

Effect of Employee Retention Strategies on Organizational Performance: A Study of Nigerian Bottling Company (NBC), Enugu, Nigeria

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Abstract

Ensuring employee retention is crucial for sustaining a stable workforce and accomplishing organisational goals. Nevertheless, NBC Enugu has encountered significant challenges in this domain, resulting in negative consequences. The Nigerian Bottling Company (NBC) in Enugu has had substantial difficulties in sustaining a steady and efficient staff, resulting in adverse effects on the organization's overall performance. The primary aim of this research was to investigate the effect of staff retention strategies on the performance of the Nigerian Bottling Company (NBC) in Enugu. The primary aims of this study were to examine the effect of job redesign on conflict levels in the Nigerian Bottling Company (NBC) in Enugu, to determine the influence of competitive compensation on labour turnover in the NBC, Enugu, and to assess the effect of career development on organisational efficiency in the NBC, Enugu. The study used the descriptive research methodology. The research has a target group of 319 workers from Nigeria Bottling Company 9th Mile located in Enugu State. The research used the simple random sampling approach. The sample size was determined using the Krejcie and Morgan (1970) table. The table provided a sample size of 175. The data gathering tool used in this research was a self-designed structured questionnaire. The hypotheses were examined via the use of Ordinary Least Square regression analysis, using SPSS version 27.0, with a significance level of 5%. The research determined that job redesign had a substantial effect on the degree of conflict inside the Nigerian Bottling Company (NBC), Enugu. The study uncovered that offering competitive compensation has a substantial effect on the rate at which employees leave their jobs in Nigerian Bottling Company (NBC), Enugu. Additionally, it was disclosed that career development has a substantial effect on the organizational efficiency of the Nigerian Bottling Company (NBC) in Enugu. The study concluded that the staff retention strategy has a substantial effect on the organisational performance of the Nigerian Bottling Company (NBC) in Enugu. The results suggest that NBC should pursue work redesign initiatives that specifically target the underlying causes of disagreements among employees.

Keywords: *Employee retention strategy, competitive compensation, job redesign, career development, labour turnover, organizational efficiency, conflict level.*

1.0 INTRODUCTION

1.1 Background to the study

Increasing employee attrition rates is a significant challenge for contemporary enterprises. As a result, HR directors and business owners are worried about the impact of employee turnover, which refers to the frequency at which individuals quit their jobs over some time. HR departments monitor the rate of voluntary employee turnover (Okafor, Ifekwem & Adeyi, 2019). Given the importance of employee retention in achieving corporate success, HR managers are always seeking innovative strategies to prevent their people from leaving the company (Michael & Chipunza, 2019). The participation of individuals is crucial for the attainment of organizational goals. In reality, the knowledge, skills, and abilities of people are what ultimately determine the sustainability of an organization in today's dynamic and competitive environment. Many firms have acknowledged the need to cultivate and retain highly intelligent individuals as integral members of their management teams. Given the increased competition in all industries, it is crucial for all companies, regardless of whether they are in the public or private sector, to comprehend the requirements for retaining highly skilled employees. Employee retention refers to a company's ability to retain its present workers. Alternatively, it may be seen as a systematic approach that promotes employee retention, hence enhancing the company's long-term stability (Gorde, 2019). The ultimate objective of employee retention strategies is to provide mutual satisfaction between the company and the workforce. This has a positive impact on the management as it incentivizes dedicated employees to stay with the company for a longer duration. Retaining personnel is crucial for a company's competitiveness and productivity. Employee retention has become a significant concern for many companies due to the problem of losing skilled employees (Kumar, Ramendran, & Kadiresan, 2022).

Okafor, Ifekwem, and Adeyi (2019) defined employee retention strategy as an organization's policy and set of measures designed to prevent talented workers from seeking employment elsewhere. One perspective is to see it as the strategic approach that organizations use to retain their employees for an extended period. Implementing staff retention techniques in a proficient manner enhances loyalty, engagement, and reduces employee turnover rates (James & Mathew, 2022). Gaining a deeper comprehension of the reasons behind employee attrition or their desire to go from the organisation provides valuable insights for implementing successful retention tactics. Effective employee retention strategies are crucial for maintaining high organizational performance. Employee turnover can be costly for organizations, both in terms of direct replacement costs and the indirect impacts on productivity, knowledge transfer, and team dynamics (Cascio & Boudreau, 2016). Successful retention begins with understanding the key drivers of employee engagement and satisfaction within a particular organizational context.

According to a study conducted by Hom et al. (2017), factors like as competitive compensation, opportunities for professional growth, maintaining a healthy work-life balance, and a positive work environment are crucial in influencing employee retention. Job redesign was also listed by Paker and Grote (2020). Job redesign initiatives have the potential to enhance employee engagement and reduce turnover intentions by effectively matching workers' strengths, interests, and needs with the job requirements. To effectively retain highly skilled employees in the current digital age, academics argue that it is crucial to actively reorganize work practices to enhance cooperation between humans and technology. Oldham and Fried (2019) discovered that job design

aspects such as feedback, task variety, and autonomy play a vital role in employee retention by enhancing motivation and commitment. According to the authors, firms must continuously update job descriptions to align with the preferences of their workforce and advancements in technology. Organizations that intentionally focus on these areas often see reduced turnover rates and increased levels of employee engagement and performance. Research has shown that meeting employees' aspirations for advancement and personal development via extensive training and professional growth initiatives enhances employee retention (Kooij et al., 2020). Ensuring the recruitment, involvement, and retention of highly skilled employees is essential for an organization to achieve success and maintain a competitive edge.

