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The Impact of Job Characteristics and Value Congruence on Employee Retention: An Empirical Study from Lebanon

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Abstract

Employee retention is becoming a crucial idea for businesses that aim to improve their performance, resulting in an increasing emphasis on the topic in today's society. Employee retention refers to an organization's ability to retain its employees. The retention of workers may be viewed as a technique used by companies to retain their personnel since it is linked to employer efforts to maintain their staff. Online surveys were initially done between April and July 2021. Furthermore, the study's primary focus was employees of small and medium enterprises. To collect data, the questionnaires were distributed through Google forms. The survey used a snowballing technique because the questionnaires were circulated among the participants. Based on the results, the research found that Perceived Organizational Support (POS) and Perceived Organizational Justice (POJ) mediate the relationship of Value Congruence (VC) and Job Characteristics (JS) and employee retention in the Lebanese Retail Sector. Employees appreciate POS because it satisfies their desires for acceptance, esteem, and connection and offers comfort during times of stress. Employers must give priority to equal effort to ensure equitable treatment for workers at work. By integrating justice and equality in all departments, the performance of workers may be enhanced.

Keywords: Job Characteristics, Perceived Organizational Justice, Perceived Organizational Support, Job Characteristics, Value Congruence

JEL Classification Code: J20, J22, J24, J80, J81

1. Introduction

Employee retention is becoming a critical issue for businesses that aim to improve their performance, resulting in a growing focus on the topic in today's culture. Employee retention refers to an organization's ability to retain its employees. Because it is tied to employer efforts to keep their employees, worker retention can also be considered as a tactic employed by firms to retain their employees. Employee information will not be lost if a company successfully retains its employees, and it will not be passed to a rival, nor will investments be made in their personnel. Employee turnover

refers to the number of employees who leave the company, and there are two types: voluntary and involuntary turnover. Voluntary turnover is when an employee leaves a job, whether that's because they got another job elsewhere, took an internal transfer, or retired. These types of turnover are typically more expensive to businesses because they often involve the loss of a high-performing employee.

Involuntary turnover refers to workers who are discharged by the business due to low performance or when individuals are affecting the organizational performance negatively. Employee satisfaction is the response of employees to their employment conditions, their supervisors, and their colleagues. Satisfaction also has a beneficial impact on the products and services they provide and satisfied employees prefer to see themselves as a part of the organization and link to its values and objectives. Because people cannot be copied in the same way that ideas and things can, competitive culture places a premium on workers. As a result, investing in people will not only result in improved short-term performance but may also be considered a long-term investment if businesses are successful in retaining personnel. Previously, however, this was not the most important aspect of hiring new employees (Kim & Hong, 2021). Because society has developed to make it easier to change jobs more frequently,

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employee retention has become more problem-focused than ever. Technological advancement is one driver for this shift, which has resulted in more connections, allowing people to depart the industry.

Voluntary staff turnover is an active option to the employer's unfair turnover. One of the most serious problems with voluntary employee turnover is that it disproportionately impacts high-performing employees, who are more dissatisfied and more prone to look for work elsewhere. Not only would all of the money invested in an employee be wasted if they left, but it would also be wasted if they were able to relocate to a competitor's company. According to Lajoie et al. (2017), maintaining high-level personnel reduces recruitment and relocation costs while also providing companies with consistency in their skills and know-how.

Employee satisfaction is influenced by employee participation, employee empowerment, and employee branding. Employee happiness is developed in the branding industry by motivating employees to understand the ideal brand image of a company. Employee empowerment refers to how individuals in groups can have a good impact on each other both individually and collectively, but collective-cultural companies have shown to have better employee empowerment. Finally, it is not only about employee engagement, but also about organizational support through feedback and equitable treatment of all employees to make people happy at work. The authors of this article measure the three techniques of employee engagement, employee empowerment, and employee branding independently to see if the preceding studies on satisfaction with the retention impact are accurate.

2. Literature Review and Hypotheses

2.1. Perceived Organizational Support

When there is perceived organizational support, there is a broad belief in the importance and well-being of workers' efforts (POS). Both workers and businesses gain greatly from POS, and corporations must view their staff as a valuable human resource. According to a study, high-POS employees are less stressed at work and more likely to return sooner after an accident. Employee conviction policies and methods that assist High POSs performing better and increase employee attitudes about the firm will benefit employers and the company's bottom line the most.

