organizations perceive the work-life balance as a crucial element in mitigating employee stress, minimizing work-family conflict, enhancing job satisfaction, attaining an equitable allocation of personal and professional responsibilities, and ultimately enhancing employee retention (Jaharuddin & Zainol, 2019; Susi & Jawaharrani, 2011).

Siaw, Agbenyeke, Gyasi, and Afari (2022), Dwomoh and Frempong (2017), and Cappelli (2000) have posited that there are various factors that exert a substantial influence on employee retention. These factors encompassed in this list are career prospects, the professional atmosphere, the equilibrium between work and personal life, fairness within the business, a well-defined policy for taking time off, and the reputation of the organisation.

According to Irshad and Afridi (2007), previous studies have indicated that employees are more likely to remain with the firm when it offers a reward system, prospects for advancement and progress, a competitive compensation package, and a healthy work-life balance. Hence, It is crucial for organizations to implement work-life balance programmes with the objective of supporting people in effectively managing the needs of their work and personal lives. Furthermore, the implementation of work-life balance programmes contributes to the establishment of a mutually beneficial scenario for both employees and employers (Shravanthi et al., 2015). According to Abbott and De Cieri (2008), these programmes facilitate the effective management of both work and non-work responsibilities for employees, while also enabling companies to enhance productivity and minimise expenses. Achieving a work-life balance enables people to effectively fulfil their obligations in both their professional and personal lives equally. The attainment of this objective can be facilitated by implementing a work environment that offers flexibility, allowing employees to effectively manage their

professional and personal responsibilities. Consequently, employees may achieve a state of equilibrium by effectively allocating their attention to their professional responsibilities while simultaneously fulfilling their familial commitments.

According to Naithani and Jha (2009), organizations have the potential to enhance their market value and foster growth within their respective industries by endorsing flexible working arrangements, such as flextime and job sharing. Companies that place a high value on balance between work and life are likely to attract and keep highly talented staff, as there is a positive correlation between job and personal life balance and employee retention. Therefore, the achievement of a work-life balance is frequently seen as a pivotal factor for individuals when considering professional decisions.

Leadership

Leadership may be conceptualized as a dynamic and ongoing process by which a leader exercises their influence on others, therefore motivating, inspiring, and guiding their activities in order to achieve collective or organizational goals (Uzohue, Yaya, & Akintayo, 2016). According to Weirich, Cannice, and Koontz (2008), leadership is regarded as a crucial activity that involves influencing others in order to attain organizational objectives. Furthermore, leadership may be characterized as the capacity to have an influence over people and to effectively engage them in collaborative endeavours (Nwokocha & Iheriohanma, 2015). According to Iheriohanma (2009), leadership seen as one's capacity to guide and direct others. Additionally, he emphasizes the role of leadership duties within various contexts and scenarios. This concept encompasses the possession of authority, skills, knowledge, information, influence, as well as specific traits and behavioral aspects. Therefore, Fry (2003) argues that leadership is a prominent approach for fostering the growth and development of staff members and providing them with inspiration.

Leadership may be conceptualized as a dynamic interpersonal connection where an individual impact other's action to attain the goals of the organization and optimize outcomes within the organizational context (Ng'ethe, Namusonge, & Iravo, 2012). Armandi, Oppedisano, and Sherman (2003) defined Leadership is the act of a leader exerting influencing a group of individuals or workforce in order to achieve a common goal. According to Armstrong (2012), leadership may be described as the process through which individuals inspire and motivate workers to carry out at their peak capacity in order to attain certain objectives. The leadership process encompasses the activities of goal development, effective communication, staff motivation, and the establishment of employee involvement. Therefore, the effectiveness of resource allocation and utilization, as well as the improvement of organizational performance, is depending upon leadership (Obiwuru, Okwu, Akpa, & Nwankwere, 2011).

