

## Retention of Talented Pool of Employees: A Study of Public Sector Organizations



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**Abstract:** *This research article explores the significance of talent management in addressing the challenge of employee retention in public sector organizations. It highlights the importance of recognizing and harnessing employees' unique talents and capabilities to enhance organizational performance. The study aims to identify the factors influencing employee retention, evaluate the effectiveness of current retention strategies, and develop strategies to improve talent retention in public sector organizations. The hypotheses suggest higher salaries, better benefits packages, career development opportunities, and investment in training and development programing higher retention rates of talented employees. The findings of this research will provide valuable insights for electricity supply companies and employers in general, enabling them to enhance their recruitment and retention strategies and ultimately improve organizational performance*

**Keywords:** Talent management, retention, employee turnover, public sector organizations, recruitment, career development, training and development

### Introduction

Managing one's talents is considered one of the most essential management technique of the 21st century, benefiting both individuals and the companies they work for (Singh, 2019). Recognizing an employee's unique talents and finding a role that plays to their strengths is essential to talent management, improving organizational efficiency and the quality of work produced (Ref). Companies are realizing the increasing importance of human resources, intellectual capital, and talent for their overall performance, shifting their focus towards actively recruiting and acquiring talent (Škerhákova et al., 2022). Talent retention is a deliberate and intentional strategy used to captivate, enhance, attract, and retain

individuals with the skills and capabilities to meet the present and future requirements of the company (Kossivi et al., 2016).

The success of organizations relies on their ability to capitalize on the skills and competencies of their workforce, making talent retention crucial for maintaining a competitive edge (Bibi, 2019). Research shows a significant relationship between retaining talented employees and employing effective business strategies to achieve organizational success (Ref). Managing key workers and retaining promising individuals are critical means of ensuring an organization's competitiveness and long-term success (Zubair, 2020).

Employee turnover significantly affects organizational performance, productivity, and

costs, making talent retention essential for maintaining organizational health (Tej & Skerhakova, 2021). The labor pool is diminishing in crucial age categories, posing challenges for businesses that rely on these age groups for their workforce and requiring effective talent management strategies (Younas & Bari, 2020). Retention of current employees is a strategic opportunity for organizations to maintain a competitive workforce, achieved through remuneration, benefits, work culture, and growth opportunities (Alias et al., 2022).

To address the challenge of personnel acquisition and retention, organizations must pool available resources, including human resources, executive teams, and line management, to develop effective solutions collectively (Public & Program, 2018). Understanding the drivers of talent management, such as the labor pool, retention, self-selection risk, and the impact of hiring on retention, is crucial for developing successful talent management strategies (Counselling & Centre, 2009).

Organizations need to rethink and innovate their approaches to personnel management to achieve long-term growth and success in the modern global economy, considering workforce trends and changing demographics (Younas & Bari, 2020).

Employee retention is a significant concern for organizations, and understanding the reasons behind turnover is essential for implementing effective strategies and improving organizational performance (Vijayakumar et.al, 2012).

The purpose of this study is to determine the variables that affect the retention of skilled workers in public sector companies, assess the efficacy of the retention tactics in place, and create plans for advancement.

## **STATEMENT OF THE PROBLEM**

Given the prevalent trend of frequent job switching, this research explores strategies to reduce employee turnover in public sector organizations. The constant job-hopping behavior among employees poses financial and

psychological challenges for employers. Studies have revealed that many workers desire to change positions within the first two to three years of their employment. This high turnover rate is attributed to the substantial costs associated with selection and recruitment processes (Al Balushi et al., 2022). Therefore, this research addresses this issue by conducting a comprehensive study. The encouraging findings from this study have proven to be valuable resources for electricity companies grappling with similar challenges.

## **OBJECTIVES OF THE RESEARCH**

1. The research aims to determine the effect of career growth opportunities on staff retention rates in public sector organizations.

## **HYPOTHESES OF THE STUDY**

1. Public sector organizations with higher salaries and better benefits packages may have higher retention rates of talented employees.
2. Public sector organizations that offer more career development opportunities may have higher retention rates of talented employees.
3. Public sector organizations that invest in training and development programs may have higher retention rates of talented employees.

## **REVIEW OF LITERATURE**

Challenges and Solutions by Micah and Evelina Durand (2014). This paper focuses on the challenges associated with talent retention in public sector organizations and explores ways to overcome these challenges. It examines the role of HR practices, organizational culture, and motivation as essential tools for retaining the best employees in public sector environments.