1.2 Statement of the problem

Employee retention is crucial for attaining organizational objectives and maintaining a stable workforce. However, NBC Enugu has had substantial difficulties in this field, leading to adverse outcomes. The operational efficiency of the Nigerian Bottling Company (NBC) in Enugu has been greatly impacted by the challenges the company has had in maintaining a stable and high-performing workforce. A recent study suggests that high workforce turnover, increased workplace conflicts, and low organizational efficiency may be contributing reasons. NBC's endeavors to retain personnel, including job restructuring, competitive compensation, and career advancement prospects, may be inadequate or ineffective.

Research has shown that using job redesign ideas may successfully reduce workplace conflicts. These tactics include restructuring work tasks and responsibilities to align with people's capabilities, incentives, and the organization's needs. Conversely, the Nigerian Bottling Company (NBC) in Enugu has had significant challenges related to labor issues. Workplace disagreements sometimes arise due to miscommunication, redundant labour, and a lack of proper evaluation and fulfillment of employee requirements. The consequences of such arguments include decreased production, diminished morale, and an unfavourable work atmosphere.

Despite implementing competitive salary packages, the Nigerian Bottling Company Enugu has been facing considerable challenges in retaining employees. The employees of NBC Enugu think that their compensation is lower than the prevailing market rate since the corporation does not regularly benchmark wages against comparable jobs in the industry. As a consequence of this perspective, employees experience dissatisfaction and disloyalty, prompting them to seek better opportunities elsewhere. According to a recent study conducted by Adebayo and Usman (2023), the company's compensation plan, although generally competitive, has been plagued by large loopholes and uneven implementation. These issues have been identified as major factors contributing to the persistent problem of employee turnover. According to Adebayo and Usman (2023), the company's performance-based incentive system, which was not always seen as fair and transparent, led to employees' dissatisfaction and desire to explore other career opportunities. The researchers discovered that despite the company's comprehensive benefits package, there was unequal distribution of support among workers, resulting in some feeling undervalued (Adebayo & Usman, 2023). Eze and Nwankwo (2022) discovered comparable outcomes and emphasized the need for the Nigerian Bottling Company Enugu to address these issues to manage staff turnover effectively.

The Nigerian Bottling Company (NBC) in Enugu has had challenges in maintaining its competitive advantage and achieving operational excellence due to issues related to organizational

efficiency. The insufficient opportunities for employees to get proper professional development greatly contribute to this issue. Enabling career growth, which involves implementing training initiatives, skill enhancement projects, and clear pathways for progression, is essential for cultivating a capable, motivated, and efficient workforce. However, it seems that NBC Enugu's current approach to career development is deficient, resulting in reduced organizational efficiency. The lack of structured career development programmes at NBC Enugu hampers organizational effectiveness since the staff is deprived of the necessary training and education required to perform their duties proficiently. When employees see limited opportunities for career progression, their enthusiasm diminishes, leading to a decline in motivation and productivity (Jehanzeb & Bashir, 2013). Onyeukwu and Usman (2022) performed a recent study that found that the Nigerian Bottling Company Enugu has implemented several career development initiatives such as mentorship, job rotation, and training. However, these efforts have had little impact on the organization's performance. Onyeukwu and Usman (2022) found that a significant proportion of employees felt that these activities were insufficient in establishing a link between their growth objectives and the organization's long-term aims. The company's ability to effectively use the skills and expertise of its people has been hindered by a lack of employee engagement and enthusiasm resulting from this division.

Furthermore, Nwankwo and Okoro (2023) highlighted that the Nigerian Bottling Company Enugu has adopted a reactive approach rather than a proactive one in terms of career development. Instead of prioritizing talent management for the future, the organization has primarily concentrated on addressing immediate skill deficiencies. The company's inadequate and uncoordinated efforts to enhance organizational efficiency via career development have continued. Consequently, this study was designed to examine the effect of employee retention strategies on organizational performance: a study of Nigerian Bottling Company (NBC), Enugu.

1.3 Objectives of the study

The main objective of this study was to examine the effect of employee retention strategies on organizational performance: a study of Nigerian Bottling Company (NBC), Enugu. The specific objectives were:

- i. To examine the effect of job redesign on conflict level in Nigerian Bottling Company (NBC), Enugu
- ii. To ascertain the effect of competitive compensation on labour turnover in Nigerian Bottling Company (NBC), Enugu
- iii. To determine the effect of career development on organizational efficiency in Nigerian Bottling Company (NBC), Enugu

1.4 Research questions

The following research questions guided the study:

- i. To what extent does job redesign affect conflict level in Nigerian Bottling Company (NBC), Enugu?
- ii. To what extent does competitive compensation affect labour turnover in Nigerian Bottling Company (NBC), Enugu?
- iii. To what extent does career development affect organizational efficiency in Nigerian Bottling Company (NBC), Enugu?

1.5 Hypotheses of the study

The following hypotheses styled in null form guided the study:

Ho1: Job redesign does not have a significant effect on conflict level in Nigerian Bottling Company (NBC), Enugu

Ho2: Competitive compensation does not have a significant effect on labour turnover in Nigerian Bottling Company (NBC), Enugu

Ho3: Career development does not have a significant effect on organizational efficiency in Nigerian Bottling Company (NBC), Enugu

2.0 LITERATURE REVIEW

2.1 Conceptual review

2.1.1 Concept of employee retention strategies

At a worldwide level, the foremost objective of every organization should be to maintain its workforce. Most firms want to keep staff for a prolonged duration to sustain optimal performance in the fiercely competitive market since this is directly linked to their employee turnover rate. The frequent turnover of staff has a substantial impact on organizational performance. A low turnover rate signifies a company's proficiency in retaining its skilled employees by fostering a suitable work environment and motivating them to perform at their highest potential (Aruna et al., 2020). The departure of workers to rival companies may harm both the business and its staff's performance. Hence, it is important to maintain proficient personnel to enhance output. Institutions that want to maintain competitiveness via performance must have enhanced performance management systems that incentivize the retention of high performers.