The establishment of a supportive work environment may be significantly influenced by the leader, who can provide support to employees for their actions, foster their autonomy, and offer opportunities to undertake many responsibilities (Avolio & Bass, 1995; Hartinah et al., 2020). Moreover, effective leadership plays a crucial role in fostering proactive behaviors within the organizational context. According to the findings of Yang, Gu, and Liu (2019), as well as the research conducted by Mumford et al. (2002), leaders play an important role in enhancing an employee's creativity. This belief is supported by previous studies conducted by Oldham and Cummings (1996) and Stremersch, Camacho, Keko, and Wuyts (2022), who have also emphasized the beneficial effect of leadership on innovative outcome. Furthermore, the study conducted by Madjar, Oldham, and Pratt (2002) and Sarwar, Zamir, Fazal, Hong, and Yong (2022) has indicated that leaders can contribute to the development of personal initiative among employees. Additionally, Ramus and Steger (2000) have highlighted the importance of leadership in fostering environmental initiative. Furthermore, Parker and Wu (2014) underscored the significance of leaders in enhancing an employee's perception of competence

and passion, hence facilitating the initiation of change with a future-oriented perspective. Leaders who provide comprehensive assistance to their staff contribute to the cultivation of favorable workplace behaviors, so boosting employee happiness and facilitating the recruitment and retention of highly skilled personnel inside the organization.

Employee retention

Numerous scholars have provided definitions for the employee retention. According to Zineldin (2000) stated a decision to establish a continuing commercial relationship or engage in ongoing activities with a single company. Employee retention seen as the phenomenon wherein an organization employs strategies that Inspire and encourage personnel to sustain their current employment for an extended period of time. Currently, several organizations allocate significant resources towards the retention of highly skilled personnel due to the increasing scarcity of such individuals (Das, 2013).

Furthermore, employee retention pertains to the organization's endeavor to incentivize workers to remain inside the organization by attending to their requirements and desires through the implementation of various policies and practices (Kossivi, Xu, & Kalgora, 2016). Singh and Dixit (2011) propose that employee retention may be seen as a collection of tactics and procedures designed to extend the length of time that individuals remain employed within an organization. According to Akila (2012), employee retention may be described as the strategic process aimed at fostering employee commitment and longevity within an organization.

According to Neog (2015), employees tend to remain in the office for extended durations when they experience satisfaction, since they perceive it to be a more pleasant and fun environment. When organisations develop and implement appropriate employee retention strategies, it results in individuals remaining in the workplace to make a contribution to the successful attainment of organisational objective (Taplin, Winterton, & Winterton, 2003). In addition to staff retention, it is crucial to give extra consideration to the retention of employees' valuable skills (Acton & Golden, 2003; Biriowu & Kalio, 2020). In the contemporary company landscape, the task of keeping proficient and competent staff is widely acknowledged as a tough challenge. Consequently, several tactics are implemented by organizations in order to augment employee engagement, motivation, and retention (Biriowu & Kalio, 2020; Buck & Watson, 2002).

Employee retention is widely seen as an essential component for organisations to possess a competitive edge., as stated by Bibi, Pangil, Johari, and Ahmad (2017). Therefore, workers are considered a crucial asset for every organization, as they are the individuals responsible for carrying out the task. Moreover, the presence of skilled staff inside an organization might lead to the attainment of a competitive edge. Therefore, it is important to prioritise staff retention (Ng'ethe et al., 2012). Furthermore, Bibi et al. (2017) emphasized that the replacement of a current employee with a new which include additional expenses, such as those associated with recruiting, selection, and training.

Therefore, the efficient administration and protection of valuable human resources is a critical undertaking for organizations in both the public and commercial sectors (Olowu & Adamolekun, 2005). Das (2013) emphasized the need of implementing effective personnel recruiting and retention methods in order to enhance organizational performance and achieve organizational goals. However, Biason (2017) argues that the retention of workers is crucial, as it serves the purpose of not only help to reduce costs associated with recruiting and training, commonly referred to as turnover costs, but also protects talented individual from being poached by competing organizations. Furthermore, the recruitment of competent personnel is a crucial aspect, while simultaneously ensuring their retention in their respective roles, which is perceived as significant (Ghansah, 2011). The rationale for this phenomenon is that the act

of recruiting a new employee result in augmented operational expenses, namely in the areas of vacancy fulfilment and employee training.

