

Investigating the Critical Factors of Employees' Retention: A Medium Family Business in Egypt

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Abstract

A model of 9 Employee Retention factors (6 dependent variables and 3 demographics as moderators) is developed in the context of Family business Medium Egyptian Company. A qualitative method is used via structured interviews with 4 managers working in the company and reveals that only 5 dependent and one moderator are impacting Employee Retention which are: Salary, Benefits, Supervisor Support, Working Environment and Career Opportunities plus experience. monetary and non-monetary factors are important for employees retention, however, considering medium company inside a developing country like Egypt, how is this applied? In most of studies; salary and benefits were mentioned combined in one factor such as "compensation" or "remuneration", which known as strong retention factor, in this study it must be separated according to the problem, as provided benefits having different effect on employees' retention than basic salary. Another question was; are the employees demographics having effect on employees deciding wither benefits are more important than salary that impacting their retention? Results approved the necessity of separation between salary and benefits, plus they showed only experience as a moderator matters, in addition, the effect of family business which mainly concerns with work environment factor was not critical as other factors.

The goal of this research is to investigate the critical factors between provided ones. The research also examines (gender, marital status, experience) if they have influence on the employees' decision-choosing between benefits and salary. The importance of current study is to make a guide for similar contexts to find a way to consider important factors that will help to retain valuable employees. The value of this research is conducting the investigation on non-family members, with disregard of personal reasons or out of control reasons like force majeure.

Keywords: employee retention, salary, benefits, supervisor support, work environment, SMEs, family business, Egypt

1. Introduction

The importance of the workforce retention in the business is a beaten track academically, as it is affecting the organization stability, profitability, development and business sustainability. In this dynamic globalized economy, and because the skilled workforce is considered a competitive advantage for the organizations, employee's demands to be retained are much more than earlier (Iqbal, 2017). Retention problems can cause; losing strategic knowledge contained within companies, losing customers, and decreasing the profitability (Hemmans, 2010). Retention should become one of the biggest issues for the SME's in the private sector in Egypt as these enterprises are having a significant percentage of the Egyptian economy. Studies reveals that family business achieves high retention results because the socio-emotional driven culture (Cennamo et al., 2012; Cropanzano & Mitchell, 2005; Pittino & Visintin, 2016). Some organizations for this endeavor (retention) had considered some factors and had applied some solutions that were irrelevant to the reason of the turnover (Sun, 2012). "There is also the need for organizations to properly align retention practices with the needs and values of employees" (O. Samuel and Chipunza, 2009). This is leading to the importance of correctly select the factors that are influencing the employees' retention according to each context. In the paper in hand, an investigation had been conducted in the context after careful reading to the literature, in order to determine the factors that are relevant to the context and affecting employee retention to support developing a strong retention plan.

1.1a Characteristics of the Context

The company under consideration is a Family Business Medium Company founded 25 years ago in Egypt by an Egyptian founder. Second generation took the resin after him. Business is in commercial sector, trading and engineering field, so most of the staff are engineers. The organization structure is flat and functional type with headcount of 52 employee (2022). Departments in there are: Administration, Projects Department (site & office), Sales and Marketing, Technical Department (design & tendering), HR, IT And Finance.

1.1b SMEs in Egypt

SMEs accounting for over 60% of GDP and 70% of employment in developing economies, the rise in the number of SME's has been crucial to economic diversification and resilience, particularly in countries vulnerable to commodity price fluctuations (<https://oxfordbusinessgroup.com>).

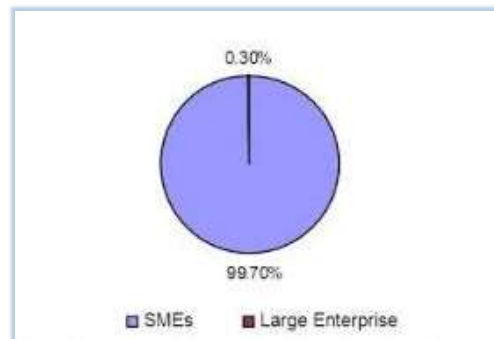


Figure 1. distribution of non-agricultural economic activities between SMEs and large enterprises. (sme.ebi.gov.eg)

In Egypt, there are around 2.5 Million SMEs representing 75% of the total employed workforce, they are chiefly operating in two economic activities as below figure, namely manufacturing and trade (sme.ebi.gov.eg). As per the firm endowments, SMEs might be classified as per the number of workers (less than 20; from 20 to 34; from 35 to 50 and more than 51) and the value of the capital.

1.1c Family Company

The definition of family business adopted for this paper follows Chua et al. (1999); Ferraro & Marrone, (2016) considering family business as a business managed with aiming to have a vision that held and implemented by members of the same family that guaranteeing next generation involvement. "The cultural dimensions can help organizations to develop an atmosphere where the employees can feel more energized and satisfied so that they should remain with the organizations for long term" (Iqbal, 2017). Human Resource Management HRM and Human Resource Management Review HRMR have published 16 and 26 articles, respectively, concentrating on small business companies against one article that pulling family businesses companies (Ferraro & Marrone, 2016). This is may be because HRM practices in family businesses are directed by informal procedures usually (Astrachan and Kolenko, 1994; Ferraro & Marrone, 2016). According to (Brundin, Samuelsson & Melin, 2008) there are seven themes building up the family ownership logic in family-controlled businesses. Below is the conclusion of themes that related to the paper in hand, representing the context:

Theme 3: Long-term focus on in-depth knowledge of experience from the industries in which their firms operate, family is proud of their quality and the value added and they are more interested in face-to-face long-term relationships with suppliers, customers, employees and even competitors. Theme 4: Ownership goals are wider set of goals than pure financial goals. Likewise, they emphasize their responsibility towards the employees and the members of the local community. These themes reflect considering friendly work environment and not considering financial aspects from the owners.

From above, it can be mentioned that the owner of the company under consideration according to the family business culture was trying to retain employees by maintaining their loyalty and sense of ownership, evaluating the "NO Layoffs" decision in each crises the country have been through.

The research used the Nine Elements model/framework by Elsafty (2018, 2019, 2020, 2021,2022) to analyze the context as the model has been used in several research papers Elsafty (Elsafty, A., Elsayed, H., & Shaaban, 2020; Elsafty, A., & Elzeftawy, A., 2021/2022; Elsafty, A., & Shafik, L., 2022; Elsafty, A., & Seddek, A., 2022; Elsafty, A., & Oraby, M., 2022).

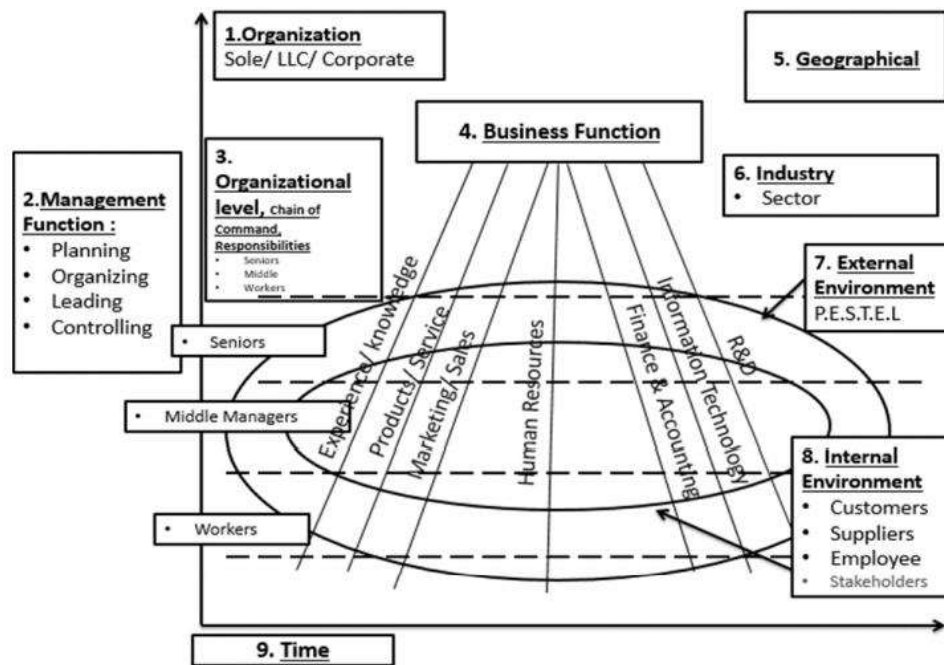


Figure 3. Business Anatomy: The 9 Elements Model Proposed by Elsafty (2018, 2019, 2020, 2021, 2022)

1.2 State of the Problem: The Researcher in the Context

One of the important responsibilities of HR is to make a strategy for valuable employees' retention, in order to avoid voluntary turnover. As for Holtom (2008) few innovations in managerial practice have come from management researchers, this is one reason the researcher finds an advantage of being OD&HR manager in the company under consideration in order to conduct applied research in the context. During having many crises in Egypt starting from January revolution 2011 reaching the devaluation at 2017 with progressive increase in the inflation rate, finally the universal pandemic (Covid 19) at 2020, the owner/CEO of the company had not to apply annual salary increase many times preferring this solution rather than downsizing decisions by applying any layoffs of the employees even if they were employed recently at that time. Revealing the family company values and high socioemotional. As families usually have non-economic goals and values (Chrisman et al., 2012; Ferraro & Marrone, 2016). At year (2018) most of the employees started to claim requesting high salary raise, in addition they started to present job offers they had from other companies. The employees prefer to stay -as they mention- but they want to fulfill their needs. CEO is not willing to accept this unaffordable increase. The CEO discussed with the Researcher the issue of providing some fringe benefits (forms of compensation provided by employer outside of a stated employees' salary) to the employees, that can absorb the anger and overcome the high salary raise requests. That was because, after checking many factors that can influence the employees' retention, Researcher noticed that fringe benefits are the most tangible factor for the employees. In addition, employees revealed that financial status is their claim. Considering that it is very difficult to measure the "price" of employee benefits in terms of lowering wages (Brown, 1980; Oyer, 2008). In a research applied in European countries for companies of engineering sector, food industry, services sector and pharmaceutical industry, J. Duda (2013) has found that employees of these companies preferred pay increases before benefits increases with one exception of financial sector companies. However, employer-provided fringe benefits should be a significant share of compensation cost to show the desired impact on retention (Hemmans, 2010). This share has no rule and varies from a company to another.