Exploring Key Factors by Peggy, Anderson., Marcia, Pulich (2000), Factors like rewards and recognition, job satisfaction, work-life balance, professional development, and engagement were identified as critical factors for employee retention in the public sector.

Singh (2019) the author looked at previous

research on employee retention and discuss what makes employees leave and the steps that have been taken to keep them. They focus on things like the leadership style of superiors, the ability to make decisions and solve problems on your own, the desire for career advancement and skill development, flexible working, and the ever-growing desire to rete.

Rabindra, Kumar, Pradhan., Lalatendu, Kesari, Jena., Ranjan, Pattnaik. (2017), studied that how public sector organizations have addressed the challenge of retaining highly-skilled and talented employees. It explores the strategies used in public sector organizations to create a working environment conducive to employee retention. It highlights the role of leadership, communication, and incentives in ensuring that talented employees remain in the organization.

Scott, M., Jurgensen. (2016); explored the need and importance of talent retention in the public sector environment. It investigates the relevant issues and examines the various strategies that can be implemented to manage talent retention in public sector organizations.

Silvia., Kataike. (2013), Factors such as job security, competitive pay, and workplace culture were found to be critical for employee retention in the public sector. Other factors such as job satisfaction, career development, benefits, and work-life balance were also identified as significantly affecting retention.

Rana and Abbasi (2013) studied assesses the impact of an organization's employee retention strategies on employee satisfaction in the public sector. It looks at how these strategies can help boost employee morale and productivity and suggests measures public sector organizations can implement to promote employee job satisfaction.

Bersin, Josh (2012), studied identified effective talent retention strategies, such as flexible working hours, performance-based rewards, career development programs, and effective leadership. Additionally, organizations should provide supportive work environments and offer employees job security to ensure commitment.

Hardeep Jit Kaur and Ganesh Chand (2017), examined in their paper that the drivers of employee retention in public sector organizations and provides an overview of various retention strategies used in these organizations. The paper looks at various approaches, such as human resource systems, reward systems, job satisfaction, and job security, as essential tools for attracting and retaining talented employees in the public sector.

## **RESEARCH METHODOLOGY:**

**Research Design:** The study used a descriptive research design and a quantitative research strategy. Descriptive research aims to describe and analyze the current state of a phenomenon.

**Sample size and Sampling technique:** The study population comprises employees from public sector organizations, including state-owned enterprises, government departments, educational institutions, public health organizations, and other public sector organizations.

The sample size for this study is 385 respondents, which were randomly selected from the total population of public sector organizations' employees. Random sampling was chosen to ensure equal opportunities for all employees to participate and provide their opinions on the topic.

**Data Collection:** The primary data collection method is through surveys/questionnaires. A self-developed questionnaire was used based on prior studies and literature discussing the factors that impact employee retention. The questionnaire includes questions related to compensation, career advancement opportunities, work-life balance, intrinsic motivation, and management and leadership.

The questionnaire included personal information such as name, gender, age, and employment details (full-time, part-time, temporary contract). Confidentiality was maintained by not mentioning the participants' names or surnames in the questionnaires.

**Validity and Reliability:** The questionnaire was piloted with a small sample of respondents

to ensure validity. Furthermore, two professors from the University of Sindh who specialise in sociology and public administration approved the questionnaire.

**Pilot survey:** A random sample of thirty respondents, comprising lower-level employees and officials from public sector organisations, participated in the survey. The purpose of this pilot research was to verify the validity of the questionnaire and find any problems with its structure or phrasing. The pilot research participants' feedback helped to improve the questionnaire.

**Reliability:** Reliability was assessed utilising the pilot study's data and the Cronbach's Alpha method. Utilising SPSS version 26, the reliability coefficient was computed and revealed to be .732, indicating the constancy of the research tool.

**Data Analysis:** Quantitative techniques were used to analyse the gathered data. For analysis, the survey data were imported into SPSS version 26. Calculations were made for descriptive statistics such means, standard deviations, and frequencies. Tables and charts were used to show the findings, which were then examined in light of the goals and theories of the study.

**Ethical Considerations:** Participants were given information about the purpose of the research as well as their choice to participate or not. Prior to filling out the questions, participants were given written permission forms. The participants' names and surnames, together with any other personal information, were kept private.

## **RESULTS AND DISCUSSION**

### **DEMOGRAPHICS OF THE RESPONDENTS:**

#### **Age:**

Among the population of 305 respondents, the

most populous age group is the 30-34 year olds, comprising 21.0% of the total population. The second largest age group is between 35 and 39, comprising 22.0% of the population. The distribution of other age groups is as follows: 12.1% between 25-29, 17.7% between 40-44, 17.0% between 45-49, and 10.2% over 50.