Proposition development

There are several propositions are proposed in this study. The propositions below have been created to examine the direct effect of SHRM practices (career management, work-life balance and leadership) on employee retention. The following sections will discuss the hypothesis development.

Proposition 1: There is a positive relationship between career management and employee retention.

Proposition 2: There is a positive relationship between a work-life balance and employee retention.

Proposition 3: There is a positive relationship between leadership and employee retention.

Methods

The approach employed in this study is based on a thorough evaluation of the existing empirical research regarding the practices of SHRM and how it affects employee retention. Hence, this paper centers on three fundamental practices of SHRM: career management, work-life balance, and leadership. Therefore, a search method utilizing keywords was utilized to find scholarly papers related to the practices of SHRM and its influence on employee retention. In addition, the research procedure gave priority to the analysis of recognized scholarly publications and book chapters from trusted sources. The outcomes were subsequently categorized based on the relationship between SHRM techniques and employee retention.

Findings

The results of this paper, as shown by the systematic literature review conducted, indicate a favorable relationship between the practices of SHRM and employee retention. Consequently, this study has formulated the model as depicted in the diagram presented subsequently.

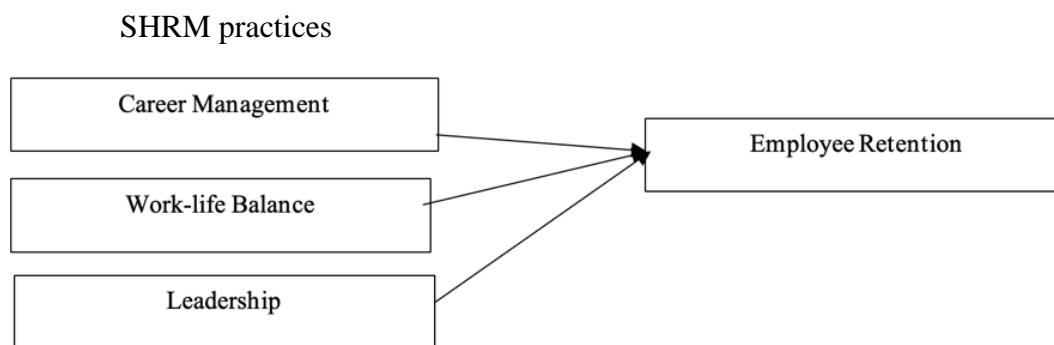


Figure 1 Research framework

Employee retention in an organization is influenced by various aspects, for example; salary, work-life balance, training and development opportunities, work culture, job content, and career progression chances. (Dhanpat, Manakana, & Mbacaza, 2019). Furthermore, Logan (2000) conducted a study that yielded comparable findings, indicating that employee retention is influenced by several critical aspects that necessitate effective management. These elements encompass organisational culture, interaction, plans, compensation and benefits, flexible work schedules, and professional advancement systems.

According to the findings of Dhanpat et al. (2019), it can be inferred that Employees exhibit a higher probability to resign from their existing employment. when they encounter factors such

as job discontent, limited prospects for professional advancement, unfavorable working conditions, and inadequate compensation. According to Rawat (2013), these factors contribute to a significant increase in employee turnover. Therefore, the retention of employees is a primary concern for organizations (Naris and Ukpere, 2010). Consequently, this leads to improve the organizational effectiveness and long-term viability (Olckers & Du Plessis, 2012). It is essential for organizations to provide training programs that align with the specific demands of their employees while simultaneously addressing any skill deficiencies they may have. According to Dhanpat et al. (2019), these programs are essential for improving employees' career management and ensuring their competitiveness within the company environment.