According to Egyptian Labor law: companies must apply Annual Increment of not less than (7%) of the basic salary unless for bad economic circumstances and must apply a social insurance for employees and Overtime pay, there is no obligation to pay bonuses generally (Egyptian labor law, section 34). It's worthy to mention that; Public healthcare in Egypt is not generally satisfying middle class employees, and that not all companies in private sector in Egypt follow the labor law. However, the company under consideration follows the Labor Law and has Salaries range between the average to below the average wages in the market.

After conducting brainstorming with managers, plus having HR outsourced consultancy, benefits offered according to the approved plan and budget were as follows: Quarterly bonus according to performance, Flexible working hours, and private Medical insurance with discounted companies package. All above to be considered with 10% annual increase. The researcher has conducted interviews with employees to discuss the approved benefits plan, and it was not well received by the employees. They preferred basic salary increase rather than provided benefits. Researcher meanwhile was

interviewing external candidates for needed job vacancies, researcher tried to present benefits provided against required salaries stated in the job application, and has the same findings; only basic salary matters. When researcher feels impending retention problem. Researcher had to check on any probable factor that could support this problem, and then started to discuss the consequences of not developing a suitable retention plan with the CEO. CEO is highly considering the non-monetary benefits provided to the employees such as friendly work environment, individual respect values, open door policy, emotional support and security via “no layoffs” decisions taken during crises. Base pay is based on the role in the organization and the market for the expertise required to conduct that role, variable pay is based on the performance of the person in that role (McNamara, 2015). Here where the critical differences between Salaries and Benefits appear, plus it is not offered similarly by employer and not evaluated the same by employees. Literature mostly reveal both monetary and non-monetary factors, with illustrating differences that relate to the contexts and the problem of the research, family business medium company which is the most existed model in Egypt was not found much in literature. A study must be conducted to contribute to this topic. Also few studies used a qualitative method although an analysis is a must to reach the critical factors for retention.

Theoretical Arguments regarding Retention; **1:** Monetary benefits are very important, but is that after the satisfactory basic salary or regardless the salary? **2:** Referring to the employees interviews and external candidates interviews, supportive work environment is important for both, which is provided in the family company, does this make any difference? **3:** Referring to historical data plus current status analysis; a) females are tend to stay in the company with stated salary increase rather than males, b) married employees tend to stay in the company with stated salary increase rather than singles, c) little experienced employees -specially the fresh graduated- tend to leave more than experienced employees, are these demographics impacting? **4:** Because retention and turnover are two sides to one currency, Supervisor support is an influencer in company’s turnover of employees, with no detection of special criteria for the resigned employees as per exit interviews data, is this a critical factor for retention or only affects turnover?

1.3 Next Sections

Literature review for Retention models will follow the introduction, starting with phenomena importance ending with moderators/demographic impact, then Theoretical framework with research question. Qualitative Methodology and design and data collection will come after, having interview questions and interviewees demographics. Analysis for collected data then revealed with findings and conclusion. Finally recommendations and limitations are mentioned.

2. Literature Review

2.1 Retention Importance

There is no single recipe for keeping employees within a company (Sinha, 2012). Each company has its own unique retention model. Employees with their experiences, capabilities and skills are the human capital of organizations and definitely have economic value (Ramlell, 2004). Business survival and success depends on the employee retention to some extent (Sun, 2012). To the best of our knowledge, this study is one of the first attempts to investigate the impact of retention factors on non-family employees retention in a medium family business company. Looking at the importance of this issue, the researcher decided to explore it further.

For Laddha, Singh, Gabbad and Gidwani (2012) managing employee retention is through 1. Identify cost of employee turnover. 2. Understand why employee leave. 3. Implement retention strategy. There are differences between examining staying at the organizations versus the traditional way that had focus on employee leaving (Holtom, 2008). Retaining skilled employees is always tricky for SMEs because of their size and lack of emphasis on staff management. Many SMEs prefer to ignore rather than solve the retention problem as they believe that it will lead to higher costs, while they need to invest in other profitable purposes (Mudrifah and Rokhmawati, 2019).

2.2 Retention and Hofstede Dimensions (Context Related)

Hofstede (1980) classified Arab countries in general through the Five Dimensions as: Demonstrating high power distance, moderately strong uncertainty avoidance, low individualism and moderate masculinity (Mustafa, 2011). Some dimensions of this theory can be linked to this study as Iqbal (2017) did but for the company under consideration using:

1) Power distance: Cultures that endorse high power distance accept power relations that are less democratic which negatively affect satisfaction. 2) Individualism vs. collectivism: In Collectivism organizations, individuals are integrated into groups where employees expected to consider the organization to be the family and endorse loyalty and commitment.

2.3 Retention Factors

Some un-recent studies identified critical factors of employee retention as; Compensation, Learning Opportunity, benefits and security, job autonomy, and career development (Das, 1996; Singh, 2019). Iqbal (2017) opines that retention is not only regarding salaries and benefits but also the work experience and the cultural framework in which it happens, he sees

that Recently rewards became very important due the economic conditions, it is very significant and wished by the employees as a kind of appreciation to their special contributions or distinguished performance. Some studies reveal that family firms tent to use informal procedures that is leading to unfair compensation and performance appraisal systems (Barnet & Kellermanns, 2006; Chua, Chrisman, & Bergiel, 2009; Pitinno, 2016). On the opposite, others show that Family Business companies tent to invest in building solid communities inside the company and maintain employees ownership and loyalty (Miller, Le Breton-Miller, & Scholnick, 2008; Miller, Lee, Chang, & Le Breton-Miller, 2009; Pitinno, 2016). As per Sinha (2012) Retention management strategies components could be extracted in 3 Groups; “competence & relationship oriented”, “scholastic & futuristic oriented” and “developmental & reward oriented”; while the priority of groups are differs according to the organization, groups contents are as below;



Figure 4. Theoretical framework of Sinha, (2012)

From above inclusive model, it’s revealed that many factors influencing retention is similar to the context model but splitting in more than one group. For instance; Working Climate: the environment wherein employees are supported, learn and work. Many factors don’t estimated in the problem at all such as cost effectiveness and traibibg.

Personal characteristics that impact retention proposed by Kyndt & Dochy & Michielsen & Moeyaert (2009): involve some demographics such as age and gender, while organizational factors proposed only intersect with the current study problem in one factor which is working climate. Noticing that motivation was a separate factor and a strong variable in other studies.

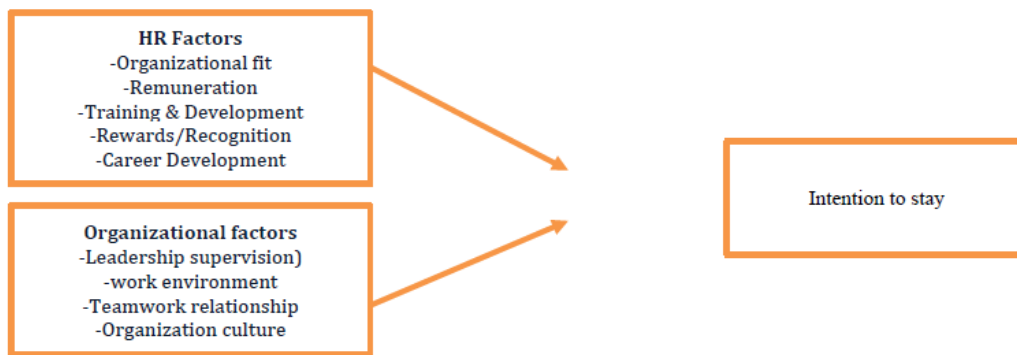


Figure 5. Theoretical framework of Kyndt & Dochy & Michielsen & Moeyaert (2009)

Similarly, Chew (2004) found that eight factors are crucial (has positive and significant relationship) for talent retention and organization commitment are consisted in two groups as below;