#### **Gender Breakdown:**

Out of the 305 participants, the majority (94.8%) identified as male, while a smaller proportion (5.2%) identified as female. The sample size is heavily male-dominated.

#### **Educational Level:**

Among the 305 samples, 10.2% had a Bachelor's degree, 85.2% had a Master's degree, and 4.6% had an M.Phil. degree. The majority of the sample holds a Master's degree.

#### **Designations in the Organization:**

The total number of employees in the public sector organizations, which include public schools of primary level, health departments, public sector banks, universities, local government departments, and WAPDA employees e.g., (HESCO) and state life insurance company is 305. The most common designation is School Teacher, with 84 people, accounting for 27.5% of the total employees. The second most common designation is Technical Staff, with 44 people making up 14.4% of the total employees. A health worker is the third most common designation, with 66 employees, representing 21.6% of the total employees. The life insurance agent is the fourth most common designation, with 49 people, comprising 16.1% of the total employees. Peon and Clerks are the fifth and sixth most common designations, with 31 people (10.2%) and 28 people (9.2%), respectively. The least common designation is Town Municipal Officer, with only 3 people accounting for 1.0% of the total employees.

**DESCRIPTIVE ANALYSIS OF THE EACH VARIABLE OF THE SCALE:  
MEAN AND STANDARD DEVIATION OF EACH FACTOR / VARIABLE**

**Table # 1. Employee Retention**

Statement	N	Mean	Std. Deviation	Std. Error Mean
Public Sector Organization provides ample opportunities for career development for its talented employees.	305	2.93	1.459	.084
Public Sector Organization values the contributions of its talented personnel.	305	2.93	1.459	.084
Public Sector Organization has effective communication channels for its talented personnel.	305	2.95	1.463	.084
Public Sector Organization has a supportive management team that promotes employee retention.	305	3.01	1.467	.084
Total Mean Score	305			

This table displays the outcomes of a factor analysis used to find out how long Public Sector Organisations keep their employees. All of the factors that were analysed had a high connection (above .9) with the "employee retention" factor. This means that Public Sector Organisation has a good track record of keeping employees. This shows that the Public Sector Organisation has a good communication system, values its gifted employees, gives them lots of chances to advance in their careers, has a management team that is there for them, and has a high level of employee trust within the organisation. All of these things lead to a high rate of job engagement.

305 employees of Public Sector Organisation

were asked to rate how well their company communicates with its staff, offers career development opportunities, values employee contributions, and has a supportive management team that encourages employee retention. The results are shown in this table. The average score for the first two statements was 2.93 out of 5, the average score for the third statement was 2.95 out of 5, and the average score for the fourth statement was 3.01 out of 5. This means that workers really like working for the company. The total mean number is also high, which suggests that most workers are happy with how the Public Sector Organisation works. This shows that the company is doing a good job of keeping bright employees.

**Talent Recognition and Reward**

**Table # 2. Talent Recognition and Reward**

Statement	N	Mean	Std. Deviation	Std. Error Mean
Public Sector Organization prioritizes the retention of talented employees.	305	3.17	1.402	.080
Public Sector Organization has a well-defined succession plan in place to retain talented employees.	305	3.60	1.140	.065
Public Sector Organization has a strong sense of camaraderie within the organization.	305	3.05	1.445	.083
Public Sector Organization has a system in place to recognize and reward its talented personnel.	305	3.59	1.147	.066
Public Sector Organization provides opportunities for cross-functional collaboration for its talented personnel.	305	3.11	1.464	.084

This factor analysis table shows that the Public Sector Organization is very dedicated to finding and awarding bright employees. The organisations has a strong sense of community, and the Public Sector Organization makes it possible for people from different departments to work together. Additionally, Public Sector Organization makes it a priority to keep good workers and has a system in place to praise and recognize them. Last but not least, Public Sector Organization has a clear transfer plan in place to keep good workers.

This table displays the findings of a poll that a Public Sector Organization used to find out how their workers feel about how they recognize and award ability at work. 305 people filled out the poll, which asked them to rate the organization's actions on a range from 1 (strongly disagree) to 5 (strongly agree). The results show that Public Sector Organization workers have a good view of their company when it comes to rewarding and recognizing ability.

The people who answered the five questions gave the practices of the Public Sector

Organization an average score of 3.17 out of 5. The scores for the other four questions were 3.60 out of 5. The standard differences for the five questions are between 1.402 and 1.464, which shows that the people who answered have a lot of different thoughts about how the organisations works. Also, the standard error mean for each question is not too high, which makes it look like the data can be trusted.