Employees think positively or poorly of their company based on perceived organizational support, which is reflected in their behaviour (Gluschkoff et al., 2016). POS provides employees with a simple way to learn how the company sees them, which may range from a positive opinion to one in which the corporation despises them and wants to get rid of them. Employees appreciate POS because it satisfies their

desires for respect and relationship while also alleviating stress. Higher profits, more satisfied employees, a better connection with the firm, and a greater dedication to the organization's goals are all results of an organization's ability to monitor and manage its people well. Aside from that, POS informs employees that the company is ready to support them in their jobs if needed and that higher performance will be rewarded.

Employees that have a strong perception of organizational support (POS) are more likely to assist with other company goals. POS allows employees to work more and miss fewer days due to illness or injury. Effective management, excellent HR systems, a pleasant working environment, and equal treatment for all employees move the POS forward. Workers are more concerned with assessing their perceived organizational support (POS) than with assessing organizational procedures that are constrained by external factors.

Top managers improve POS by adopting supporting HR policies and practices, while supervisors improve POS by providing helpful and purposeful action. Despite the fact that research has continuously shown a strong link between these POS elements, managers, human resources specialists, and supervisors have not been provided with clear direction on how to improve POS. Fair organizational processes and policies contribute significantly to POS since they are considered as being under the strong control of the company and vital for the long-term interests of employees. Fair and equitable treatment of employees demonstrates concern for their well-being. Fair treatment is a primary POS driver, as evidenced by various studies (Van Den Besselaar & Sandström, 2016). This led us to the validation of the following hypothesis:

H1: There is a direct relationship between perceived organizational support and employee retention.

2.2. Perceived Organizational Justice

Justice among employees in organizations is known as organizational justice. Organizational justice refers to employee perceptions of fairness in the workplace. Fair treatment signals are important to employees because they want to feel appreciated and valued as members of the company. Even bad outcomes will be accepted if procedures are regarded as fair. As a result, developing precise and dependable measures to assess the level of organizational justice is critical for both individuals and organizations (Ushakov, 2021).

Justice procedures are crucial in an organization, and how people are treated can have an impact on their beliefs, feelings, attitudes, and behavior. According to a study, people's behavior is influenced by their perceptions of an

organization's fairness or unfairness. Organizational justice has a structure that includes proceedings that consider the fairness of processes used to determine how funds like wages, promotions, and employment are allocated. Distributive justice refers to the perceived fairness of an allocation or, more broadly, to how people judge what they receive.

Procedural justice is the perception of fairness in the decision-making process. The way a company views distributive justice is important because it influences a variety of organizational outcomes such as performance, commitment, work satisfaction, and the intention to quit (Holtom & Burch, 2016). Researchers have discovered that organizational justice influences workers' attitudes and behaviors, such as group involvement and work effectiveness. This led us to the validation of the following hypothesis:

H2: *There is a direct relationship between Perceived Organizational Justice and employee retention.*

2.3. Value Congruence and Employee Retention

Psychological contracts are positively related to both emotional and occupational involvement, according to research on the congruence of psychological contracts and distributive justice processes with commitment findings. Because workers' psychological contracts are higher, employer-employee contract execution is higher than employee-employee contract execution (psychological contract execution of employees on low levels and psychological contract performance of the employees).

In low-psychological contracts, the degree of distributive fairness compensates to some extent for congruence. Psychiatric contracts can help managers understand company attitudes and what motivates employees to participate. Goldman and Cropanzano (2015) investigated the effects of transformational leadership to see if employers may function as moderators in determining whether or not empowered behavior is linked to transformational leadership. Their self-perception reflects the value of their organization. According to the findings, values concordance increases transformation leader performance in new employees, but it may act as a complementary function or even replace transformational leadership in more tenured employees. The relationship between transformation leadership and its impacts cannot be predicted using simple bivariate patterns. On the one hand, new subordinates, regardless of their characteristics, will be unable to provide enough leadership (Ushakov & Shatila, 2021).