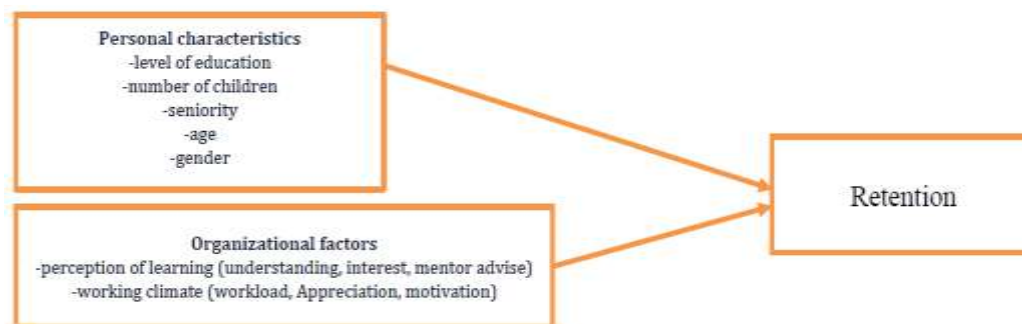


Figure 6. Model of Chew (2004)

Organizations in most industries are developing attractive compensation package to differentiate themselves, however it is costly approach but it avoids the risk of losing talents (Parker and Wright, 2001; Chew, 2004). As per Chew (2004) low pay is driving out employees, but high pay does not necessarily keeping them. This call for the same debate which confirm the importance of non-monetary factors for retention, the question remains; which non-monetary factors matter?

According to Umer (2012) SMEs had no enough researches however the importance it has, in addition the huge usefulness of this subjects for empirical investigation because of their limited numbers, the broad share of this business worldwide and the possible gained diversity in the qualitative aspects of management practices. As per K.S. Lee (2010); Wee (2013) the size of the company makes it more difficult for SMEs to retain talents, in addition, the less qualified management that care enough of employees retention, and realize that this issue “talent retention” needs to be invested on. Wee (2013) findings illustrate that the factors: of personal job fit, pay and benefits, career development and work life balance are impacting employee retention, while job satisfaction serves as the mediator, concerning generation (Y) talents as below

figure. This paper investigates if pay and benefits have the same impact as per Wee or should be considered separately.

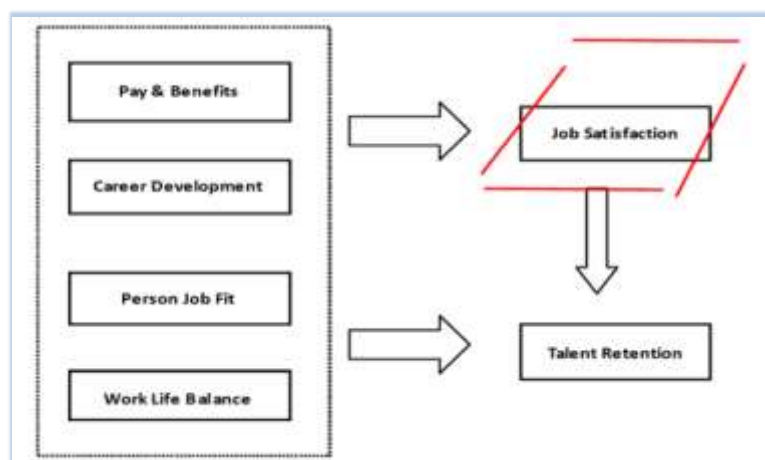


Figure 7. Theoretical framework of Wee (2013)

Although C. Bryant and G. Allen (2013) mentioned that employees do quit because of being unhappy with their pay, they are assuring that good managers know that payment alone cannot solve the problem of turnover and retention, as they see the importance of many other factors as below model. Each factor contains of many factors that other studies reveal.

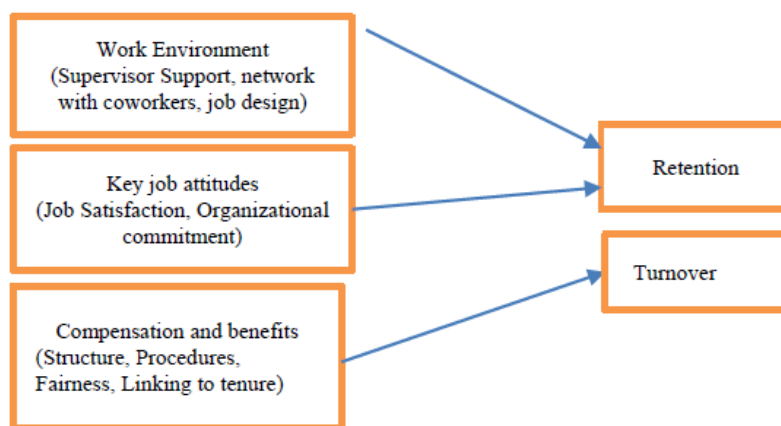


Figure 8. Theoretical framework of C. Bryant and G. Allen (2013)

C. Bryant and G. Allen (2013) in addition, opine that pay level is not the solution, but other aspects of compensation such as; compensation structure, procedures, types of compensation, the perceived fairness and linking compensation and benefits to tenure requirements. In this research the employees never stated the procedures or the fairness a subject that matters to turn to an impacting variable. “The strength of the relationship an employee has with his or her immediate supervisor is one of the most consistent predictors of turnover” C. Bryant and G. Allen (2013). Supervisor support appears.

As below figure shows; Salary, job itself including opportunity, development and responsibility were significant factors that affecting retention while other factors were lack of recognition, ineffective leadership, and a work environment that lacked teamwork (S. Ramlall, 2003). For S. Ramlall (2003) the job itself is a key to employee motivation, and it had five components; skill variety, task identity, task significance, autonomy, and feedback. Job itself expressed by the actual job responsibilities, lack of challenge and opportunities and the inability to have career advance were from the primary reasons that had significant impact for choosing the organization by employees (S.Ramlall, 2003). For him, Work environment is simply the good and positive work environment, where employees feel they are valuable and have the ability to make difference. It is worth to mention this model is very close to this paper problem variables, however the retention may differ than intention to stay.

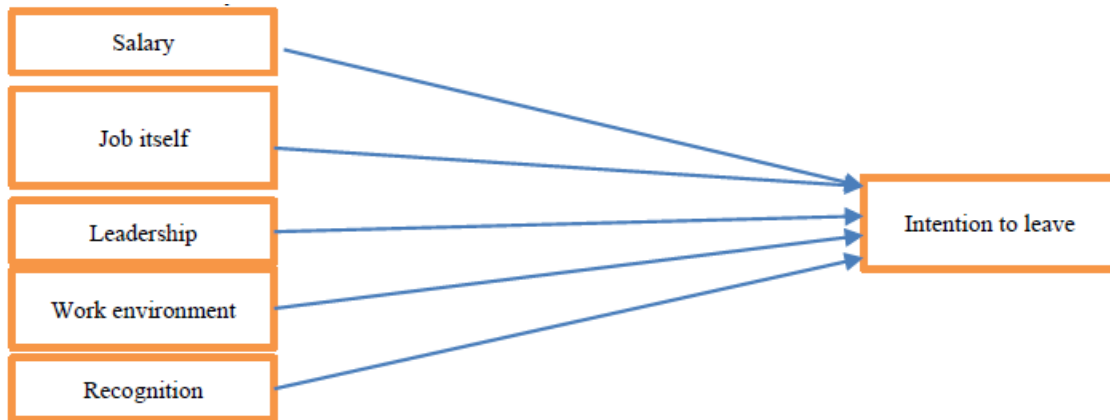


Figure 9. Potential Factors that could cause the Employee to Leave the Company (Ramlall, 2003)

Another model reveals retention factors as push (lead to turnover) and pull (lead to retention) factors. Vincenzo (2010) admits that Salaries and benefits are key components in attracting future employees and retaining current employees, as it should be enabling the employee feel secure enough and aid them to satisfy their basic needs, he opines that it’s the major cost of doing business for many organizations and it is the main reason why individuals seek for employment. Here Recruitment factor appears, which sometimes included in the factor HRM practices. Recruitment is a difficult complicated process in Egypt.