Employee retention, as defined by Frank et. al. (2020), refers to the employer's endeavour to retain valuable employees to achieve corporate objectives. The retention rate of an organization is determined by its ability to retain its best performers on staff (Khawaja et. al 2019). Furthermore, as stated by Shelton (2021), the act of a corporation keeping highly skilled workers inside its workforce is referred to as staff retention. Providing incentives to employees for their long-term commitment to the organization, either until a certain time or for the maximum duration, is a significant measure of success (Mathur & Agarwal, 2019). Research and professionals in the field of human resources have always maintained the perspective that preserving existing personnel is essential for a company's long-term sustainability. For a firm to succeed in the long term, it is crucial to retain its skilled and capable employees. Research on employee retention indicates that individuals who experience job satisfaction and have positive relationships with their employers have higher levels of commitment to their work, resulting in improved outcomes (Denton, 2020). Job satisfaction positively correlates with employee retention, leading to a reduction in turnover rate (Akuoko, 2022). Thus, to maintain competitiveness, each organization employs a combination of diverse retention strategies to address the diverse needs of its employees and cultivate a conducive environment that promotes long-term commitment.

2.1.2 Concept of organizational performance

Organizational performance is a complex concept that refers to an organization's capacity to accomplish its strategic goals and provide value to its stakeholders (Adebayo & Usman, 2023). The effective management of human capital is a critical factor in organizational performance since people play a vital role in driving the success of an organization (Eze & Nwankwo, 2022). Within this particular framework, three primary indicators of organizational performance are labour turnover, conflict level, and organizational efficiency.

Labour turnover, defined as the frequency at which people depart from an organization, is a crucial metric for assessing organizational effectiveness (Adebayo & Usman, 2023). High labour turnover may significantly hinder an organization's capacity to sustain its competitive advantage by causing the departure of important information, skills, and institutional memory (Eze & Nwankwo, 2022). A study conducted by Adebayo and Usman (2023) revealed that organizations that can successfully handle labour turnover by using competitive remuneration policies and strong talent management strategies often demonstrate superior overall performance.

Another significant indicator of organizational effectiveness is the extent of conflict present inside the organization (Nwankwo & Okoro, 2023). Organizational conflict, whether stemming from interpersonal or interdepartmental issues, may impede the organization's capacity to synchronize its operations, formulate efficient choices, and accomplish its objectives (Onyeukwu & Usman, 2022). Organizations that can cultivate a culture of cooperation, transparent communication, and effective conflict resolution tend to demonstrate superior performance. This is because they are more adept at harnessing the combined efforts of their employees (Nwankwo & Okoro, 2023).

Organizational efficiency is a crucial factor in organizational success. It pertains to an organization's capacity to effectively utilize its resources to accomplish its intended objectives (Onyeukwu & Usman, 2022). Implementing good career development methods, such as providing training, mentoring, and work rotation opportunities, may significantly improve organizational efficiency. These activities ensure that employees have the required skills and competence to properly carry out their positions (Nwankwo & Okoro, 2023). Organizations that can cultivate a culture of ongoing learning and growth often demonstrate greater levels of organizational efficiency and, therefore, overall performance (Onyeukwu & Usman, 2022).

2.1.3 Effect of job redesign on conflict levels in organizations

Efficient job restructuring may greatly decrease conflict levels inside an organization. work redesign is the act of altering the content, structure, and/or atmosphere of work to better align it with the aims of the organization and the requirements of the person (Adebayo & Usman, 2023). Job redesign may effectively decrease conflict levels by improving role clarity and minimizing role ambiguity (Eze & Nwankwo, 2022). When workers possess a comprehensive comprehension of their duties, the power to make decisions, and the anticipated results of their work, it may mitigate the likelihood of misunderstandings, redundant chores, and conflicts over jurisdiction among persons or departments (Nwankwo & Okoro, 2023). A study conducted by Onyeukwu and Usman (2022) discovered that job redesign projects that prioritize the clarification of roles and duties might result in a significant decrease in organizational conflict. Moreover, implementing work redesign strategies that enhance employee autonomy and decision-making power may also

lead to decreased levels of conflict (Adebayo & Usman, 2023). Granting workers more autonomy and decision-making authority in their work processes may cultivate a feeling of ownership and empowerment. Consequently, this can diminish the probability of disputes emerging due to perceived power disparities or excessive supervision (Eze & Nwankwo, 2022).

Furthermore, implementing job redesign strategies that foster interdependence and collaboration among workers may effectively dismantle organizational barriers and foster cross-functional cooperation (Nwankwo & Okoro, 2023). Organizations may cultivate a culture of cooperation and communication by creating job roles that need tight collaboration and coordinated efforts among workers. This, in turn, can result in a decrease in interpersonal and departmental disputes (Onyeukwu & Usman, 2022).

Nevertheless, it is crucial to acknowledge that the impact of work redesign on conflict levels is contingent upon the particular circumstances and how the redesign is executed (Adebayo & Usman, 2023). Inadequately planned or implemented job redesign projects may sometimes worsen pre-existing tensions or generate new causes of conflict inside the organization (Eze & Nwankwo, 2022). Hence, organizations need to undertake job redesign with a thorough comprehension of the organization's culture, power dynamics, and conflict resolution procedures (Nwankwo & Okoro, 2023).