When there is value congruence for new workers, it improves workload and group value congruence. This, however, does not appear to have an effect on high-level employees' reactions to transformative leadership. Recurring patterns, according to Perreira and Berta (2015), influence

employee attitudes, behaviour, and performance by fostering harmony between the individual and the company. As a result of their labor, people who operate in a profession create social identity categories. Organizational professionalization could be a normative isomorphic force that stimulates individual behavior outside of an organization because people with similar identities desire to promote convergent norms and values. This led us to validate the following hypothesis:

H3: *There is a direct relationship between value congruence and employee retention.*

2.4. Job Characteristics and Employee Retention

A multilevel synthesis of factors influencing job characteristics revealed that low-quality work designs increased workload and physical strain, while cognitive demands and discretion deteriorated often in a study on the impact of employment features on employee retention (Parker et al., 2017). While these barriers may be more difficult to overcome when the high-level environment for excellent job design is missing (labor law, strong unions, low GDP, and high unemployment), the data also reveal that many employees prioritize work over everything else to provide for their families (Ren & Hamann, 2015). A multi-stakeholder strategy is required to avoid the powerful forces that currently drive "lower-track" organisations, such as successful public policy and the desire to deliver high-quality work in the face of conflicting goals and coordination of a fragmented collection of stakeholders.

Job characteristics, core employment, and labor market conditions have all been investigated for their impact on the relationship between work and retention, as well as the role of culture and engagement as possible mediating variables. As possible moderating variables, some or all of the individual traits, such as development, have an impact on the relationship between core work dimensions and retention. As a result of these findings, people who are exceptionally pleased, motivated, and active in the labour market are more likely to find work. In terms of personal attributes, the Job Model ignores cultural differences. Personal characteristics of human behaviour in the workplace must take culture into account due to cultural variances in values.

Kariuki (2015) did research to see if transformative leadership affects employees' perceptions of work quality (job feedback, task diversity and decision-making independence). Transformational leadership is positively associated with emotional, normative, and perceived sacrificial dedication, whereas commitment to alternative solutions is negatively associated with it. Transformation leaders help people connect with and participate in the organization by leveraging emotional appeals and creating a compelling vision. Because they enhance the meaningful

characteristics of work, these advantages are realized from the perspective of human resources development, allowing people to reach their full potential and recognize their value in society.

When leaders motivate individuals to put the organization's mission ahead of their own, it improves both normative engagement and transformative leadership. HRD studies also imply that this effect is achievable because these leaders are crucial in supporting people in ensuring that their perceived commitment to sacrifice is linked to transformational leadership (Kaufman, 2015). Because transformation leaders are more likely to create favorable conditions that are seen as significant benefits, their departure would leave the organization's employees feeling forlorn. This demonstrates that transformative leaders provide greater resources and benefits to their employees, encouraging them to place a higher value on themselves in the employment market.

Employees' perceptions of sacrifice and negative commitment to limiting alternative job commitments were positively correlated with affectionate, regulatory, and transformative leadership. According to Madden et al. (2015), work experience and academic success are linked, although personality and organizational support have moderating effects. According to the findings, employment resources such as qualities of inspirational employment have a positive relationship with work engagement and, as a result, job performance. They claimed that in the presence of compelling qualities, individuals were obliged to make effective use of their own resources. To put it another way, neurotic people are less likely to succeed at work since their inherent orienting resources are limited.

Neuroticism was found to have a negative relationship with job performance, which resulted in a decrease in social employment characteristics. The relationship between neuroticism and job performance has diminished significantly as a result of changing working conditions. It makes sense that those who are more neurotic are more vulnerable to distractions. According to McNall et al. (2015), people with a high level of neuroticism should work in jobs that require a "tempered mind" and "high rigor," and where the working conditions are pleasant and supportive. This led us to validate the following hypothesis:

H4: *There is a direct relationship between job characteristics and employee retention.*

2.5. Employee Retention

Employee engagement, according to McNall et al. (2015), is inextricably linked to organizational performance. The results would be excellent if workers could survive and there was no huge turnover. The banking sector's turnover

issue in 2013 approaches 15% as a result of the efficiency of the regular business cycle. Given that banks are one of Indonesia's most important industries, this is understandably a huge source of concern for the financial sector. Employees are dissatisfied with their work, which is a major source of money for many companies. Employee retention is critical for a firm's employee management since it allows the company to keep people who have contributed to its success.