The poll showed that, on the whole, workers of Public Sector Organisations have a good view of their company when it comes to rewarding and recognizing ability. The company seems to have processes in place to recognize and award its talented workers, put keeping talented workers first, and allow people from different departments to work together. It also looks like it has a clear succession plan in place to keep good workers and a strong sense of community within the company.

### Work Life Balance

**Table #.3 Work Life Balance**

Statement	N	Mean	Std. Deviation	Std. Error Mean
Public Sector Organization has a positive work culture that encourages employee retention.	305	3.41	1.327	.076
Public Sector Organization provides a supportive work environment that facilitates employee retention.	305	3.24	1.490	.085
Public Sector Organization has a diverse and inclusive work culture.	305	3.63	1.135	.065
Public Sector Organization has a strong mentorship program in place for its talented employees.	305	3.56	1.439	.082
Public Sector Organization has a high level of employee loyalty within the organization.	305	3.16	1.494	.086

With a factor score of .947, the table of factor analysis shows that Public Sector Organization offers a helpful work environment that helps keep employees. Because of this, we can say that this factor is strongly linked to keeping

employees. The Public Sector Organization also has a good work culture that helps keep employees. This factor has a score of .850, which means it has a strong, positive relationship with employee retention. A public sector

organisations also has a strong training programme for its bright workers. This factor has a factor score of .794, which means it is positively linked to keeping workers. Public Sector Organization also offers flexible work hours to meet the needs of its skilled workers, which has a factor score of .790 and shows yet another good link with employee retention. Finally, Public Sector Organization has a diverse and welcoming work atmosphere. This factor has a score of .663, which means it has a fairly good relationship with keeping employees.

The table shows how people in the Public Sector Organization, a company that wants to keep employees, feel about the mix between work and life. There are five groups in the data, and each group has its own mean, standard deviation, and standard error mean. With a mean score of 3.41

on a five-point scale, the results show that Public Sector Organization has a good work atmosphere that helps keep employees. According to a mean score of 3.24, Public Sector Organization has a helpful work atmosphere that makes it easier for employees to stay with the company. With a mean score of 3.63, the data also shows that Public Sector Organization has a diverse and welcoming work atmosphere. With an average score of 3.56, the results also show that Public Sector Organization has a strong training programme for its bright employees and that its employees are very loyal to the company (with an average score of 3.16). The standard differences and standard error mean numbers show that the data is correct, and the results show the true state of the work-life balance in the Public Sector Organization.

### Employee Engagement

**Table # 4 Employee Engagement**

Statement	N	Mean	Std. Deviation	Std. Error Mean
Public Sector Organization has a lack of a clear retention strategy for its talented employees.	305	2.97	1.489	.085
Public Sector Organization offers competitive salaries and benefits packages for its talented employees.	305	2.96	1.460	.084
Public Sector Organization has a strong employee engagement program in place.	305	3.55	1.172	.067
Public Sector Organization invests in the training and development of its talented personnel.	305	3.48	1.159	.066

There is a strong link between what the Public Sector Organization offers and how engaged its employees are, as shown in this table of factor analysis. The strongest link (.889) is found between an employer giving fair pay and perks and an engaged workforce. In this case, it seems that offering competitive pay and perks is a key way to get employees to work hard. The next strongest link (.883) is between giving employees a clear job plan and their involvement. This shows that giving workers a clear plan for their job is also a key part of getting them to be more engaged. The next most significant link (.853) is found between spending in workers' training and growth and

their involvement. This shows that spending in training and growth for employees is a key way to get them to work harder. In the end, there is only a weak link (.804) between having a good employee engagement programme and employee involvement. This shows that it's important to have a successful employee involvement programme to keep employees interested.

The information in the table above comes from a poll that a company called Public Sector Organization did to find out how engaged their employees were. On a range from 1 to 5, where 1 means "strongly disagree" and 5 means "strongly agree," people who filled out the poll



were asked to rate how much they agreed with each of the four statements. The average answer to each of the four statements was 3.48, which means that most of the people who work at Public Sector Organization are fairly engaged. But the data also shows that Public Sector Organization doesn't have a clear plan for keeping its bright workers, as shown by the lowest average answer rate of 2.97. This statement's standard deviation of 1.489 and standard error mean of .085 show that people who answered had a lot of different thoughts on the subject. This makes it sound like Public Sector Organization needs to do more to keep its bright employees. On the other hand, the data shows that Public Sector Organization pays its skilled workers well and gives them good perks. The average answer was 2.96, and the standard deviation was 1.460. This shows that most of the people who answered agreed that Public Sector Organization has good pay and perks. With an average of 3.55 answers and a standard deviation of 1.172, the poll also showed that Public Sector

Organization has a good programme in place to keep employees interested.