2.1.4 Effect of competitive compensation on labour turnover in organizations

Organizations nowadays are confronted with a substantial hurdle in the form of employee turnover. Elevated levels of labor turnover may result in diminished productivity, depletion of institutional knowledge, and escalated expenses for the recruitment and training of fresh personnel (Hom et al., 2017). The competitiveness of an organization's remuneration package has been identified as a crucial element that affects employee retention. Competitive compensation, which refers to remuneration and perks that are equal to or beyond industry norms, has consistently been associated with reduced rates of employee attrition (Cardy & Lengnick-Hall, 2011). Employees who see their compensation as equitable and competitive are less inclined to pursue other employment options. In a meta-analysis conducted by Rubenstein et al. (2018), it was shown that workers were 38% less inclined to quit their employment voluntarily when they evaluated their salary to be fair and in line with market standards.

There are two main reasons behind this association. Competitive remuneration serves as a clear indication to workers that the organization highly appreciates their efforts and is ready to make a financial commitment to keep exceptional individuals (Ramlall, 2003). This may promote a more robust feeling of loyalty to the organization and decrease the perceived desirability of other employment opportunities. Furthermore, when workers' fundamental financial requirements are satisfied via equitable and competitive remuneration, they are less likely to depart in pursuit of superior income elsewhere (Cardy & Lengnick-Hall, 2011). Although competitive remuneration alone cannot completely solve the problem of employee turnover, it is an essential element of a successful plan to retain talented employees. Organizations that can provide compensation and benefits that are equal to or beyond industry norms often have lower rates of voluntary employee turnover (Hom et al., 2017). Consequently, this may result in enhanced organizational

performance, fewer expenses for hiring and training, and the retention of significant institutional knowledge.

2.1.5 Effect of career development on organizational efficiency

Dessler (2018) defines career development as a series of lifelong endeavors aimed at exploring, initiating, and achieving success in one's chosen occupation. On the contrary, career planning involves actively seeking to get a deeper understanding of one's strengths, weaknesses, opportunities, constraints, choices, and results (Bernardin, 2020). In contemporary times, several corporations provide their employees the chance to progress in their respective fields, so significantly augmenting their job satisfaction. The proposition that businesses should adopt a more supportive role in aiding the professional achievement of their people, rather than a prescriptive one, aligns with this approach. Organizations should give priority to implementing strategies that enhance employee satisfaction with employment, which in turn improves their ability to attract and retain highly skilled individuals (Baruch, 2021).

Career development refers to the proactive management of one's professional growth and progress, and it has repeatedly been associated with enhanced organizational performance (Malik et al., 2021). Providing workers with training, mentoring, and progression opportunities enhances their ability to acquire the necessary skills to succeed in their present positions and assume more responsibilities in the future. According to research conducted by Jehanzeb and Mohanty (2018), organizations that give importance to career development see a 22% increase in productivity compared to those that do not prioritize it. The researchers ascribed this phenomenon to heightened employee engagement, less turnover, and the cultivation of a more proficient and flexible workforce. Similarly, Ahmad et al. (2019) conducted a meta-analysis that showed organizations that allocate resources to career development programmes have a significant 18% increase in organizational efficiency.

How career development improves organizational efficiency is complex and varied. Organizations may enhance their internal capacities by offering staff chances to enhance their knowledge and skills. This enables them to improve procedures, foster innovation, and efficiently adapt to market changes (Malik et al., 2021). Furthermore, career development efforts promote increased employee involvement and dedication, resulting in a decrease in expensive staff turnover and guaranteeing the preservation of important institutional expertise (Jehanzeb & Mohanty, 2018). Emphasizing career advancement demonstrates to workers that the organization prioritizes their long-term achievements, resulting in higher levels of job contentment, drive, and voluntary exertion (Ahmad et al., 2019).

Although the initial financial commitment to career development programmes may be significant, the long-term advantages in terms of organizational efficiency and competitiveness justify the expenditure. Organizations that can provide their staff with well-defined opportunities for career progression and the necessary support to acquire new competencies often achieve better results than their competitors across many critical performance metrics (Jehanzeb & Mohanty, 2018).

2.2 Theoretical framework

This study was anchored on the Equity theory of motivation

2.2.1 Equity theory

John Stacey Adams's Equity theory of motivation, developed in the early 1960s, is the basis for this study. This theory aims to clarify the relationship between pleasure and an individual's perception of the fair or unfair distribution of resources in interpersonal interactions. Adams Stacey, a psychologist specializing in behavior and workplace dynamics, introduced the equity hypothesis in 196. Stacey suggests that workers strive to maintain a sense of equilibrium between the perceived inputs and outputs of their occupations and those of their colleagues (Armstrong, 2011). There is a belief that when people are treated with fairness, it serves as a motivation for them to maintain equitable connections both inside the organization and with their colleagues. According to the equity hypothesis, individuals would want to rectify any perceived imbalance in a relationship if they believe they are being either under-compensated or overcompensated. It analyses the relationship between the advantages gained and the efforts made in terms of education and experience. Furthermore, it demonstrates that every employee is a vital element of the whole organization. Nevertheless, a significant drawback of equity theory is its dependence on subjective assessments.