To reduce the expenses related to employee turnover and recruitment, it is imperative for organizations to provide development programmes (Osborne and Hammoud, 2017). According to Dhanpat et al. (2019), it has been asserted that job training may enhance employee performance in both behavioural and technical domains, supported by statistical data. Moreover, it has been found that implementing training programmes may lead to a significant enhancement in staff retention rates, with an increase of up to 70%. One potential strategy for achieving staff retention is the implementation of training programmes that emphasise professional challenges, opportunities for career progression, attractive incentives, competitive remuneration and benefits, and nurturing work settings (Eisen, Jasinowski, & Kleinert, 2005). Hence, training programs are beneficial for both employees and employers in terms of growth, prosperity, and retention. (Sinha & Sinha, 2012). Based on the discussion above for effective employee career management the career training and development are needed. Also, these programs are essential to meet employees' personal goals as well as organizational goals. To conclude, career management has a significant relationship with employee retention.

The achievement of work-life balance has great importance in contemporary corporate environments. Hence, it is important to provide workplace offerings that may effectively augment employee retention over an extended duration. Jaharuddin and Zainol (2019) have provided evidence supporting the notion that maintaining a proper equilibrium between professional responsibilities and familial duties leads to increase employee retention. According to Ellenbecker (2004), the presence of flexibility in the workplace might lead to a reduction in employees' intention to leave, since it enables them to reach a better balance between their personal and professional life. High levels of employee retention and commitment in the organization are likely to be observed in situations where there is a strong emphasis on achieving work-life balance (George, 2015).

In addition, according to Ellenbecker (2004), the use of flexible work schedules that accommodate both personal and professional commitments has been found to increase employee retention within organizations. In a separate research done by Loan-Clarke et al. (2010), it was discovered that employee retention rates were positively influenced by companies that provide their employees with the chance to meet their family obligations. Therefore, the provision of emotional support in the context of Offering emotional support to balance work and life may reduce employees' desire to leave the company. (Karatepe, 2013). Loan-Clarke et al. (2010), pointed out there are several factors are essential to enhance employee retention for a long period and simultaneously, aid employees in achieving a favourable equilibrium between their professional and personal lives. These factors are work-schedule flexibility, autonomy and social support.

Multiple studies have emphasized the significance of attaining equilibrium between one's work and personal life enabling individuals to effectively manage their professional and personal obligations (Eyster, Johnson, & Toder, 2008). Consequently, maintaining a work-life balance within the organizational setting is utmost importance for employee retention. The presence of a favorable work-life balance within the organizational context has been associated with

enhanced employee satisfaction, productivity, loyalty, as well as improved mental capacity, commitment, and attention (Sinha and Sinha, 2012). Therefore, the correlation between work-life balance and employee retention is substantial.

As previously said, leadership encompasses a range of behaviors undertaken by leaders to give assistance to their colleagues inside the workplace (Anderson & Williams, 1996). The concept of leadership may be more precisely characterized as The level of support and guidance provided by leaders to employees in order to facilitate the successful execution of their job responsibilities (Liaw, Chi, & Chuang, 2010). Eisenberger et al. (2002) suggest that effective leadership encompasses not just a genuine concern for the well-being of employees, but also a recognition and appreciation of their significant contributions to the overall prosperity of the organisation. The retention of employees is influenced by the style of leadership and management (Andrews and Wan, 2009).

In addition, it has been shown that workers exhibit favorable reactions towards their occupations when they consider their leaders to provide support, compassion, and transparency (Sze & Angeline, 2011). According to May, Gilson, and Harter (2004), leaders who provide support are crucial in improving staff engagement and job retention. Furthermore, Price (2001) highlights the significant impact of leader support on the retention of employees. According to Ng'ethe, Namusonge, and Iravo (2012), leaders have the duty and accountability for employee retention inside their organizations. They possess the capacity to develop environment and culture that fosters employee commitment and encourages them to continue one's affiliation with the organisation. Hence, it can be claimed that leaders have a pivotal function. in retaining highly skilled and esteemed people, thereby enabling them to make long-term contributions towards the achievement of organizational objectives (Wakabi, 2016). The perception of employees regarding their job is significantly influenced by the dynamic between leaders and employees. Therefore, High staff retention is anticipated in the presence of a robust leader-employee connection, and conversely, low employee retention is anticipated when this relationship is weak.