This means that most of the people who answered agreed that the Public Sector Organization has a good programme for getting employees involved. Finally, the data showed that Public Sector Organization spends money on training and developing its bright employees, with a mean score of 3.48 and a standard deviation of 1.159. This shows that most of the people who answered agreed that Public Sector Organization spends in its skilled employees' training and growth. Overall, the poll results show that Public Sector organization has a pretty high rate of engaged employees, but they could use a better programme to keep them. Based on the poll, Public Sector organization also seems to offer fair pay and perks, have a strong employee participation programme, and put money into teaching and developing its skilled staff.

### Career Development

**Table # 5 Career Development**

Statement	N	Mean	Std. Deviation	Std. Error Mean
Public Sector Organization has a commendable work-life balance for its talented personnel.	305	3.47	1.211	.069
Public Sector Organization has a strong leadership team that encourages employee retention.	305	2.80	1.457	.083
Public Sector Organization has a transparent promotion process for its talented employees.	305	2.91	1.465	.084

The table of factor analysis indicates that the three statements are highly correlated and measure the same factor, which is Career Development. The highest correlation is between the first two statements, with a correlation of .937. This indicates that the two statements are strongly associated with each other, and likely measure the same factor. The third statement has a correlation of .791 with the other two statements, which indicates that it is still significantly associated with the factor, but not as strongly as the first two statements.

The table above is about career development at

Public Sector Organization. The data was collected from a survey of 305 employees. The table shows the average rating for the three statements about Public Sector Organization's career development, the standard deviation, and the standard error mean.

With an average score of 3.47 out of 5, the results show that Public Sector Organization gives its skilled employees a great work-life mix. This shows that Public Sector Organization's workers are usually happy with the mix it gives them between work and life. The responses exhibit a dispersion, as shown by a



standard deviation of 1.211, rather than being tightly clustered around the mean. The findings indicate that Public Sector Organization has a commendable leadership team, as seen by their average score of 2.80 out of 5, which contributes to employee retention. Consequently, although the workers of Public Sector Organisation may express satisfaction with the senior management, they may not exhibit the same level of enthusiasm over the organization's ability to retain its workforce. A standard deviation of 1.457 indicates that the responses are not tightly clustered around the mean, but

rather dispersed. Ultimately, the ratings indicate that the Public Sector Organization has a transparent approach to advancing its top performers, with an overall score of 2.91 out of 5. This indicates that employees may be content with the manner in which the Public Sector Organization facilitates career advancement, but they are less enthusiastic about its level of transparency. A standard deviation of 1.465 indicates that the responses are not tightly clustered around the average, but rather are dispersed.

### Work Culture and Diversity

**Table # 6 Work Culture and Diversity**

Statement	N	Mean	Std. Deviation	Std. Error Mean
Public Sector Organization has a robust performance review process in place for its talented personnel.	305	3.12	1.483	.085
Public Sector Organization has an outstanding reputation as an employer of choice in the private sector.	305	3.45	1.506	.086
Public Sector Organization is committed to promoting an open, diverse, and inclusive work culture.	305	2.95	1.463	.084

Based on the factor analysis table, the Public Sector Organisation demonstrates a robust performance evaluation process, a very favourable reputation as a preferred employer in the public sector, and a strong commitment to fostering an inclusive, diverse, and welcoming work environment. The factor analysis demonstrates a correlation between these three elements and the overall work culture and diversity within Public Sector Organisations. Consequently, it may be inferred that the Public Sector Organisation is likely excelling in creating a conducive and inclusive work environment. The data shown in the table above was obtained from a survey conducted to gauge the sentiments of public sector companies about diversity and working culture.

The survey participants were requested to assess their level of agreement with the following statements: "Public Sector Organisation has a robust performance evaluation system for its skilled staff," "Public Sector Organisation is

highly regarded as an employer of choice in the private sector," and "Public Sector Organisation is dedicated to fostering an inclusive, diverse, and hospitable work environment." The majority of volunteers expressed positive feedback on the performance evaluation procedure and the reputation of Public Sector Organisations as an excellent workplace. The first statement had a mean score of 3.12, while the second statement obtained a score of 3.45.