The equity theory of motivation posits that workers' perception of justice about their compensation and treatment is crucial in understanding why some individuals are more driven than others. According to Equity Theory, employees assess their performance by comparing the level of effort they exert in a task with the outcomes they achieve, or the proportion of inputs to outputs. The equity hypothesis of motivation posits that an employee's degree of intrinsic motivation is strongly linked to their perception of fair treatment in the workplace.

This theory is relevant to this study because it underscores the importance of perceived fairness in employee treatment. When retention strategies address this, they not only reduce turnover but also enhances organizational performance by fostering a motivated, satisfied and stable workforce.

2.3 Empirical review

Muyideen (2023) conducted a research examining the relationship between employee retention strategies and the overall effectiveness of academic staff at certain private colleges in Osun State, Nigeria. The examination analysed strategies for retaining highly proficient workers in universities based on their performance. The study used a survey research design. The questionnaire was sent to 387 individuals, however only 315 of them responded and returned it. The data categorization procedure included the use of descriptive statistics, such as tables and percentages, together with the application of inferential statistics, namely ordinary least squares (OLS) in hypothesis testing. The results indicated that elements such as opportunities for advancement in one's career, a competitive compensation plan, and a balanced work-life balance had a positive effect on the performance of academic staff at the selected private universities. The paper recommends that private institutions allocate substantial resources towards enhancing career advancement opportunities, implementing competitive compensation packages, and promoting a healthy work-life balance in order to reduce employee turnover.

Ikeagu, Odira, and Anah (2023) examined how staff retention tactics affect the performance of mission secondary schools in Onitsha Archdiocese, Anambra State. The study

aimed to assess the impact of flexible scheduling on the organisational performance of teachers in mission secondary schools within the Catholic Archdiocese of Onitsha, Anambra state, Nigeria. It also aimed to investigate the correlation between the work environment and the organisational performance of teachers in these schools. Additionally, the study aimed to examine the relationship between recognition and the organisational performance of teachers in mission secondary schools within the Catholic Archdiocese of Onitsha, Anambra state, Nigeria. Lastly, it aimed to evaluate the effect of training on the organisational performance of teachers in these schools. The research used survey methods for inquiry. The questionnaire was examined via the use of percentage tables, while the research assumptions were evaluated by regression analysis. Information was gathered from both primary and secondary sources. The data collection method used was a randomised distribution of questionnaires to the employees of the selected organisation. The study had a research population of 1745 people, and the sample size of 335 was chosen using the Borg and Gall Formula. Among the 335, a grand number of 323 persons were successfully retrieved. The hypotheses were assessed using the regression analysis method, with a significance threshold of 0.05%. The study's findings indicate that the level of flexibility in teachers' schedules significantly affects the performance of instructors in mission secondary schools in the Onitsha Archdiocese of Anambra. T has a value of 3.511, whereas p has a value of 0.000. The work environment significantly impacts the organisational performance of teachers in mission secondary schools within the Onitsha Archdiocese of Anambra. T has a value of 2.899, whereas p has a value of 0.008. The acknowledgement of teachers in mission secondary schools in the Onitsha Archdiocese of Anambra significantly impacts their organisational effectiveness ($T=4.468$, $p=0.000$). The study demonstrates that implementing people retention strategies has a significant positive effect on the organisational performance of mission secondary schools in Onitsha Archdiocese. The study indicates that it is advisable to prioritise professional advancement while engaging in collaborative decision-making and resolving issues. Furthermore, it suggests that the selection of rotation options should be determined by the perspectives of the employees and taken into account as a whole.

Igbinoba, Joel, Igbadumhe, and Peter (2022) investigated the relationship between strategies used to retain workers and the achievement of organisational goals. A carefully crafted self-administered questionnaire, using a five-point Likert rating scale, was distributed to a total of 180 participants. A total of 158 replies were gathered and used as the primary dataset for analysis. The data were analysed using the social science statistical software (SPSS). The research used a two-tailed Chi-square (χ^2) analysis, with a significance threshold of 0.05, to precisely investigate the association between staff retention strategy and performance. The degree of correlation between the dependent and independent variables in this study was evaluated using the Cramer's V analytical technique. The statistics suggest a robust correlation between strategies for retaining people and the overall success of the organisation. According to the findings, it is advised that organisations use staff retention strategies that are rooted in performance.

Magaji, Akpa, and Ogundiwin (2021) performed a research to examine the effects of wage packages and work-life balance on employee retention in specific private institutions situated in Ogun State, Nigeria. A survey research design was used. The study's sample included 1550 academic personnel from five private educational institutions in Ogun State, Nigeria. The sample

size was 647. The data were analysed using both descriptive and inferential statistics. The findings demonstrated that the compensation packages had a significant and positive effect on employee retention ($\beta = .954$; $R^2 = 0.251$, $p < 0.05$). Moreover, a robust and statistically significant association ($R = 0.707$, $p < 0.05$) was found between work-life balance and employee retention in the selected private institutions situated in Ogun state, Nigeria. The study found that compensation packages and the balance between work and personal life had a significant impact on employee retention. The study indicated that the administration of the selected private colleges should improve and strengthen their compensation packages and work-life balance in order to ensure effective and optimum staff retention.

In their study, Abbas, Majeed, and Luma (2021) examined the impact of staff retention strategy on organisational memory. This research incorporates historical, descriptive, and analytical elements. The sample consists of 158 faculty members from five private universities in Baghdad. The chosen methodology for data analysis is Structural Equation Modelling (SEM), which is implemented using the Statistical Package for the Social Sciences (SPSS). The research results suggest that the approach to retaining workers is vital in maintaining organisational memory and guaranteeing staff retention. The research findings and recommendations provide reassurance to private college administrations that the implementation of a personnel retention strategy is essential for maintaining staff and safeguarding institutional knowledge.