In this study, 129 Lampung Bank employees were asked about the impact of staff retention on the intention to leave the bank's office. Using simple regression analysis and descriptive analysis, this study was conducted to analyze and quantify the relationship between employee retention and turnover factors. Staff retention tactics had a considerable negative relationship with Bank Lampung's turnover plans, according to the data. This suggests that a corporate employee retention program may help to lower the organization's turnover rate.

3. Research Methodology

3.1. Sample

In April and July of 2021, the first online polls were conducted. In addition, the research focused mostly on SMEs (small and medium-sized enterprises). To collect data, the questionnaires were distributed using Google forms. A snowballing technique was used in the survey since questionnaires were handed around among the participants. The poll is being held in English, which is a foreign language in Lebanon. This research also includes 360 participants ($N = 360$). The next section examines the different methods for finding the variables.

3.2. Instrument

Before its distribution, the IRB examined the study and approved the survey, demonstrating the study's goals and respect for participants' privacy. The purpose of the survey is to see how "Perceived Organizational Support" and "Perceived Organizational Justice" affect the relationship between "Value Congruence" and "Job Characteristics" and "Employee Retention."

The questionnaire is divided into five parts, as mentioned before. The first part focuses on six different aspects of the company's demographics, such as gender, age, education, years of experience, and the size of the company.

With six questions assessing "Job Characteristics" and performance evaluation processes in their business, respondents complete the second half of the questionnaire. There are five Likert-level points with responses ranging from 1 (Strongly Disagree) to 5 (Agree) (Strongly Agree). Statements on the questionnaire include: "*I am pleased with*

the way my company handles me” and “the evaluation I get corresponds with what I have really accomplished”. This scale’s coefficient alpha is 0.86.

The third section of the questionnaire evaluates the employees’ “Value Congruence.” Respondents rated their “Value Congruence” on a 5-point Likert scale, with answers ranging from 1 (strongly disagree) to 5 (strongly agree) (Strongly Agree). The amount of “value congruence” was measured using a (2015) five-question survey. Here are a few examples of statement questions that could be used: “My work behavior is under my control, and I am free to express myself”. Furthermore, the internal validity of this scale is 0.8. According to the findings, the Cronbach alpha for value congruence components was 0.9.

In the fourth section of the questionnaire, participants are asked to define the purpose of “perceived organizational support.” These questions were collected as part of a research project on the impact of “point of sale” (POS) on customer retention. On each survey, there are ten statement questions. On a five-point Likert scale, respondents rated statements from 1 (strongly disagree) to 5 (strongly agree) (Strongly Agree). “My raises are reasonable given the raises others in my firm earn,” and “my raises are fair compared to raises offered by comparable organizations,” are instances of “Perceived Organizational Support” queries. The Cronbach alpha for Perceived Organizational Support was 0.83.

Perceived Organizational Justice is measured in the sixth section. Each respondent was given a Likert scale of 1 to 5, with answers ranging from 1 (Strongly Disagree) to 5. (Strongly Agree). There are five items in the questionnaire that assess “Perceived Organizational Justice,” such as “I believe that pay is done in a fair way” and “I feel that

my work circumstances do not enable me to achieve at high levels”.

The “Employee Retention” component is measured in the sixth section. Respondents were asked to evaluate their own performance on a Likert scale of 1 to 5, with 1 representing strong disagreement and 5 representing strong agreement (Strongly Agree). There are five questions in the questionnaire that assess “Retention,” such as “I believe that my performance reflects my skills” and “I feel that the circumstances of my work enable me to achieve at high levels.” Demographic variables There were 360 people in the study’s sample, with 191 of them being female (equal to 55.8% of the total sample) and 169 being male (equivalent to 44.2 percent of the population).

3.3. Demographic

The study’s sample included 360 participants, with 191 females (equivalent to 55.8% of the overall sample) and 169 males (corresponding to 44.2 percent of the population) (Table 1).

According to descriptive data (Table 2), 52.5 percent of the respondents were under the age of 24, 95.6 percent were between the ages of 25 and 34, and 47.6 percent were between the ages of 35 and 44 (Table 2). The intended sample contains 44 respondents, 8 of them are between the ages of 45 and 54, while the remaining 43 are between the ages of 55 and 64. There were 44 answers.