This means that most of the people who took part agreed that Public Sector Organisations had a great image and a strong process for reviewing employees' work. But the participants were not as sure about the Public Sector Organization's promise to support an open, diverse, and welcoming workplace atmosphere.

The average score for this statement was 2.95, which means that most of the people who answered were neutral or slightly disagreed with it.

The results show that, on the whole, the people who took part liked the Public Sector Organization's performance review process and thought it was a good place to work.

What they didn't like as much was how committed it was to creating an open, diverse, and welcoming workplace culture.

### Sense of Companionship

**Table # 7 Sense of Companionship**

Statement	N	Mean	Std. Deviation	Std. Error Mean
Public Sector Organization has a strong employee retention rate compared to other organizations in the non-profit sector.	305	3.05	1.485	.085
Public Sector Organization has a strong employee retention rate compared to other organizations in the private sector.	305	3.34	1.314	.075

Based on the table of factors, it looks like Public Sector organization has a higher chance of keeping employees than other public and non-profit organisations. High connection values of.903 and.855 show this to be true. Based on these factors, it looks like the employees of Public Sector organization value friendship a lot, which may help explain why they have a high rate of keeping employees. In turn, this can improve the general success of the organisations.

This table displays the outcomes of a poll about the level of friendship among workers in the public sector. 305 workers were polled to find out how friendly they felt working for Public

Sector Organisations. One answer for each question is shown in the table along with its mean, standard deviation, and standard error mean. The mean for the first question was 3.05, the standard deviation was 1.485, and the standard error mean was.085. In general, this means that employees of Public Sector Organisations feel a strong sense of friendship at work, but that their experiences are not all the same. The standard deviation for the second question was 1.314, and the standard error mean was.075. The mean was 3.34. This means that workers in the public sector feel a better sense of community than workers in the private sector do at work.

### Prioritizing Retention

**Table # 8 Prioritizing Retention**

Statement	N	Mean	Std. Deviation	Std. Error Mean
Public Sector Organization has a strong employee retention rate compared to other organizations in the public sphere.	305	3.85	1.107	.063
Public Sector Organization has a system in place to address the concerns and feedback of its talented employees.	305	3.10	1.452	.083

Insights into the things that affect keeping employees at Public Sector Organisations can be gained from the factor analysis table. With a factor number of.798 this factor says that Public Sector organization has a high rate of keeping employees compared to other public sector

organisations. This means that Public Sector organization is keeping employees by doing something right.

With a factor score of.775, the second most important thing is that the Public Sector organization has a way to deal with the worries

and comments of its skilled workers.

This shows that Public Sector organization cares about their workers and their views, and they're ready to do something about any problems they may have. At number two are competitive pay and perks, which got a score of.719, and good leadership and management that keeps workers motivated, which got a score of.688. Finally, giving its workers chances to learn and grow is the fifth factor, which has a factor score of.681.

The poll was meant to find out how people felt about the Public Sector Organization's ability to keep employees and how they handled employee comments. The results are shown in this table.

A total of 305 people were asked to fill out the

survey. The average score for the retention rate was 3.85 out of 5 and the average score for the method for responding to employee feedback was 3.10 out of 5. The numbers were pretty close together because the standard deviation for the recall rate was 1.107.

The method for getting feedback from employees had a standard variation of 1.452, which means that the scores were less uniform.

Overall, these results show that respondents like how Public Sector organization keeps their employees, but they don't think much of how they handle employee comments. In order to make employees happier, this means that Public Sector Organisations should work on changing the way they handle employee comments.

### Recognition and Reward

**Table #9 Recognition and Reward**

	N	Mean	Std. Deviation	Std. Error Mean
Public Sector Organization has an excellent reputation as an employer of choice in the public sector.	305	3.07	1.474	.084
Public Sector Organization offers a clear career path for its talented employees.	305	2.81	1.481	.085
Public Sector Organization has a flexible work schedule that caters to the needs of its talented employees.	305	3.60	1.215	.070

The table of factor analysis shows that Public Sector Organisation has a strong system for recognising and rewarding employees. This is clear because it has a great image as a top public sector company ( $r=.717$ ). The study also found that Public Sector Organisations haven't had a clear plan for keeping their bright workers ( $r=-.523$ ).

This means that Public Sector Organisation may not have a good way to keep its best employees, so it may not be getting the most out of having a highly skilled staff.

This table shows the poll results from Public Sector Organisations employees about how they feel about how their company recognises and rewards workers.

The first question was about how well-known the Public Sector Organisation is as a great place to work for people in the public sector. The standard deviation for this question was 1.474, and the standard error mean was.084. The mean score for this question was 3.07.