Chelangat (2020) investigated the influence of strategies to retain employees on the overall efficiency of the organisation. The objective of the study was to evaluate the influence of training, job satisfaction, career development, and compensation on the organisational productivity of Savings and Credit Cooperative Societies in Kericho. This study was supported by two theories: the antecedent job turnover theory and the Vroom expectancy theory, both of which were applicable to the investigation. The study used a descriptive research methodology. The poll specifically targeted Imarisha, Ndege Chai, and Kenya Highlands Savings and Credit Co-operative Societies, with a total of 601 respondents. A stratified random selection method was used to choose a sample of 180 participants. The data was collected by semi-structured questionnaires and analysed using descriptive and inferential statistics with the aid of the Statistical Package of Social Science. An analysis and interpretation were conducted on the mean and standard deviation. The model used was the multiple linear regression model. The findings indicated that the organisation enhanced training via the implementation of seminars, educational progression, and brief courses, which significantly contributed to staff retention. The training done throughout the allocated planning period in the organisation had a crucial impact in improving organisational efficiency. The research demonstrated that training has a significant influence on the productivity of the organisation. The organisation gained job satisfaction by implementing work arrangements, renovating the work environment, and developing it, which led to a significant rise in organisational output. The research uncovered a significant association between work satisfaction and organisational efficiency. The organisation also guarantees that workers' professional development is supported via coaching, job orientation, rotation, seminars, and promotion, hence increasing the organization's ability to retain its staff.

Ikon and Kenechukwu (2020) investigated the correlation between job redesign and organisational commitment across several government agencies in Anambra State. The study sought to establish the correlation between job redesign and organisational commitment. A relevant hypothesis was formulated and then tested. This study used a survey research design. The study was grounded on the Equity Theory proposed by Edwin Locke and the Social Exchange Theory established by George Homans in 1958. A systematic strategy was used to choose six federal ministries. The study included a total of 2526 workers, and a sample of 345 individuals was selected using the Taro Yamane sampling method. The data collected from the structured questionnaire was analysed using the Pearson Product moment correlation coefficient. The hypothesis was evaluated using Pearson's Table of Test of Significance. The findings demonstrated a significant association between job redesign and organisational commitment, as shown by a p-value of 0.033, which is below the predetermined significance threshold of 0.05. The study concluded that Job Redesign has a major effect on employee performance, which in turn has a big influence on the overall success of the organisation. The report proposes that in order to improve employee work satisfaction, government ministries should carefully plan and implement a work Redesign process. By doing this, it will guarantee that capable individuals are allocated to appropriate roles, thereby establishing a workforce that is dedicated to accomplishing organisational objectives.

3.0 METHODOLOGY

3.1. Research design

The study used the descriptive research methodology. This approach is suitable since it facilitated the researchers in describing, examining, recording, analyzing, and interpreting the variables included in the study.

3.2 Population of the study

The target population of this study includes 319 employees of Nigeria bottling company 9th Mile in Enugu State

3.3 Sample and sampling technique

The sample size is the number of individuals or observations picked from a larger population to accurately reflect the full population (Levy & Lemeshow, 2019). A sampling strategy refers to the systematic method used to choose a specific sample from a larger population (Cooper & Schindler, 2016). The research used the standard random sampling approach. The sample size was determined using the Krejcie and Morgan (1970) table. The table provided a sample size of 175.

3.4 Validity and Reliability of Instrument

This research used face and content validity as part of its methodology. The questionnaire's reliability for data collection was further assessed using the test-retest approach. The instrument was sent to five (5) chosen academics for feedback, and the procedure was repeated after a one-week delay to see if their initial responses aligned with their subsequent remarks. The data captured was computed and subjected to a statistical analysis using Cronbach Alpha with the aid of SPSS version 27.0.

Table 3.1: Reliability Result

| Cronbach's Alpha | Number of Items |
|------------------|-----------------|
| .86 | 18 |

Source: Researcher's Field Survey, 2024

Table 3.1 shows the reliability of the questionnaire used for the research. The Cronbach's alpha value is 0.86 which is an indication that the questionnaire is reliable and can be used for the research work.

3.5 Method of data collection

The data-gathering tool used in this research is a self-designed structured questionnaire. The questionnaire was designed to align with the factors outlined in the hypothesis of the research. The questionnaire was organized with the Likert scale and was distributed via the drop-and-pick approach.

3.5 Data analysis technique

The investigation of personal characteristics included the use of statistics, such as basic percentages and frequency tables. Hypotheses were evaluated using Ordinary Least Square regression analysis with the assistance of SPSS version 27.0, at a significance level of 5%. The test was used to evaluate the substantial impact of each of the independent variables on the dependent variable.

Decision Rule: The conclusion about the hypotheses is to accept the alternative hypotheses if the p-value of the test statistic is less than or equal to the predetermined significance level (alpha), and to reject the alternative hypotheses if the p-value of the test statistic is higher than the alpha at a 5% significance level.

3.10 Model Specification

The researcher estimated the model in the following form:

$$OPE = F(ERS) \dots\dots\dots (1)$$

In a regression form it is expanded thus:

$$COL = \beta_0 + \beta_1 JOR_t + \mu \dots\dots\dots (2)$$

$$LTU = \beta_0 + \beta_1 CCO_t + \mu \dots\dots\dots (3)$$

$$OEF = \beta_0 + \beta_1 CDE_t + \mu \dots\dots\dots (4)$$

β_0 = Constant Term; β_1 = Coefficient of the model parameters; μ = Error Term

OPE= Organizational Performance; ERS= Employee Retention Strategy; COL = Conflict Levels;

JOR = Job Redesign; LTU = Labour Turnover; CCO = Competitive Compensation; OEF =

Organizational Efficiency; CDE = Career Development

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Data presentation

The data collected from the employees were collected and recorded and thereafter used for analysis.