This section will look at how respondents answered each question in terms of how strongly they agreed or disagreed, using the descriptive analysis method. The lowest and maximum represent the 1 to 5 scale that was used in the

Table 1: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	191	55.8	55.8	55.8
	Male	169	44.2	44.2	100.0
	Total	360	100.0	100.0	

Table 2: Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18–24	131	52.5	52.5	52.5
	25–34	95	32.6	32.6	85.1
	35–44	47	6.1	6.1	91.2
	45–54	44	4.4	4.4	95.6
	55–64	43	4.2	4.4	100.0
	Total	360	100.0	100.0	

study, and the *N* refers to the number of participants who answered each question. The standard deviation displays how far those average responses differed from one another, whereas the mean reflects respondents' average response to each statement.

4. Results

According to Figure 1, the relationship between job characteristics and value congruence has an impact on employee retention. SPSS AMOS and a structural equation model were used to develop it. There are three latent variables: "JC1" affects work quality by one unit, "JC2" by 1.12 units, and "JC3" by 0.92-units. Valuation Congruence is a latent variable that may be measured using "VC1," which influences value congruence by 0.61, "VC2," which influences value congruence by 0.94, and "VC3," which influences value congruence by 1 unit. Employee retention is influenced by the latent variable "Retention" in three ways: by 1 unit for "R1," 1.07 units for "R2," and 0.96 units for "R3."

There is evidence that the associations between the three variables are mediating each other by 1.34 units, according to the results in Table 3. (i.e. JC, VS, and RE are all mediated by POS). While "JC" and "VC" have a "0.81" and "-0.09"

influence on "POJ," there was a "-0.37" negative association with retention. This implies that POJ has a negative impact on the "JC," "VC," and "RE" dynamic.

The probability of attaining a critical ratio of 6.727 is less than 0.001%. To put it another way, when predicting Perceived Organizational Support, the regression weight for Job Characteristics is significantly different from zero at the 0.001 level (two-tailed). The probability of attaining a critical ratio as large as 4.133 is less than 0.001%. To put it another way, when predicting Perceived Organizational Support, the regression weight for Value Congruence differs significantly from zero at the 0.001 level (two-tailed). The probability of getting an absolute value of 0.899 for the critical ratio is .368; in other words, the regression weight for Value Congruence in the prediction of Perceived Organizational Justice is not statistically different from zero at the 0.05 level (two-tailed). A critical ratio with an absolute value of 6.155 has a 0.001% chance of being found. To put it another way, when predicting Perceived Organizational Justice level, the regression weight for Job Characteristics differs significantly from zero at the 0.001 level (two-tailed).

The chance of obtaining a critical ratio greater than 6.704 is less than 0.001% in absolute terms (Table 4). Perceived organizational support, which has a regression weight of