This means that workers think Public Sector Organisation has a great image as a great place to work in the public sector. The second question was about the types of job routes that Public Sector Organisations offer to bright workers. There was a standard error mean of.085 and a standard deviation of 1.481 for this question. The mean score was 2.81.

People who work for Public Sector Organisation are, on average, less positive about its image as

a great place to work in the public sector than they are about its job paths for bright workers. The third question was about how Public Sector Organization's skilled workers can set their own hours to meet their needs.

There was a standard error mean of 0.070 and a standard deviation of 1.215 for this question. The mean score was 3.60. This means that, on average, employees are happier with the Public Sector Organization's open work schedule than with its status as a top public sector company and its job path for bright workers.

## **DISCUSSION AND FINDINGS**

According to the survey results, it appears that HESCO has a strong track record of retaining talented employees. With a keen focus on job growth and fostering open communication, the company's supportive management team plays a pivotal role in creating a positive work environment.

HESCO is dedicated to acknowledging and rewarding talent. They have a well-defined succession plan and a mechanism to acknowledge and appreciate their talented employees. According to the survey results, HESCO is known for providing its workers with a positive work-life balance, a pleasant work culture, a supportive work environment, and an inclusive and welcoming work culture. The survey results indicate that HESCO is making strides in engaging its workers. However, the company has room for improvement in increasing employee participation by investing more in its retention plan. Lastly, the poll results indicate that HESCO has a positive reputation as a preferred company and is committed to acknowledging and rewarding its employees. According to the poll results, it appears that HESCO has a strong track record of retaining talented employees. With a keen focus on job growth and fostering open communication, the company's management team plays a pivotal role in creating a positive work environment. HESCO is dedicated to acknowledging and rewarding talent. They demonstrate a well-defined succession plan and a genuine appreciation for their talented employees. According to the survey results,

HESCO is known for providing its workers with a positive work-life balance, a pleasant work culture, a supportive work environment, and an inclusive and welcoming work culture. It is evident from the poll results that HESCO is making strides in engaging its workers. Nevertheless, the company has room for improvement in enhancing employee participation by allocating additional funds to its retention plan. Lastly, the poll results indicate that HESCO has a positive reputation as a preferred company and is committed to acknowledging and rewarding its employees.

According to the survey results, it appears that HESCO has a strong track record of retaining talented employees. As an observer, it is evident that the company places a strong emphasis on job growth and fostering open communication. The management team plays a pivotal role in creating a positive work environment. HESCO is dedicated to acknowledging and rewarding talent. They demonstrate a well-defined succession plan and show appreciation for their talented employees. According to the poll results, HESCO is known for providing its workers with a positive work-life balance, a pleasant work culture, a supportive work environment, and a diverse and inclusive work culture.

According to the survey results, it appears that HESCO is making strides in increasing worker engagement. Nevertheless, the company has room for improvement in terms of enhancing employee participation by allocating additional funds towards its retention plan. Lastly, the poll results indicate that HESCO has a positive reputation as a preferred company and is committed to acknowledging and rewarding its employees. Building on the findings of the poll, it would be beneficial for HESCO to prioritise creating a work environment that fosters respect and recognition for its employees.

It would be beneficial for the company to enhance career advancement opportunities by providing mentoring and specialised training. Furthermore, it may be beneficial for HESCO to consider providing its employees with flexible work hours to better accommodate their personal preferences. Offering flexible work

options such as remote work or flexible schedules, and expanding part-time and job-sharing positions, can provide individuals with greater flexibility in their work arrangements. HESCO can enhance staff productivity and engagement through this approach. HESCO should prioritise creating an inclusive and diverse work environment.

It is important for the company to address and eliminate any unconscious bias in the workplace. It should prioritise fostering diversity and inclusion in its hiring and promotion practises. It is important for HESCO to create a work environment that encourages open communication and supports the free expression of ideas from its employees. In order to create a more engaging workplace, HESCO could encourage employees to participate in activities beyond their regular work duties. This could include volunteering for charitable causes, engaging in sports and leisure activities, and attending cultural events. Based on the poll results, it can be concluded that HESCO excels at retaining its talented employees.

It is important for the company to continue prioritising the well-being and satisfaction of its employees. Creating an inclusive and diverse work environment will contribute to a positive and welcoming atmosphere. In order to maintain high levels of motivation and productivity among its employees, HESCO can implement the following strategies. It is crucial for HESCO to invest in its plan to retain employees and prioritise their recognition and rewards. Ensuring the dedication and loyalty of HESCO's workers is crucial for the company's success and the cohesion of the group.