Table 4.1 Questionnaire Response Rate

| S/ N | Category | Number of questionnaires given | Percentage of questionnaires given | The number of questionnaires returned | Percentage of questionnaires returned |
|---------|----------------------|--------------------------------|------------------------------------|---------------------------------------|---------------------------------------|
| 1 | Management staff | 59 | 34 | 48 | 27 |
| 2 | Non-management staff | 116 | 66 | 106 | 61 |
| | Total | 175 | 100 | 154 | 88 |

Source: Fieldwork, 2024

From Table 4.1, it was observed that 175 copies of questionnaires were administered as follows management staff 59 (34 percent), and non-management staff 116 (66 percent). However, 154 questionnaires administered were filled and returned by the various categories of staff working at the organization of the study hence, 88 percent of the administered questionnaires were used in this study.

4.2 Data analyses

Table 4.2.1 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin Watson |
|---|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .914 ^a | .835 | .834 | .536 | 1.470 |
| a. Predictors: (Constant), Job redesign b. Dependent variable: Conflict levels | | | | | |

Source: SPSS 27.0

The adjusted R^2 (coefficient of multiple determination) shows that 0.834 (83.4 percent) of variations in conflict levels are explained by job redesign. The Durbin Watson Statistics is used to detect the autocorrelation in the residuals from a regression analysis. Since the Durbin-Watson statistics of 1.470 was less than 2, we conclude that there was no autocorrelation.

Table 4.2.2 ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|--|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 221.359 | 1 | 221.359 | 769.837 | .000 ^b |
| | Residual | 43.706 | 152 | .288 | | |
| | Total | 265.065 | 153 | | | |
| a. Dependent Variable: Conflict levels | | | | | | |

b. Predictors: (Constant), Job redesign

Source: SPSS 27.0

Given that P-value of 0.000 which is less than 0.05, we conclude that job redesign has a significant effect on conflict levels at a 5% level of significance.

Table 4.2.3 Regression Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|--------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .393 | .140 | | 2.810 | .001 |
| | Job redesign | .910 | .033 | .914 | 27.746 | .000 |

a. Dependent Variable: Conflict levels

Source: Researcher's Computation, 2024

Job redesign has a regression coefficient of 27.746 with a probability value of 0.000. This implies that job redesign is imperative for a reduction in conflict levels in the organization.

Table 4.2.4 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .928 ^a | .862 | .861 | .447 | 1.162 |

a. Predictors: (Constant), Competitive compensation
b. Dependent variable: Labour turnover

Source: SPSS 27.0

The adjusted R^2 (coefficient of multiple determination) shows that 0.861 (86.1 percent) of variations in labour turnover are explained by competitive compensation. Since the Durbin-Watson statistics of 1.162 was less than 2, we conclude that there was no autocorrelation.

Table 4.2.5 ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 189.289 | 1 | 189.289 | 948.911 | .000 ^b |
| | Residual | 30.321 | 152 | .199 | | |
| | Total | 219.610 | 153 | | | |

a. Dependent Variable: Labour turnover
b. Predictors: (Constant), Competitive compensation

Source: SPSS 27.0

Given a P-value of 0.000 which is less than 0.05, we conclude that competitive compensation has a significant effect on labour turnover at a 5% level of significance.

Table 4.2.6 Regression Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .469 | .128 | | 3.656 | .000 |
| | Competitive compensation | .900 | .029 | .928 | 30.804 | .000 |

a. Dependent Variable: Labour turnover

Source: Researcher's Computation, 2024

Competitive compensation has a regression coefficient of 30.804 with a probability value of 0.000. This implies that competitive compensation has a significant effect on labour turnover.

Table 4.2.7 Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | .949 ^a | .900 | .899 | .419 | 1.270 |

a. Predictors: (Constant), Career development
b. Dependent variable: Organizational efficiency

Source: SPSS 27.0

The adjusted R^2 (coefficient of multiple determination) shows that 0.899 (89.9 percent) of variations in organizational efficiency are explained by career development. Since the Durbin-Watson statistics of 1.270 was less than 2, we conclude that there was no autocorrelation.

Table 4.2.8 ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|----------|-------------------|
| 1 | Regression | 239.467 | 1 | 239.467 | 1364.806 | .000 ^b |
| | Residual | 26.670 | 152 | .175 | | |
| | Total | 266.136 | 153 | | | |

a. Dependent Variable: Organizational efficiency
b. Predictors: (Constant), Career development

Source: SPSS 27.0

Given a P-value of 0.000 which is less than 0.05, we conclude that career development has a significant effect on organizational efficiency at a 5% level of significance.

Table 4.2.9 Regression Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .153 | .113 | | 1.354 | .000 |

| | | | | | |
|--|------|------|------|--------|------|
| Career development | .965 | .026 | .949 | 36.943 | .000 |
| a. Dependent Variable: Organizational efficiency | | | | | |

Source: Researcher’s Computation, 2024

Career development has a regression coefficient of 36.943 with a probability value of 0.000. This implies that career development has a significant effect on organizational efficiency.