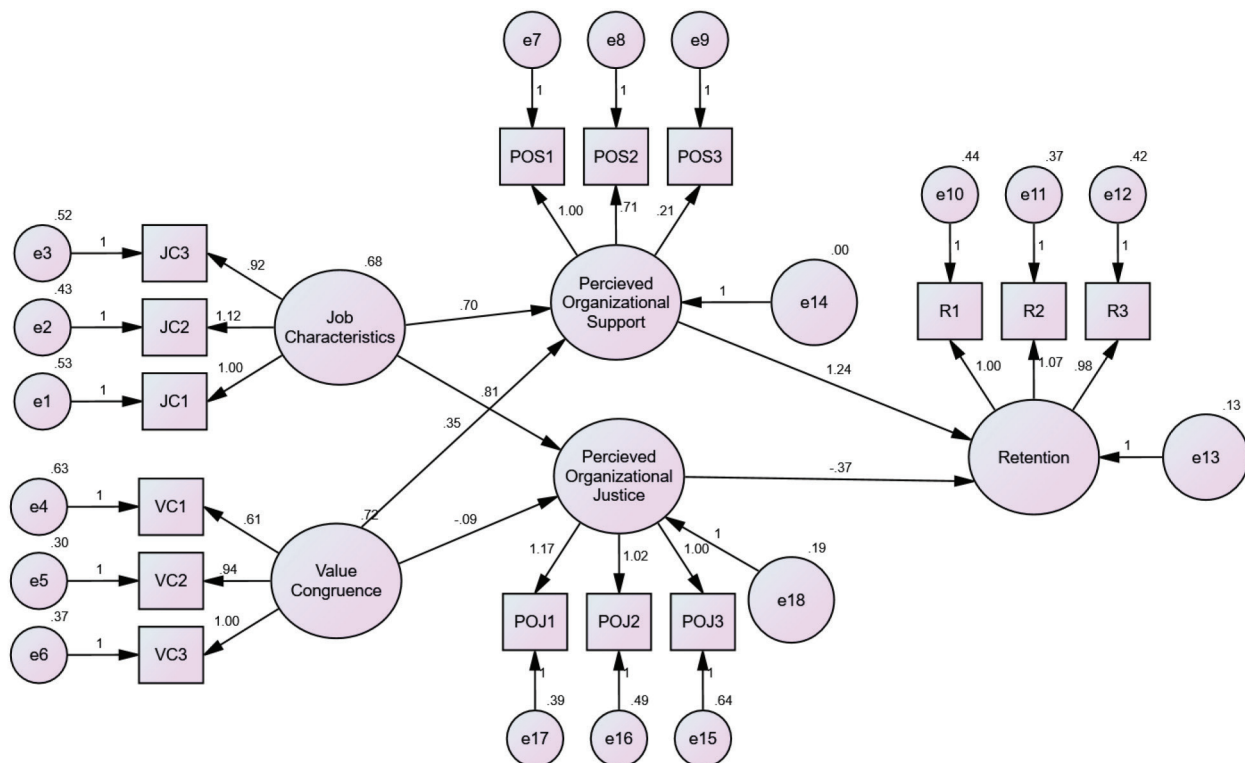


Figure 1: Structural Model

Table 3: Regression Weights

	Estimate	S.E.	C.R.	P	Label
Perceived Organizational Support ← Job Characteristics	0.700	0.104	6.727	***	par 8
Perceived Organizational Support ← Value Congruence	0.354	0.086	4.133	***	par 11
Perceived Organizational Justice ← Value Congruence	-0.088	0.098	-0.899	0.368	par 14
Perceived Organizational Justice ← Job Characteristics	0.812	0.132	6.155	***	par 15
Retention ← Perceived Organizational Support	1.244	0.186	6.704	***	par 7
Retention ← Perceived Organizational Justice	-0.371	0.169	-2.190	0.029	par 16
POJ1 ← Perceived Organizational Justice	1.172	0.134	8.744	***	par 13

Table 4: Standardized Indirect Effects

	Value Congruence	Job Characteristics	Perceived Organizational Justice	Perceived Organizational Support	Retention
Perceived Organizational Justice	0.000	0.000	0.000	0.000	0.000
Perceived Organizational Support	0.000	0.000	0.000	0.000	0.000
Retention	0.550	0.645	0.000	0.000	0.000

0.001 (significant difference from zero), is a strong predictor of retention (two-tailed). A crucial ratio of 2.19 in absolute value has a .029 chance of occurring; in other words, the regression weight for Perceived Organizational Justice differs significantly from zero at the 0.05 level (two-tailed).

The standardized indirect (mediated) impact of perceived organizational justice on retention is 0.000. Because of the indirect (mediated) impact, when Perceived Organizational Justice increases by one standard deviation, Retention increases by one standard deviation. This is in addition to any direct impact on retention that Perceived Organizational Justice may have (unmediated). The standardized indirect (mediated) impact of perceived organizational support on retention is 0.000 (percentage). That is, when Perceived Organizational Support increases, Retention increases by one standard deviation as a result of the indirect (mediated) impact of Perceived Organizational Support on Retention. In addition, perceptions of organizational support may have a direct (unmediated) impact on retention.

5. Discussion

5.1. Perceived Organizational Support and Employee Retention

The initial goal of the study was to determine the impact of perceived organizational support on employee retention in the Lebanese retail sector. The positive and significant

relationship between perceived support and employee retention is demonstrated by the logistic regression of the coefficient data. This suggests that adding one unit of Perceived Organization Support boosts employee retention chances. Employees with a high point of sale are less stressed at work and are more likely to return to work sooner after an accident. The creation of a committed workforce remains a crucial goal for HR managers, with local and international competition serving as a tool for this purpose. POS is linked to increased mental health and performance among employees, as well as lower absenteeism and income. It provides HR professionals with techniques to improve POS and its benefits to workers and their workplaces for managers and front-line monitors.