According to Shoaib, Noor, Tirmizi, and Bashir (2009), it is likely that a proficient employee will choose to go from their organization in the absence of adequate support from their leaders. Sze and Angeline (2011) underscored the significance of inadequate leader support in precipitating many detrimental outcomes within the workplace, including subpar performance, disengagement, and elevated rates of employee turnover. In a research done by Ramlall (2003), the main aim was to investigate the factors contributing to employee attrition within the organizational context. Several factors contribute to an increase in employee turnover, including compensation, lack of challenging opportunities, limited career growth prospects, insufficient acknowledgement, ineffectual guidance, and a work atmosphere characterized by a lack of teamwork. When employees are not provided with sufficient communication and assistance from their leaders, these leaders might be characterized as ineffective. Hence, in order to enhance employee retention within the organizational setting, it is imperative for leaders to carefully focus on their workforce by fostering an environment that encourages problem-solving, decision-making, and the generation of new ideas. According to the previous discussion, it can be inferred that there is a direct correlation between effective leadership and the ability to retain personnel.

Discussion and Conclusion

This paper examines the direct correlation between practices of strategic human resource management (SHRM), namely career management, work-life balance, leadership, and employee retention. This purpose of this part is to present the findings of the current investigation. The outcomes of the study on career management demonstrated a significant impact on employee retention. These findings, along with previous studies, have proven the

presence of a clear connection between career management and employee retention (Dhanpat et al., 2019; Logan, 2000). Consequently, organizations may experience attrition of highly skilled personnel when they fail to fulfil their needs.

The outcomes of the career management study showed a significant beneficial impact on employee retention. These findings, in conjunction with previous studies, have established the existence of a direct link between career management and employee retention. (Dhanpat et al., 2019; Logan, 2000). Consequently, organisations may experience a loss of highly valued personnel when they are unable to fulfil their needs.

Hence, the implementation of career management strategies facilitates the fulfilment of employee aspirations for progression and growth within the organisational context, thereby enhancing employee retention rates. Hence, there exist several factors that contribute to employee retention within an organization, including but not limited to: remuneration, professional growth opportunities, work-life balance, the overall work atmosphere, satisfaction derived from the job, and chances for career progression. (Dhanpat, Manakana, & Mbacaza, 2019). Similarly, Logan (2000) identified several important factors that require successful management in order to retain people have been highlighted, including key aspects of an organisation include its culture, communication practices, strategic approach, compensation and benefits structure, flexibility in work schedules, and methods for career advancement. On the other hand, When employees encounter job unhappiness, unfavourable working circumstances, limited job opportunities, and inadequate compensation, it is possible that they choose to leave from the organization (Dhanpat et al., 2019) which causes high rates of employees turnover (Rawat, 2013). Consequently, one of the primary focal points for organizations is the retention of employees, with particular focus on the attraction and retention of highly qualified workers. (Naris & Ukpere, 2010). In turn, this helps to enhance the improvement of organizational performance and long-term viability. (Olckers & Du Plessis, 2012).

The findings of this study have demonstrated a significant association between work-life balance and an organization's capacity to retain its personnel. Prior studies have shown that businesses that achieve a positive balance between work and personal life tend to have a higher rate of employee retention (Leners, Roehrs, & Piccone, 2006). According to Ellenbecker (2004), the likelihood of employees remaining with an organisation for an extended duration is increased when they are able to attain an advantageous balance between their personal and professional domains. Loan-Clarke et al. (2010) found that organisations that offer their employees the chance to perform their family duties tend to have greater rates of employee retention. Eyster, Johnson, and Toder (2008) highlighted the significance of a position that provides a favourable work-life balance in enabling individuals to effectively navigate their professional responsibilities and personal commitments. In a research done by Abdien (2019) in hotels located in Egypt, the primary objective was to examine the factors contributing to increase rates of employee turnover. The outcomes of the study indicated that the establishment of a favourable work-life balance may effectively mitigate the issue of employee turnover. The findings of Sinha and Sinha (2012) and Jaharuddin and Zainol (2019) demonstrate a positive correlation between work-life balance and various employee outcomes, such as commitment, productivity, satisfaction, loyalty, and mental capacity. These studies offer empirical proof that maintaining a healthy equilibrium between work and personal life is associated with higher levels of employee retention. This assertion is further supported by a study done by Pandu and Sankar (2019), which discovered that maintaining a healthy work-life balance significantly impacts employee retention. The findings of the study conducted in the research outlined in this paper align with prior research, indicating a notable correlation between a favourable work-life balance and the retention of employees. Hence, it is essential for organizations to prioritize