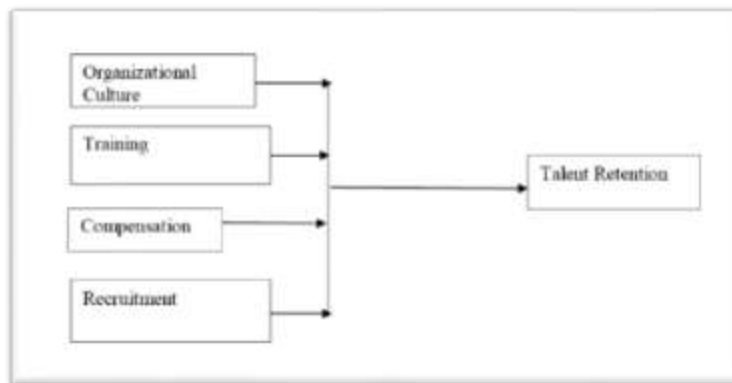


Figure 10. Theoretical framework of Vincenzo (2010)

An important part of HRM is the vital function of bringing up such an important resource as human capital to join the organization as the need to attract and retain high quality people is essential to gain a competitive advantage (Maliku, 2014). HRM functions are as below figure:

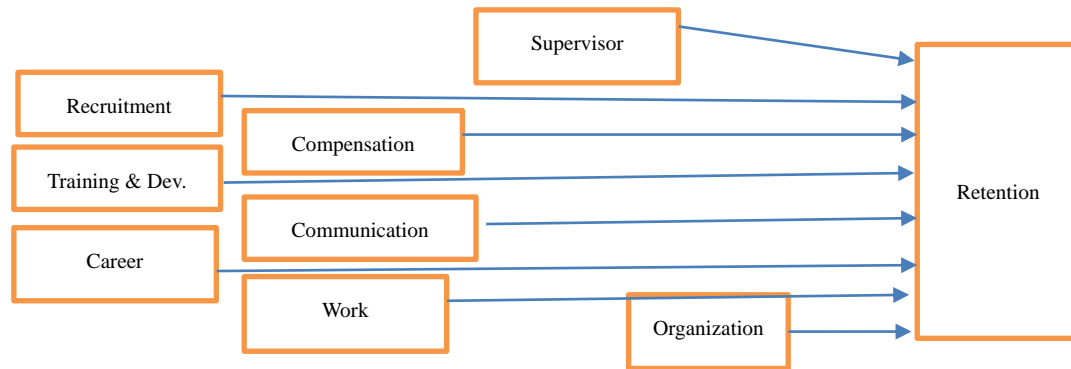


Figure 11. Employee Retention Practices model of (Maliku, 2014)

In the above model career advancement opportunities is an important factor, that when path of career development is not clear for the employees, they might leave the organization once they have better opportunity. “Organization which offers high compensation package as compared to others would have a large number of candidates applying for induction and have lower turnover rate” (Maliku, 2014). For him work environment differs in manufacturing or non-manufacturing industries as physical aspects matter in the first, and Psychological aspects such as work load, decision, support, stressors, and latitude matter in the second. In this paper work environment refers only to Psychological aspects.

For Rjoub and Alhmoud (2015), there is a proven strong and positive influence of Total Reward (extrinsic, intrinsic, and social) on Employee Retention, this includes the salary, benefits and other non-monetary factors such as work-life balance, personnel appreciation, challenging tasks, career mobility, recognition, etc. Their model is very important, and differs from the traditional factors exist in the literature, however, this classification of retention factors has a kind of mixing factors under consideration of this paper. The junior talents demanded the following in descending order of importance: good salary, promotion and development, interesting and challenging job, fair judgment of one’s work (Hanif, 2013). Certain crucial variables are influencing employees’ retention, Such as; training and development, recognition/reward for good performance, a competitive salary package and job security, defining the “job security” as the disability of organizations to guarantee continuous employment of its employees due to uncertain economic conditions (O. Samuel and Chipunza, 2009).

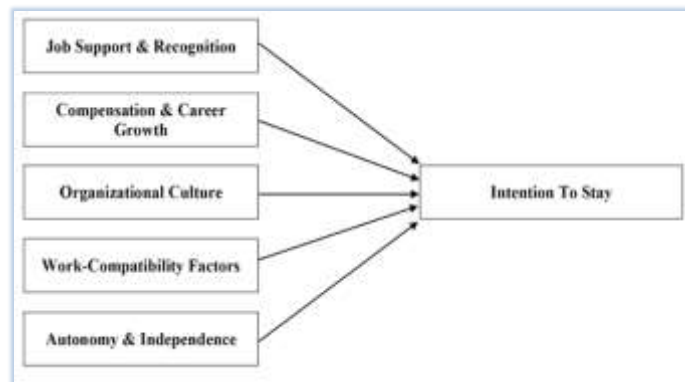


Figure 12. Employee Retention Practices model of (G. S. Kumar, 2013)

As per G. S. Kumar (2013), factors findings from above figure were that job support, compensation and recognition are major factors of employee retention. For the researcher, combination of factors in Kumar model is different from the paper in hand model, such as compensation and career growth, as the researcher model not only splits the compensation to basic pay and benefits, but also not considering the career growth. Simply; healthy work environment is where employees get a sense of achievement and belongingness. Work life policy term expresses Workplace flexibility, by other word the work-life balance. Autonomy & independence is not a common concept in Egypt, not recommended by the family business too.

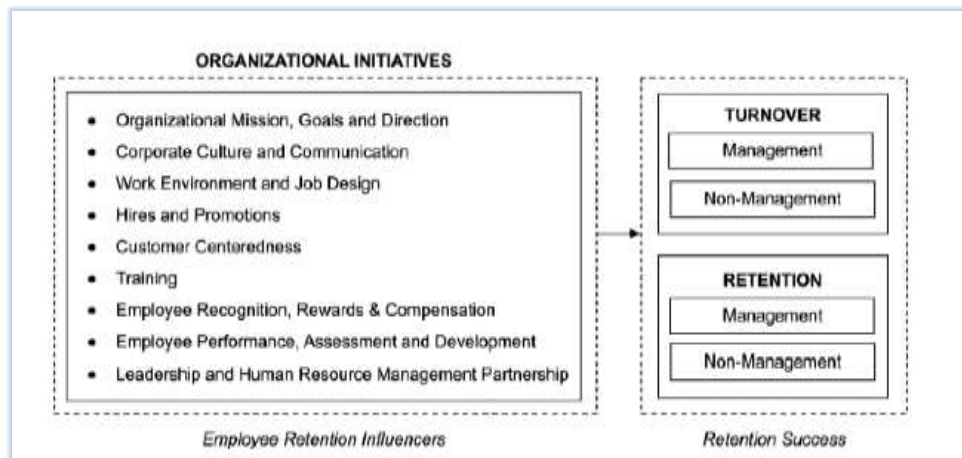


Figure 13. Conceptual model of organizational initiatives for retention and turnover (Moncarz and Zhao, 2008)

Referring to above figure, for Moncarz and Zhao (2008) some examples for retention factors reveal the importance of: job design, referring that the same factors are affecting turnover as well, in addition, managerial and non-managerial level employees are being equally effected. Their study reveals that organizational mission, goals and direction and employee recognition, rewards and compensation were found to have a significant influence on non-management turnover but were not significantly related with employee retention, which had detected before by C. Bryant and G. Allen (2013). Moncarz and Zhao (2008) say that “regards to working hours, sense of fulfillment with jobs and higher level of job satisfaction employees are more likely to stay”, they opine that while monetary rewards can be a best motivator for retention, flexible hours and comfortable work environment are important motivators as well, in addition, workspace characteristics and socialization would provide less turnover.

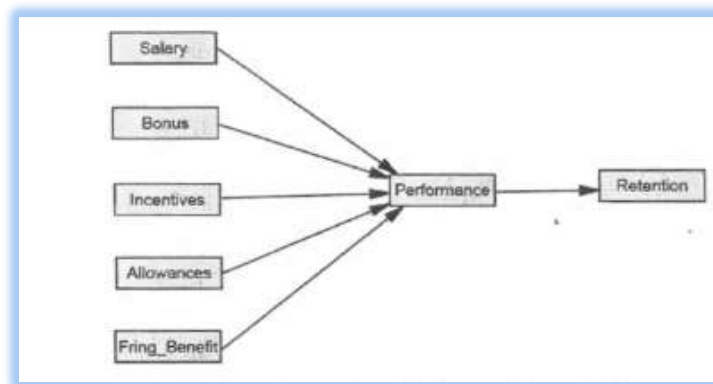


Figure 14. Model of Osibanjo (2014)

Compensation must be designed properly in order to achieve employee satisfaction and retention as well as improve performance (Osibanjo, 2014). While designing compensation properly means to check the effectiveness of the package components which includes salary, bonus, intensives and fringe benefits, the question is how to get this adequate design? How much amount should be considered in basic pay relatively to incentives relatively to benefits? In addition, according to Osibanjo (2014) there is a refer to compensation strong effect on employee’s satisfaction and performance other than retention, but he emphasizes that Highly competitive compensation systems promote employee commitment and thus results in the attraction and retention of a superior workforce. Below figure reveals the non-financial aspects which may sometimes referre to undirect financial aspects, as medical care and training opportunities for example cost the employer money.

Table 1. Components of compensation system (Osibanjo, 2014)

Compensation systems	
Financial	Non-financial
<ul style="list-style-type: none"> • Direct Payments(salaries) • Indirect Payments(benefits) <ul style="list-style-type: none"> ✓ (bonuses) ✓ (incentives) ✓ (allowances) 	<ul style="list-style-type: none"> • Employee Involvement in decision-making • Recognition • Training Opportunities • Health Care • Holidays • Supportive Organizational culture

(Managing Human Resources)

Recent studies concerning “Benefits” as a dependent factor in the HR topics had been increased widely, discussing the types, classifications, flexibility and other related aspects of benefits. That may refer to good contribution of the employees’ retention problem. These benefits should not be excessive considering what the organization can afford to pay; and this is the point considering SMEs in Egypt.

As per Almaaitah (2017) Direct compensation includes employee salaries, incentives, and bonuses, while indirect compensation includes fringe benefits and non-financial compensation such as healthcare, life insurance, lunch, leave policy, overtime, pension plan and transportation allowances as per below figure.