5.2. Perceived Organizational Justice and Employee Retention

The study's second purpose was to see how perceived organizational fairness affected employee retention in Lebanon's retail business. It turns out that logistic regression can explain the relationship between perceived organizational fairness and employee retention. This indicates that the likelihood of being maintained increases with each extra unit of perceived organizational fairness. There is a significant correlation between corporate justice and corporate commitment, according to the research. Managers should establish organizational justice and encourage employees

by respecting individual rights based on some performance management criteria, avoiding discrimination, and providing equal opportunities for employee development to foster greater intimacy, friendliness, and respect for employee-manager relationships.

5.3. Value Congruence and Employee Retention

The study's final purpose was to see how Value Congruence affects worker retention in the Lebanese retail business. The logistic reversal of the coefficients of the results reveals that value congruence and staff retention are linked in a significant and positive way. A higher value congruence unit increases the likelihood of employees remaining in the company, which is good news for employers. Employee attitudes, behavior, and performance are all affected by how closely their values coincide with the company. As a result of their labor, people who operate in a profession create social identity categories. Organizational professionalization could be a normative isomorphic force that stimulates individual behavior outside of an organization because people with similar identities desire to promote convergent norms and values. Individuals with a common professional identity can utilize their job title as a surrogate for group values.

5.4. Job Characteristics and Employee Retention

The fourth purpose of the study was to determine how job characteristics influenced employee retention in Lebanon's retail sector. The logistic regression of coefficients reveals a positive and significant relationship between work quality and employee retention. As a result, adding another unit of job qualities increases the likelihood of a person being kept. In situations where challenges are greater, the higher-level context for quality job planning (labor legislation, strong unions, low GDP, high unemployment) is often missing, and many workers are most interested in jobs that can only financially support them and their families from a bottom-up perspective. To counter the strong incentives that drive "low-way" work placement companies and managers' desire to provide high-quality, competitive work and organize a dispersed group of stakeholders, effective public policy is required.

6. Conclusion and Limitations

According to the findings of this study, employee retention in the retail sector is linked to perceived organizational support. People adore POS because it satisfies their desires for acceptance, respect, and connection, as well as offers comfort in stressful moments. Good management and HR procedures result in a high POS. Employees are more motivated to see the organization's goals as their own, as they are happier in their jobs and feel more strongly

connected to the company. POS not only meets the needs of employees but also demonstrates that the organization is willing to assist with job tasks and reward better performance. Employees with a higher POS value are more concerned with the company's objectives and work harder to accomplish them. As a result, POS boosts employee productivity while decreasing absenteeism.

According to the findings of the study, perceptions of organizational fairness have a beneficial impact on employee retention in the retail sector. The impression of distributive justice is crucial for organizations because it influences a variety of organizational outcomes, including performance, commitment, work satisfaction, organizational citizenship behavior, and employee retention, among others. A sense of justice in the workplace influences employee attitudes and behaviors such as group loyalty, work performance, organizational citizenship behavior, and job satisfaction, among other things. According to the findings of the study, Value Congruence appears to have a significant impact on employee retention in the retail industry.

Employees who are well aligned with company values provide a conducive work environment for transformative leadership. Value congruent people work harder and do extra-role activities like helping and volunteering. They play a critical role in the development and promotion of individual values and motivation because companies affect individuals either actively or passively. Organizations engage in active choice by using formal and informal socialization methods, whereas structures and cultures are passively influenced by individual values. Job Characteristics have been demonstrated to be positively related to employee retention in the retail industry. Work abilities that matter are related to emotional commitment. Employees who feel empowered have higher levels of emotional commitment than those who do not, according to anecdotal evidence.

Increased decision-making autonomy and variety in the tasks performed, as well as feedback from the job itself, result in better emotional and normative organizational commitment. According to the findings of the study, Perceived Supervisor Support has a positive impact on employee retention in the retail sector. Because they function as representatives of the company and guide, evaluate, and coach their subordinates, supervisors play a vital role in ensuring that top management's goals and objectives are effectively implemented. They welcome new ideas and efforts, and they encourage employees to speak up about their problems, worries, and projects to generate new perspectives and solutions to problems, as well as to progress existing ones. Employees are also inspired by the exciting difficulties that they face as they strive to grow and improve.