the maintenance of work-life balance among their workers, since the neglect of this aspect can result in adverse outcomes for both the organization and its employees.

Based on the outcomes obtained, it can be inferred that there exists a noteworthy correlation between leadership and staff retention as demonstrated in this particular investigation. These findings align with previous research that has emphasized the significance of leadership in enhancing employee retention within the organization. Consequently, workers may choose to resign from their respective organizations not just due to the nature of their employment, but rather as a result of their leaders' influence (Mathieu et al., 2016; Lowe & Schellenberg, 2001; Cheng, Jiang, & Riley, 2003; Belias & Koustelios, 2014). A further study done in Tanzanian commercial banks has demonstrated there is a positive association between leadership and the ability to retain staff. (Mwita & Tefurukwa, 2018). Hence, the presence of effective leadership in the workplace resulted in an enhancement in employee retention. The results of the study presented a notable association between leadership and the ability to retain people.

Theoretical Implications

This research examined the relationship between three key factors in SHRM (career management, work-life balance, and leadership) and their impact on employee retention within the organization. The primary emphasis of this study was on the management of one's career. Kibui et al. (2014) and Yildiz, Temur, Beskese, and Bozbura (2020) have argued that career management has a substantial impact on enhancing employee retention. The study's findings demonstrate a notable association between the implementation of career management strategies and the rates at which employees choose to remain with the company. The next aspect to be taken into account is the notion of work-life balance. The findings of this study align with previous investigations (Rosa, 2022) that has shown a positive correlation between work-life balance and employee retention. This paper examines the ultimate concept related to the concept of leadership. The study findings demonstrate a notable association between leadership and the ability to retain people.

Practical and Social Implications

The research has provided a vital practical contribution by clarifying the importance of SHRM practices, such as career management, work-life balance, and leadership, in enhancing employee retention within organization. This paper enhances the current knowledge by providing insights into the various factors that lead to the enhancement of worker retention in organisations. The findings indicate that there exists a noteworthy correlation between career management, work-life balance, leadership, and employee retention. The study highlights the significant correlation between career management and employee retention, emphasizing the significance of employees' efforts to develop and enhance their professional paths. Hence, it is essential for organizations to prioritize and pay attention to this aspect of employee retention. It is important for organizations to give priority to the maintenance of work-life balance as a means to promote employee welfare, mitigate stress levels, and enhance the attainment of organisational goals. Effective leadership has been shown to positively impact employee retention rates. Hence, it is imperative for organisations to prioritise the development of its leaders, equipping them with the necessary skills to effectively lead their subordinates and excel in more complex positions.

Limitations and Suggestions for Future Research

This study focused exclusively on three specific practices of SHRM, without taking into account other potential practices of SHRM. This study presents several avenues for enhancing comprehension of the practices of SHRM. The scope of the research can be broadened by incorporating a more comprehensive analysis of SHRM practices. The main objective of this

research was to investigate the impact of SHRM practices on the retention of employees. Moreover, this paper has made several significant contributions to both the theoretical and practical aspects of the field of study, with the intention of providing benefits to employers, department heads, and organizations. The present paper possesses certain limits. Consequently, recommendations have been delineated to function as a framework for forthcoming investigations, employers, department heads, and organizations. These suggestions aim to enhance employee retention inside the workplace.

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