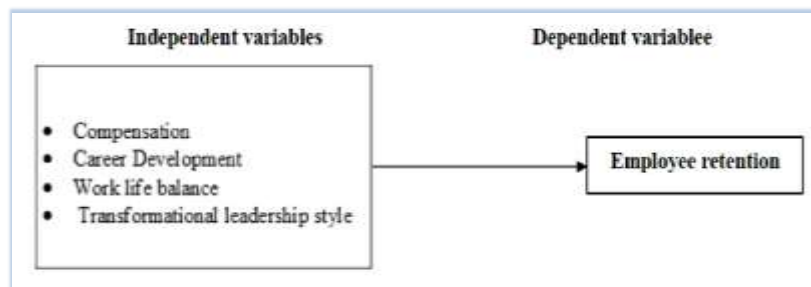


Figure 15. Framework of Almaaitah (2017)

In the above model it is important to mention that Almaaitah (2017) found that using HR practices as pointed coupled with leadership style will reduce attrition and boost employee retention, knowing that transformational leadership is the stronger factor in collectivism culture for him. “Increasing focus and motivation at work knowing that family and work commitments are being met, for employers, these policies often mean greater staff loyalty and commitment, resulting in lower turnover, and higher attraction levels” (Almaaitah, 2017).

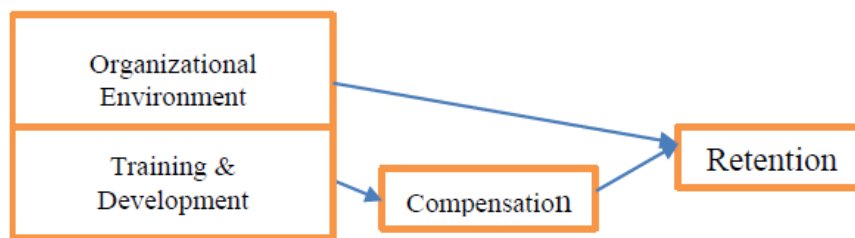


Figure 16. Research model of (Anis et al, 2010)

Anis et al (2010) investigated as per above figure the compensation of employees as a mediating variable in the relation between training and retention in the form of “increasing the compensation of employee after their Training”, while they reveals the impact of organizational environment on retention as well, as organizational environment is expressed by employee satisfaction and commitment and having a positive experience of the work environment. This decrease to work/family conflict will increase the job satisfaction and employee retention as well (Anis et al, 2010). Work environment means not stress, expressing that as much as employees are relaxed, their efficiency will increase, and work environment means as well giving importance and care to their employees by providing them engagement and empowerment (Anis et al, 2010). Through Effective mentor the best transfer and possible result of training is gained,

training and development of employees is a positive factor on their retention (Anis et al, 2010).

Vasquez (2014) agreed that from the most important motivational factors are; a good work environment including *management support (Effective leadership is the ability to earn respect from followers at the workplace and admirers in the community), *rewarding and *incentive programs (such as cash bonuses for extraordinary performance) that these factors would lead to employee retention as per below figure. Vasquez (2014) concerns with employment turnover in the hospitality industry, for Vasquez (2014) Leaders should inspire employees and stakeholders to be motivated and stay as long as they can, keeping workers involved or granting them decision-making power can boost retention within a business organization.

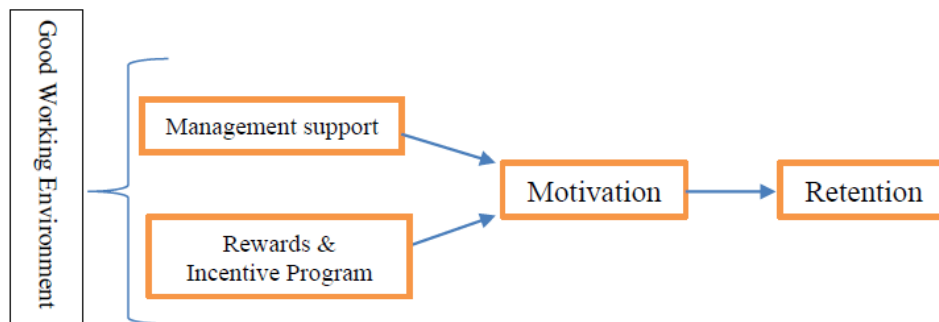


Figure 17. Theoretical framework of Vasquez (2014)

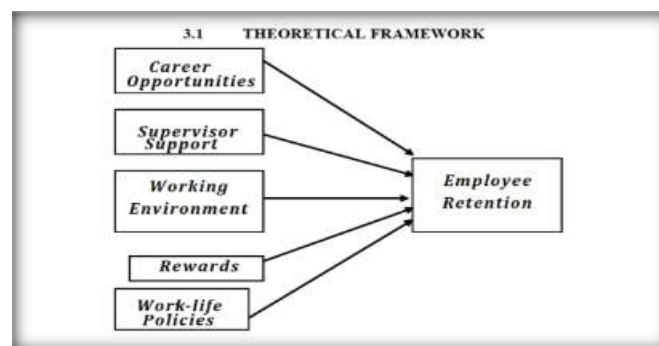


Figure 18. Theoretical framework of Shoaib and Noor and Tirmizi and Bashir, 2009

As per Shoaib, Noor, Tirmizi, Bashir (2009) reduced –hours schedules are not simply a matter of scheduling it involves redesigning work arrangements which leads to change in organization culture. Employees get benefited by work environment that provide sense of belonging (Shoaib, Noor, Tirmizi, Bashir, 2009). According to them the Workplace flexibility is a major concern in business. Above figure reveals the retention influencers.

2.4 Demographics

Hanif (2013) found that employee turnover rate varied significantly with the change in demographic factors like age, gender, marital status, education etc. Demographic factors had been investigated by Moncarz and Zhao (2008) as well; 1) Age, 2) Gender, 3) Race, 4) Length of service and work experience, 5) Education, and 6) Marital status. According to Mobley (1982a); MSOMI (2010), empirical research did not indicate any relationship between gender and turnover. This contradicts an earlier study on male and female employees in Japan’s manufacturing industries, in which labor turnover was found to be higher in females than in males (Sun, 2012). According to Hanif (2013) males were more eager to flow out than females. There was no effect of gender of employees, regarding the influence of the sector of operation, in the preference of increases in wages or in benefits (J. Duda, 2013). Skills mobility in the younger generation and expectations of higher salaries are the main driving forces prompting these workers to leave, consequently, the majority of companies in the private sector are looking for people who have more experience (MOSMI, 2010). Kyndt & Dochy & Michielsen & Moeyaert (2009) confirm that employees with a longer career within the company feel more strongly connected to the company, consequently experience and seniority are positive to retention.

2.5 Contribution to the Literature

Our study contributes to the existing knowledge by introducing two factors (salary – benefits) which used to be expressed by one factor in most of the studies (Compensation/Remuneration), and investigates in the first time 3 demographics as moderators between retention and only monetary factors. To the best of our knowledge, no study has ever revealed this model

in a family company studying the non-family members retention. This paper aims to fill existing gaps by provided predictions.

3. Methodology,

3.1 Theoretical Framework and Design

The researcher found the most prevailing and relevant paper is Shoaib, Noor, Tirmizi, Bashir (2009) paper which has model that contain most of the claimed variables as demonstrated in the literature review section. So, after integration of the claims with the paper model, below model was constructed by only adding dependent variable “salary”, and three moderators between the independent variable and the “salary” and “benefits” according to the problem definition:

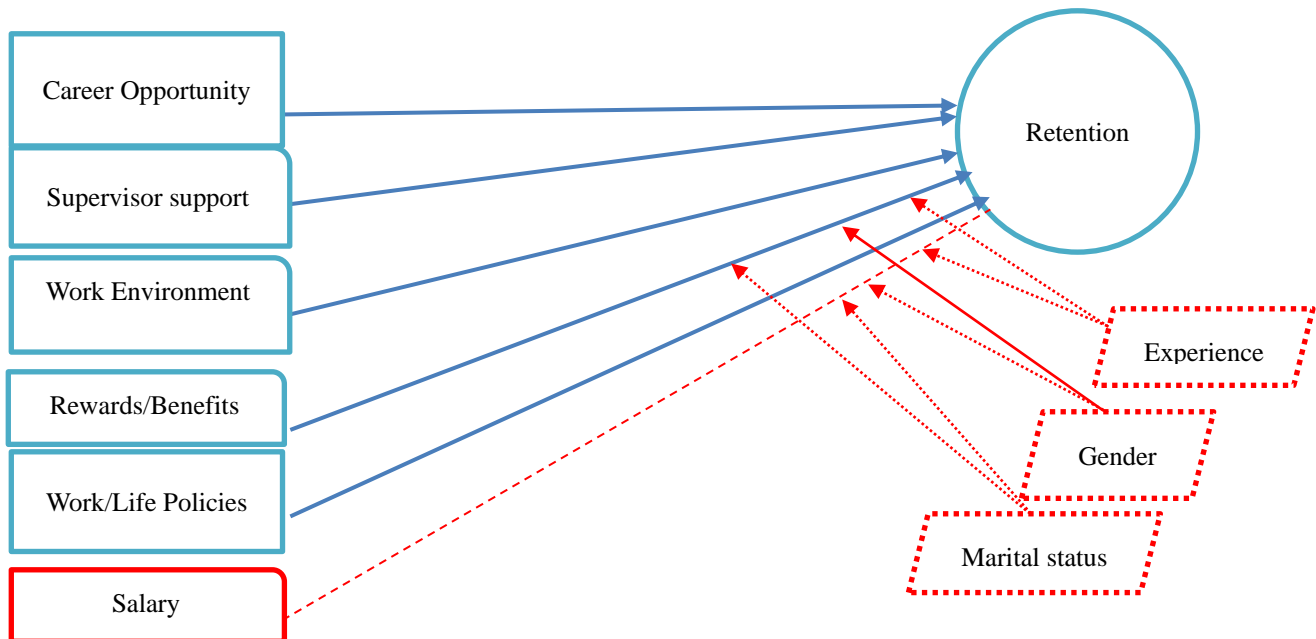


Figure 19. Research Theoretical framework

Variables:

Dependent variable:

Employee retention is “An effort by an employer to keep desirable employees in order to meet organizational objectives” (Frank et al., 2004; Rjoub and Alhmoud, 2015).