Supervisors can enhance their own POS by better executing their obligations, including overseeing subordinates, according to studies. Employees choose and

desire to perform better at work when they have a higher level of emotional connection. Jobs are linked to creativity, workplace success, helpful behavior, and other highly desirable organizational results (such as better use of time). They also have an effect on staff retention.

The research indicates to organizational management that proactive policies and procedures for recruiting and retaining individuals with the essential skills and competencies for development and sustainability should be established, measured, and reviewed in light of the findings. Job satisfaction, quality service, high customer service, improved efficiency, improved profits, less resource abuse, quality product and service, high employee retention that leads to happy and loyal customers, and increased employee retention are all direct effects of management engaging employees.

According to the study, governments should focus on developing laws rather than employee involvement, which established shops can utilize to gain a competitive advantage, as well as frameworks that enable employee involvement for new banks. Staff who are engaged are enthusiastic about their work and act as a source of inspiration for others. Staff participation is critical to an organization's success and an important aspect of this. As a result, it is in a company's best interests to focus both academically and emotionally on engaging employees. The current study has contributed to the ongoing conversation about the background and retention of employees, as well as enhancing existing HR literature.

Rather than relying on Western concepts, the research suggests that academics, researchers, and human resources practitioners collaborate to develop turnover theories and employee retention, which will improve the understanding of human resources in developing countries. Lecturers should cooperate with human resources managers in the retail industry to develop a curriculum that contains a mix of theory and practical. The research helped companies to embrace employee participation in the following ways; the study found that the perceived history of employee engagement relates to employee retention.

When turnover is minimal and the objective of turnover is not met, turnover becomes a problem. By conducting the research, the background and outcomes of employee involvement in firms were studied. This has gone a long way toward enhancing prior findings and allowing users to understand the importance of effective employee engagement in reducing turnover. To test ideas, the research established a conceptual foundation for discovering and testing empirical indicators and hypotheses. It has aided in the development of knowledge and other researchers' ability to comprehend the effects of employee participation, and it will stimulate similar and future research in other areas.

Employers must prioritize equal effort to ensure that workers are treated fairly at work. Workers' performance

may be improved by incorporating justice and equality into all departments. When equality is implemented, employees feel safe and secure at work. In a firm, however, unevenness can stifle workers' productivity and lead to high revenue expectations. According to the findings, managers, employers, and the entire firm should ensure that equality is applied at all levels of decision-making, assuring employee safety and productivity.

The report will also make suggestions on organizational justice and help on-the-ground organization and management. However, more research is needed to better understand the relationship between corporate justice, equality, and employee satisfaction, and performance evaluation. Future research could look at the impact on organizational justice and workplace behavior, as workplace conduct is one of the variables influenced by performance evaluation satisfaction. Instead of mediation, the approach should be analyzed in terms of moderation. Moderation may give a variety of results and provide insight into the relationship between these variables.

The data collected by a convenient inquiry, which focuses on all discoveries, is one of the research's shortcomings. Workers are also unable to reveal the facts due to concerns about confidentiality. The questionnaires were completed based on what they felt might be the proper answer rather than what they thought. The questionnaire is considered extensive since it comprised a lengthy inquiry that required some people to commit time to complete, potentially causing anxiety and tension. As a result, the number of people declined to complete the survey. Furthermore, because senior employees were excluded from the study, the bulk of the participants were between the ages of 18 and 24. This is due to the fact that the research concept is relatively unique in the analysis, which is regarded as a significant disadvantage in the study, and that participants who have completed the surveys have little experience. Finally, because the sample size was reduced to 360 persons, a sample of 520 people must be able to better acquire Saunders' data and report conclusions, resulting in more accurate results.

Because of the limitations outlined throughout the study, it is impossible to exhaust all of the backgrounds and outcomes in organizations. Because only POS, POJ, VC, JC, PSS, and others, such as employee incentive measures such as employee awareness, salary, and promotion, have been examined in this study, more research is needed to find other background information determining intention to turnover. The study looked at employee engagement as a middle variable between background and employee retention and discovered additional aspects that may be investigated further, such as corporate culture, by mediating or intervening. Other outcomes of organizational behavior, such as organizational citizenship, commitment, and job satisfaction, should be studied as well.

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