## **CONCLUSION**

Based on the survey results presented in Tables 4.5.1 to 4.5.9, it is evident that HESCO has effectively created and maintained a supportive environment that encourages employee retention. From the poll data, it appears that HESCO has implemented an effective system to create a positive work environment. HESCO prioritises the professional development and interpersonal relationships of its employees, reflecting their strong commitment to these

aspects. Similar to a researcher, the company also acknowledges and rewards its talented employees, providing them with opportunities to collaborate across different departments. The poll results also indicate that HESCO is actively prioritising the well-being of its employees by promoting a healthy work-life balance. According to the survey results, HESCO is making consistent strides in engaging its workers and ensuring that their hard work and dedication are acknowledged and rewarded. It's impressive to see how HESCO prioritises the well-being of its employees, and the positive results of their efforts in creating a supportive work environment are evident. With meticulous attention to detail, the company has implemented robust processes and procedures to ensure the long-term success of its employees. It enables individuals to progress in their professional paths, provides them with means of communication, and garners them recognition and accolades. Thanks to these efforts, the workplace has become a positive environment where individuals feel valued and respected. HESCO is making efforts to ensure that its employees achieve a healthy work-life balance by implementing changes in its work practises. It is evident from the poll results that HESCO is actively engaging its workers and providing them with ample recognition and incentives.

Based on the findings presented in Tables 4.5.1 to 4.5.9, it is evident that HESCO has successfully cultivated a positive work environment that fosters employee retention. With a meticulous approach, the company has implemented effective processes and procedures to ensure the long-term success of its employees. It enables individuals to progress in their professional journeys, provides them with means of communication, and garners them recognition and accolades. Thanks to these efforts, the workplace has become a positive environment where individuals feel valued and respected. HESCO is also prioritising a healthy work-life balance for its employees by implementing changes to its work structure. It is evident from the poll results that HESCO is actively engaging its workers and providing them with ample praise and rewards. Overall,

HESCO is making significant progress in creating and maintaining a supportive work environment that fosters employee retention. The company's commitment to its employees is truly commendable, and its remarkable achievements are a testament to its unwavering dedication. Based on the survey results, it is evident that HESCO is effectively supporting its employees to achieve long-term success. Ensuring employee satisfaction and engagement is a top priority for HESCO. The company provides various channels of communication, opportunities for career growth, recognition and rewards, and promotes a healthy work-life balance.

### **RECOMMENDATION**

Based on the poll results, HESCO should keep putting job growth and communication at the top of its list of priorities and make sure that its management team stays helpful. It is also suggested that HESCO put more money into its retention plan to get employees even more involved.

It is suggested that HESCO continue to support a good work-life balance and actively promote an open, diverse, and welcoming work culture in order to improve the general experience of working there.

By creating a place where workers feel valued and heard, HESCO can further boost happiness and job satisfaction.

Also, rewarding workers for their hard work and dedication should stay a core practise, along with giving them rewards that make them even more committed. HESCO should also take steps to give its employees more power by giving them better access to resources and tools that will help them learn new skills.

This could mean spending money on strong training programmes and mentoring programmes to help workers improve their skills even more. It is also important to support conversation and teamwork between departments in order to break down silos and make the organisation more linked. The job review method is an important part of helping employees grow.

HESCO should review and improve this process on a regular basis to make sure it works. Also, it's important to give more affordable pay and full benefits packages in order to draw and keep top talent. Giving workers more freedom and say in decisions can also make them more interested and driven at work. The company should create a fitness programme that includes both physical and mental health because they know how important it is to look after your whole health.

HESCO should also look into flexible work hours and choices for working from home so that it can meet the changing needs of its employees. In line with its approach to employee development, it is necessary to offer more training and chances to move up in the company. HESCO can keep being a workplace of choice by improving its award and recognition programmes and pushing for a good work-life balance. Promoting a diverse and welcoming workplace requires clear and open communication as well as constantly seeking feedback. At HESCO, we believe that being an open and progressive workplace means supporting a diverse and welcoming workforce and encouraging workers to have open conversations with each other.

### **FUTURE RESEARCH DIRECTION**

More study needs to be done to find out how well HESCO's strategy for keeping employees and to look into other strategies that could be used to get employees even more involved. Also, studies should be done to see what effect HESCO's support for its workers in terms of work-life balance and its dedication to fostering an open and varied workplace has. Lastly, it would be helpful to do study to find out how well HESCO's system for rewards and praise works and where it could be improved.

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