Independent variables:

-Basic Pay /Salary is amount of money the employer paid to an employee in monthly base in return for his work in the organization.

-Rewards/provided benefits in the context are all what the company in hand provides either Monetary or non-Monetary, direct or indirect cash paid to an employee above and beyond regular salary. Monetary direct cash such as quarter bonus, allowances, commission, and special reward. Monetary indirect cash such as; medical insurance, social insurance, training sessions. Non-monetary benefits such as; flexible working hours, promotions, and open door policy.

-Supervisor support

According to (Das, Baruah, 2013, Eisenberger,1990); Supervisor support is leader that makes employees feel heard, valued, and cared about.

-Work Environment means; caring-culture environment, fun work environment, provide job enrichment and enlargement opportunities (Moncraz and Zhao, 2008).

-Career opportunities is the level of easy movement in the organization and the flexibility that makes a way for internal career advancement (Shoaib and Noor and Tirmizi and Bashir, 2009).

-Work/life policies factor is taking up If the organization policy consider to minimize the conflict between the work and family (Shoaib and Noor and Tirmizi and Bashir, 2009).

Moderating Variables (Demographics): -Employee **gender** are Male or Female. -Employee **years of experience**.
-Marital status is single or no single referring to having a family responsibility or not.

3.2 Research Questions

3.2.1 Research Major Question

What are the critical factors impacting employee retention in a medium family business company?

3.2.2 Research Minor Questions

1. Does Salary have more impact on employees' retention than Rewards/benefits?
2. Does Increased rewards/benefits result into higher employee retention?
3. Does Increased supervisor support result into higher employee retention?
4. Does good working environment result into higher employee retention?
5. Does career opportunities existence result into higher employee retention?
6. Does good work-life policies result into higher employee retention?
7. Is there an impact of Gender on the relationship between Rewards and salary on employee retention?
8. Is there an impact of experience on the relationship between Rewards and salary on employee retention?
9. Is there an impact of Marital status on the relationship between Rewards and salary on employee retention?

3.2.3 Research Propositions

P1: Salary have more impact on employees' retention than Rewards/benefits.

P2: Increased rewards/benefits results into higher employee retention.

P3: Increased supervisor support results into higher employee retention.

P4: Good working environment results into higher employee retention.

P5: Career opportunities existence results into higher employee retention.

P6: Good work-life policies results into higher employee retention.

P7: There is an impact of Gender on the relationship between Rewards and salary on employee retention.

P8: There is an impact of experience on the relationship between Rewards and salary on employee retention.

P9: There is an impact of Marital status on the relationship between Rewards and salary on employee retention.

3.3 Methodology and Design

The research will use a qualitative approach for an exploratory purpose, follows the qualitative paradigm narrative approach, which means making interviews and discuss our problem through questions while having a story telling, mentioning situations and significant events. Thus, data will be collected by means of structured interviews. Proposed factors (dependent variables) on employee retention (independent variable) in the model are; Benefits, Salary, work environment, career opportunity, work/life policy, and Supervisor support. Gender, Years of experience and Marital status are proposed as moderating variables that only acting on the relation between Employee Retention and Independent variables (Benefits, Salary) according to the problem definition. Moderator is a variable that affects the strength of the relation between the dependent and independent variables.

3.3a Design and Data Collection

This study is a field Study as data is collected from actual managers within the company, with non-contrived setting, as it is conducted with no control or manipulating from the researcher, Cross sectional time horizon, as data will be collected once by one meeting with each manager. The interviewer/researcher depends on the individual as a unit of analysis. Purpose of this design in this paper is to make a decision regarding the critical factors in order to retain well trained employees. Here, the research design describes the amount of variables' effect on the phenomena (employees' retention) in order to determine the most influencers, and determine if there is an effect of the moderating variables. "The basic distinction we make between qualitative and quantitative data is that qualitative data consist of information obtained on open-ended questions in which the researcher does not use predetermined categories or scales to collect the data" J. Creswell, & C. Poth, (2016).

3.3b Research Steps

First step was preparing the major questions that had been estimated from the literature that express all the variables, every set of questions is matched to a variable (dependent +independent) from the theoretical framework -Moderating variables have no specific questions, the researcher will explore the existence of these variables from the answers- in order to have as much information as possible from the interviewees, second was arranging appointments with each to hold the interview which was recorded and notes were taken immediately by the researcher. Third step was to draft down all answers, explain answers, and link this data with the question main objective (variable). Then explore relationships between data and variables. Finally explore the existence of each variable and the importance of each, impacting the phenomena through 3 steps: A)Each variable frequency determination. B)Importance detection then frequency determination. C)Ranking question that had been asked directly to each interviewee. Existence detection was through mentioning. Importance detection was through interviewee clear description (it is important) or the words; (of course! Yes sure! No doubt! Vs. may be, I think, I guess).

3.3c Interviewees Characteristics

4 managers of the company departments having characteristics collected from the company database as illustrated below:

Table 2. Demographics of Individuals had conducted the in-depth interview

Managers	Department	Age (Yr)	Gender	Experience in the comp-any	Total Experience	Marital status	Highest qualification	Max. Min. team
M1	Sales department	47	Males	3 yrs	17 yrs	Single	MBA	2-8
M2	Finance department	51	Male	2 yr	27 yr	No Single	Diploma	3-5
M3	Projects department	56	Male	17 yrs	23 yrs	No Single	BCH. Of science	1-5
M4	Administration	57	Female	25 yrs	25 yrs	No Single	Diploma	2-6

3.3.d Code of Conduct

An agreement has been approved by the owner in order to conduct the research. An agreement has been approved between the interviewer and the interviewees before Data Collection through Interviews which terms relate to the code of research ethics are mentioned and recognized prior to the interview, as the purpose of the interview is for scientific research only. Their replays are classified even for the owners.

3.3.e Interview Protocol and research setting

Making interviews means discuss the problem through questions while having a story telling, mentioning situations and significant events. The interview protocol needs to include the following components as per J. Creswell, & C. Poth, (2016):

- A heading (date: available in the appendix, place: Company head office or home in case of zoom meetings, interviewer, interviewee)
- The questions (typically an ice-breaker question at the beginning followed by four to five questions that are often the sub questions in a qualitative research plan, followed by some concluding statement or a question.
- Probes for the 4 to 5 questions, to follow up and ask to explain their ideas in more detail, or to elaborate.
- Spaces between the questions to record responses
- A final thank-you statement to acknowledge the time the interviewee spent during the interview.
- Researchers typically develop a log to keep a record of documents collected for analysis in a qualitative study.

All above steps had been taken. An agreement has been approved with each interviewee that all data collected from them were used only for the purpose of scientific research. 2 interviews had been conducted face to face, the others were via zoom meeting. Researcher asked the questions, wrote the employee responses and any other discussion the employee liked to express, any remarkable body language, gesture, tone of voice. a recording process will start using the mobile of the researcher in order to ease transcribing later.

3.3.f Interview Questions

The following table reveals the narrative guiding questions. Every set of questions is matched to a dependent variable from the theoretical framework and a related claim, except for the independent variable that exists in all claims.

Moderating variables have no specific questions as they are related to employees' demographics, the researcher will explore the existence of these variables from the answers.