4.3 Test of hypotheses

4.3.1 Test of hypothesis one

H₀: Job redesign does not have a significant effect on conflict level in Nigerian Bottling Company (NBC), Enugu

H₁: Job redesign has a significant effect on conflict level in Nigerian Bottling Company (NBC), Enugu

The t-statistics and probability values from Table 4.2.3 are used to evaluate this hypothesis. The job redesign has a t-statistic of 27.746, indicating a probability value of 0.000. This result is considered statistically significant. Thus, we reject the null hypothesis and embrace the alternative hypothesis, which posits that job redesign has a significant effect on the conflict level at Nigerian Bottling Company (NBC), Enugu.

4.3.2 Test of hypothesis two

H₀: Competitive compensation does not have a significant effect on labour turnover in Nigerian Bottling Company (NBC), Enugu.

H₁: Competitive compensation has a significant effect on labour turnover in Nigerian Bottling Company (NBC), Enugu

The t-statistics and probability values from Table 4.2.6 are used to evaluate this hypothesis. The competitive compensation has a t-statistic of 30.804 and a probability value of 0.000, indicating strong statistical significance. Thus, we reject the null hypothesis and embrace the alternative hypothesis, which asserts that competitive pay has significant effects on staff turnover at Nigerian Bottling Company (NBC), Enugu.

4.3.3 Test of hypothesis three

H₀: Career development does not have a significant effect on organizational efficiency in Nigerian Bottling Company (NBC), Enugu

H₀: Career development does not have a significant effect on organizational efficiency in Nigerian Bottling Company (NBC), Enugu

H₁: Career development has a significant effect on organizational efficiency in Nigerian Bottling Company (NBC), Enugu

The t-statistics and probability values from Table 4.2.9 are used to test this hypothesis. The career development variable has a t-statistic of 36.943 and a probability value of 0.000, indicating that it is highly statistically significant. Thus, we reject the null hypothesis and embrace the alternative hypothesis, which asserts that career development has significant effects on the efficiency of the Nigerian Bottling Company (NBC) in Enugu.

4.4. Discussion of findings

The research revealed that job redesign had a substantial effect on the degree of conflict at the Nigerian Bottling Company (NBC), Enugu. This discovery corroborates the conclusions drawn

by Ikon and Kenekwue (2020) in their study on job redesign and organizational commitment in government ministries in Anambra State. The research aimed to determine the association between job redesign and organizational commitment. A hypothesis that was pertinent to the topic was made and then tested. The results indicated a notable correlation between job redesign and organizational commitment, with a p-value of 0.033, which is less than the significance level of 0.05. The research found that Job Redesign significantly influences employee performance, which in turn has a substantial impact on the overall success of the organization.

The study uncovered that offering competitive compensation has a substantial effect on the rate at which employees leave their jobs at Nigerian Bottling Company (NBC), Enugu. This discovery confirms the conclusions reached by Magaji, Akpa, and Ogundiwin (2021) in their study on the impact of remuneration packages and work-life balance on employee retention in certain private institutions in Ogun State, Nigeria. The survey research design was implemented. The results indicated that remuneration packages had a substantial and favourable impact on employee retention ($\beta = .954$; $R^2 = 0.251$, $p < 0.05$). Furthermore, a strong and statistically significant correlation ($R = 0.707$, $p < 0.05$) was observed between work-life balance and employee retention in the chosen private institutions located in Ogun state, Nigeria. The research determined that remuneration packages and work-life balance had a substantial influence on employee retention.

Additionally, it was disclosed that career development has a substantial effect on the efficiency of the Nigerian Bottling Company (NBC) in Enugu. This discovery supports the conclusions of Muyideen (2023), who investigated the correlation between employee retention tactics and the performance of academic staff at chosen private institutions in Osun State, Nigeria. The assessment focused on the techniques used to retain highly skilled personnel in universities, particularly regarding their performance. The findings demonstrated that factors such as prospects for career progression, a well-structured remuneration scheme, and a healthy equilibrium between work and personal life had a beneficial impact on the productivity of faculty members at the chosen private institutions. The report suggests that private colleges should make substantial investments in areas such as career growth possibilities, competitive remuneration plans, and work-life balance to decrease employee turnover.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of findings

The major findings of the study were:

- i. The study found out that job redesign has a significant effect on conflict level in Nigerian Bottling Company (NBC), Enugu.
- ii. It was revealed that competitive compensation has a significant effect on labour turnover in Nigerian Bottling Company (NBC), Enugu.
- iii. It was further revealed that career development has a significant effect on organizational efficiency in Nigerian Bottling Company (NBC), Enugu.

5.2 Conclusion

The main objective of this study was to examine the effect of employee retention strategies on organizational performance: a study of Nigerian Bottling Company (NBC), Enugu. In this study,

employee retention strategy was decomposed into job redesign, competitive compensation, and career development. In the same vein, organizational performance in this study refers to conflict level, labour turnover, and organizational efficiency. Based on the findings of the study, it was concluded that employee retention strategy has a significant effect on organizational performance in Nigerian Bottling Company (NBC), Enugu.

5.3 Recommendations

Based on the findings of the study, it was recommended that:

- i. NBC should consider implementing job redesign strategies that address the root causes of conflicts among employees. This could involve adjusting job responsibilities, enhancing job autonomy, or improving task variety and significance.
- ii. Management should develop a well-structured compensation strategy that aligns with the company's business objectives and employee retention goals. This strategy should consider factors such as job responsibilities, performance, market trends, and the cost of living.
- iii. Management should ensure that the career development program is closely aligned with the company's strategic objectives and workforce requirements. This will help ensure that the skills and competencies being developed are directly relevant to the organization's needs.

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