Table 3. Mapping of interview questions with related claims and variables in this paper

#	Variable	Proposition	Questions
1	Retention	-	<ol style="list-style-type: none"> 1. Do you think this company is able to retain quality employees? 2. Do you think if your team had another job offer that paid more they would go? 3. Do you think your team intent to stay less than 3 years here? Why? hate to quit? 4. Please indicate the importance of the following factors affect your team decisions to remain in the company by ranks? Work/life policy?
2	Salary	P1: Salary have more impact on employees' retention than Rewards/benefits.	<ol style="list-style-type: none"> 5. Basic Salary is satisfactory?
3	Benefits/Rewards	P2: Increased rewards/benefits results into higher employee retention.	<ol style="list-style-type: none"> 6. Benefits package is satisfactory? Value of benefits is estimated from team? 7. Do you think organization makes a special effort to recognize employees?
5	Supervisor Support	P3: Increased supervisor support results into higher employee retention.	<ol style="list-style-type: none"> 8. Do you identify career opportunities to your team? advocates for wage increase? Educational opportunities? Do you teach them new skills? Treats them in equal? Listens carefully to their observations and give credit for their contributions? Trust your team to do a good job?
6	Working environment	P4: Good working environment results into higher employee retention.	<ol style="list-style-type: none"> 9. Do you think this company have caring-culture environment for employees? Is it fun? they are treated with respect and dignity? 10. do you think jobs at the organization are secure and team hardly ever worry about lay-offs.
4	Career opportunity	P5: Career opportunities existence results into higher employee retention.	<ol style="list-style-type: none"> 11. Is there growth/development opportunities for the team at the organization? 12. employee's career development is important to this organization?
7	Work/life policy	P6: Good work-life policies results into higher employee retention.	<ol style="list-style-type: none"> 13. You feel like there is too much work for team to do? This makes conflict with their personal life? has negative effects on personal life?

An appendix is available upon request for the answers of the interviewees and for explaining of each answer linking these answers with the variables of this paper.

4. Qualitative Data Analysis & Discussion

At this paper qualitative data analysis technique had been taken according to next steps:

1. Collect data from interviewees.

2. Explain answers, and connect this data with the question main objective(variable).
4. Explore relationship between data and variables.
5. Explore the existence of each variable and the importance of each, impacting the phenomena.

Exploring each variable existence and importance will go through 3 steps:

- A. Repetition detection in the collected data (Frequency).
- B. Importance/existence detection.
- C. Variables Ranking question that had been asked directly to each interviewee.

A brief of data collected/interviewees answers is as below:

Manager1 - Sales department

Career opportunity exists as a retention factor, but it is not important and not a factor impacting retention in this company according to the nature of the employees. Salary and monetary benefits are important factors of employee retention, Experience is negatively related to retention as younger needs experience and need to stay. Caring work environment exists and Physical work environment had been referred to. Supervisor support exists. training and learning appears. Work/life policy not exists as an influencer on employee retention.

Manager 2 – Finance

Salary and benefits exist, plus caring working environment. Supervisor support is an important factor. Career opportunity is important. Monetary factors is not important comparing with career opportunity and manager support. Work/life policy is not exist as a factor impacting retention.

Training had been referred to through the recommendation of the managers.

Manager 3 – Projects

Work environment has been referred to, but not to be considered as an important variable. Benefits variable is important. Impact of experience “young ones” on the relation between salary and retention. Salary is important factors effecting retention. Work environment is important factor as well. Marital status has positive effect on relation between salary, benefits and retention. Benefits is more important than salary in this answer. manager supervisor support seems not important factor impacting retention, as he thinks most of the efforts are the responsibility of the individual/employee not the manager. Work/life policies exists for impacting the team retention.

Manager 4 - Admin

Experience factor in the company here has a positive impact on salary and retention, but a negative impact on benefits and retention

Rewarding/benefits and career opportunity (titles means promoted persons) had been mentioned that impacting retention positively. Market opportunity as an External factor impacting retention has been mentioned. After monetary factor the supervisor support is the most important factor. Work environment is important. Clear impact of career opportunity on retention has been mentioned, as a main reason for retention. Work/life policy exists.

Contradiction detected:

Some of the answers of the interviewees have contradictions and had been detected as below:

1. Projects manager had ranked the salary to be the first impacting factor on retention, however, through the answers he mentioned clearly that benefits factor is more important.
2. Finance manager had ranked the career opportunity and supervisor support on retention, however, through the answers he mentioned this company is able to retain its employees due to caring work environment and provided benefits.
3. Admin. Managers ranked the work/life policy to be an important factor, while the answers related to this variables reveals this factor has no actual impact on employees retention.
4. Project manager’s answers revealed the importance of the work environment however he mentioned this is not an important factor.

Some of the answers were indicating a different answers comparing with other interviewees’ answers:

1. Finance manager is the only one revealing the un-importance of the monetary factors.

2. Projects manager is the only one referring to the importance of work/life policy.
3. Sales manager is the only one referring to younger employees need to be retained.

A. Frequency/Repetition detection:

From the data collected/answers of the interviewees, a detection is conducted for repetition of each variables as below table, which illustrates that; Manager 1 most repeated variable is the salary, Manager 2 most repeated variable is the Supervisor support, Manager 3 most repeated variable is the benefits, Manager 4 most repeated variable is both the benefits and work environment.

Table 4. repetition of variables per interviewee

	Manager 1 - Sales	Manager 2 - Finance	Manager 3 - Projects	Manager 4 - Admin
Salary	4	3	2	2
Benefits	3	4	5	5
Supervisor Support	2	7	4	2
Work Environment	3	3	2	5
Career opportunity	-	2	3	4
Work/Life Policy	-	-	1	1
Experience	1	1	2	2
Marital Status	-	-	1	-
Gender	-	-	-	-

Below is the brief output of the interviews that indicates the repetition/frequency of each variable inside interviews.

Table 5. variables repetition from the collected data

	Variable	No. of times repeated
1	Salary	13
2	Benefits/rewards	17
4	Supervisor support	15
5	Work environment	12
3	Career opportunity	7
6	Work/life policy	2
7	Experience	6
8	Marital status	1
9	Gender	-

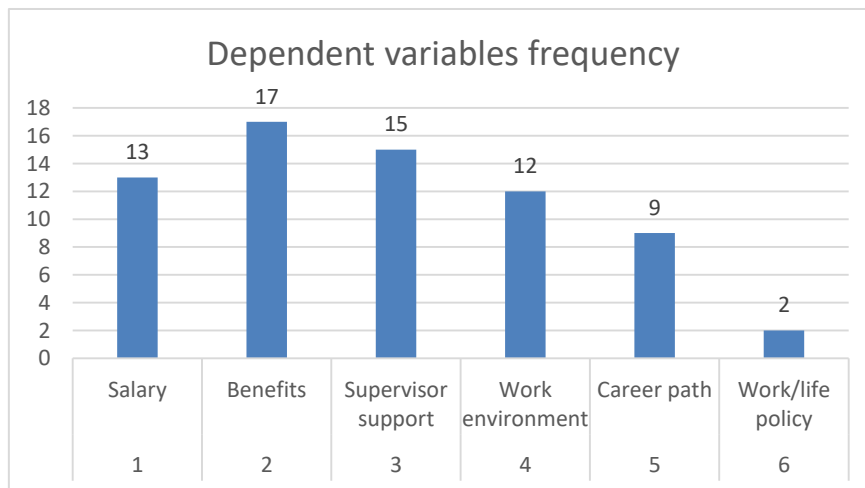


Figure 20. Dependent variables Frequency

The above table and chart reveal that the most repeated variables are in order: 1. Benefits, 2. Supervisor support, 3. Salary, 4. work environment, 5. Career opportunity. Firstly, salary variable which was not in the model of*** and was constructed according to the problem definition had been proven to be imported and correctly inserted and considered.

B. Importance/existence detection

After conducting the linking process with variables and summarizing the answers of Collected data, final results are illustrated in the same order as per the below table after conducting analysis:

Table 6. Explored variables relations with phenomena per question per interviewee

Q.#	Manager 1 - Sales	Manager 2 - Finance	Manager 3 - Projects	Manager 4 - Admin
Q1	*Career opportunity is important for retention. Positive relation.	* Salary, benefits and working environment are important for retention. Positive relation.	* Benefits and working environment are important for retention. Positive relation.	-
Q2	*Salary is an important factor for employee retention. Positive relation.	* Supervisor support is important factor for retention. Positive relationship. * Working environment factor exists.	* Salary factor exists. * Experience moderates salary and retention.	* Salary factor exists. * Experience moderates salary and retention.
Q3	*Experience impact retention. Negative relation.	*Career opportunity and supervisor support are important factor.	* Benefits and Experience exists.	* Benefits & career path are existed.
Q4	Career opportunity is not a factor impacting retention from this answer! *Salary and monetary benefits are important factors of employee retention.	*Career opportunity is important factor impacting retention! *Supervisor support is important factor impacting retention! *Salary and benefits are existed.	*salary and benefits are important factors effecting retention. *Supervisor support is important factor as well from the answer. *Marital status has positive effect on relation between salary, benefits and retention.	After monetary factors "Salary and benefits": *supervisor support is the most important factor.
Q5	Monetary benefits is important factor beside the salary for employee retention.	-	-	-
Q6	*Salary and benefits are important.	*supervisor support and benefits exist.	*Benefits factor is an important factor for employee retention.	*Benefits, career path, and working environment exist.
Q7	*working environment factor exists.	-	*Benefits are important factor.	*Working environment factor exists.
Q8	*career opportunity factor is not existed.	-	* Experience impacts the relation between career opportunity and retention. *Career opportunity is not important.	*Career opportunity exists. * Benefits exists.
Q9	*supervisor support exists.	*Supervisor Support exists.	*Career opportunity exists. *Supervisor Support exists.	*Career opportunity factor is important.
Q10	*Supervisor support factor exists, not clear if it is important or not.	*Salary and benefits are not important. *Supervisor support is important factor	*Career opportunity is not important. * Supervisor support is NOT an important factor.	*supervisor support, benefits, working environment exist.
Q11	*working environment is not important factor. *Work environment exists.	*working environment factor exists.	*Work environment EXISTS but is NOT an important factor impacting retention. *supervisor support exists. *work environment is an important factor.	*Work environment is an important factor impacting retention.
	*work environment factor exists.	*Supervisor support factor exists.	*work environment factor exists.	*work environment factor exists.

From the table above, variables are described as existed or important or not existed at all or even "not important". That was by inferring the answers of the interview such as using the words: "sure!", "of course!", "I don't think so", "may be", and so on.

Below table illustrates the repetition of the each "important" factor per interviewee per questions that explored from the above table.

Table 7. Repetition of “important” variables per interviewee

	Manager 1 - Sales	Manager 2 - Finance	Manager 3 - Projects	Manager 4 - Admin
Salary	4	1	1	1
Benefits	3	1	4	1
Supervisor Support	-	4	-	1
Work Environment	-	1	-	1
Career opportunity	-	2	-	1

In the above table and chart, it is considered that; “not important” result had not been recorded in the table, “important” plus “not important” in the same answer is considered cancelling each other, then had not been recorded in the table, finally, variables that are not recorded in this table considered exist variable even if it is not important except for the clearly mentioned “it is not a factor” or “not exists” from the answers.

Results from above table illustrate that; Manager 1 most repeated important variable is the salary, Manager 2 most repeated important variable is the Supervisor support, Manager 3 most repeated variable is the benefits, Manager 4 answers reveals no most repeated important variable as all variables are equally repeated as important. It is obvious that neither work/life dependent variable nor demographics are recorded in the “important variables”. As well it is clear that answers are giving the same results of table (5) results, except for one manager.

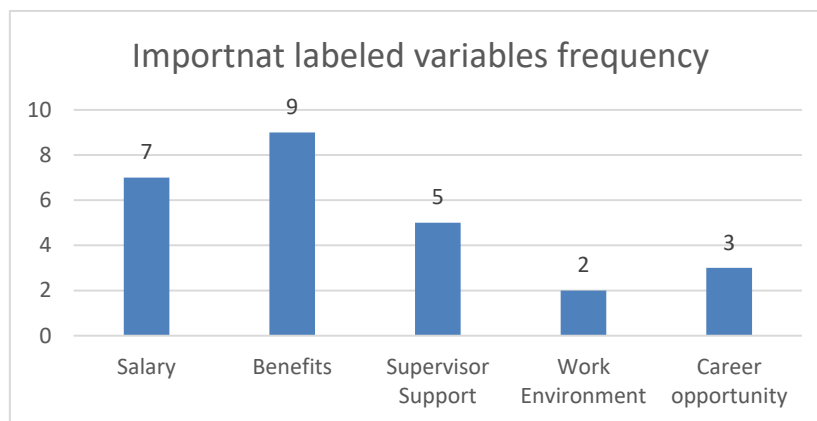


Figure 21. Repetition of “important” labeled variables

Results from above chart illustrate that; benefits variable is the most important one, followed by salary, then the supervisor support. work/life policy variable has not labeled as important factor at all.

C) Ranking question results:

A straight question was discussed with each interviewee regarding the rank of the listed dependent variables of this paper considering the importance starting with the most important (1) to the less important (6). Below table is revealing the answers.

Table 8. Dependent variables ranking results by the interviewees in the ranking question

#	Interviewees	First Var. 1	Second Var. 2	Third Var. 3	Forth Var. 4	Fifth Var. 5	Sixth Var. 6
1	Sales Mgr.	Salary	Benefits	Supervisor Support	Work Environment	Work/life policy	-
2	Finance Mgr.	Career opportunity	Supervisor Support	Work Environment	Salary	Benefits	-
3	Projects Mgr.	Salary	Benefits	Supervisor Support	Work Environment	Career opportunity	Work/life policy
4	Admin. Mgr.	Salary	Benefits	Supervisor Support	Career opportunity	Work/life policy	Work Environment

Salary variable was ranked the first for 3 managers from 4, and benefits ranked as the second variable for three managers from four. After using ranking function by Excel software, below table was explored:

Table 9. Dependent variables ranking conclusion for the interviewees

	Dependent Variables	RANK
1	Salary	21
2	Benefits	17
3	Supervisor Support	17
4	Career opportunity	11
5	Work Environment	11
6	Work/life policy	5

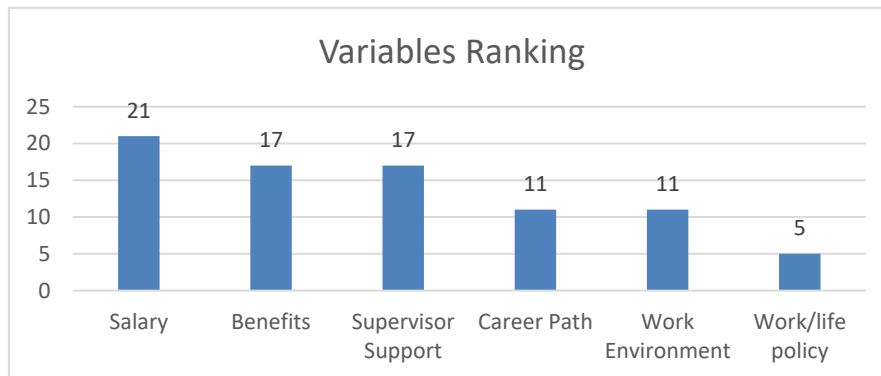


Figure 22. Dependent variables ranking for the interviewees from the ranking question

It can be summarized from above table and chart that the first rank/ most important is the Salary variable, Second Rank are both Benefits and supervisor support as they are equal, Third rank are both Career opportunity and Work Environment in equal. Last rank and less important one is work/life policy.

Ranking results from repetition is different than ranking results from “important factor” repetition, and both are different than the answers of direct question about ranking the mentioned variables per interviewee as below table. However, the most three important variables are the same in all results, which are : salary, benefits, supervisor support.

5. Findings

Table 10. Findings summarized per variable

variables	Repeated times	Labeled as important times	Ranking question results
Salary	13	7	21
Benefits/rewards	17	9	17
Supervisor support	15	5	17
Work environment	12	2	11
Career opportunity	9	3	11
Work/life policy	2	0	5

- **Salary variable** had been repeated (13) times from the collected data, which is less than benefits factor (17) times, and supervisor support (15) times, However, all the managers ranked this factor as the first most important factor for employees retention except for the one new manager. In addition, it is the most important variable for one manager from 4 (table 7).
- **Benefits variable** is the second ranked factor for 3 managers of 4, and had been repeated 17 times, considering the monetary benefits not the non-monetary. In addition, it is the most important variable for one manager from 4, and the most second important variable for one manager from 4 (table 7). This indicates that this variable may be more important than salary as it was questioned in the problem definition.
- **Supervisor Support variable** is the third repeated one, However, 7 times were mentioned from one manager(finance), which is new in the company and trying to prove his value. Regarding the ranking it is the most important third factor after monetary factors for 3 managers of 1 and the first factor for this new manager. Thus, this factor is considered to **be important**. However, it cannot be more important than salary and benefits.
- **Work Environment Factor** is important for employee retention, as per the problem definition. as it is the fourth ranked and repeated factor. However, it is detected as “important” variables only 1 time from 2 managers. physical working environment had been detected only one time, friendly and caring working environment was the main target from the discussion.

- **Career opportunity variable** was not mentioned in the problem definition, and had been tested according to the selected model, however, it is clear and certain that this variable exists, as it is considered impacting for 3 managers of 4, plus not ranked as the final variable for them. From table (7) it had been detected as important variable for 1 manager of 4.
- **Work/life policy** is the less repeated variable, not detected in the “important” variables table. 3 managers find no impact for this factor on employee retention. Finally it had been repeated only 5 times, thus it is not considered a variable impacts the phenomena in this paper.
- **Experience variable** impact had been detected in the discussion and considered exists.
- **Marital status variable** had been mentioned only once. Thus, it is considered not existed.
- **Gender:** No one mentioned any indication for any effect due to gender. Thus, it is not existed.
- **Training and Development** of employees had been mentioned 3 times in the discussions. However, it had been once mentioned by one manager as an influencer on the performance of employees not their retention, and it had been mentioned twice in the supervisor support discussion with 2 managers as a tool that must be given to the employees by the managers even directly or by recommendation in order to retain them.

6. Conclusion

It can be concluded that the employees retention in a medium family company in Egypt can be measured by a set of variables: salary, benefits, supervisor support, working environment, career opportunity with only one moderating variable between salary, benefits and retention which is employee experience. The most influencers are salary, benefits and supervisor support. Benefits may be considered more important than salary for some departments, but not as general. Some of the dependent variables of this research had been canceled according to the results (work/life policy), (marital status), (gender). No new variables appear from the discussion except for training and development variable which cannot be considered as exist variable impacts retention as it is mentioned only twice.

Model after conducting qualitative method and according to above findings had been changed to below:

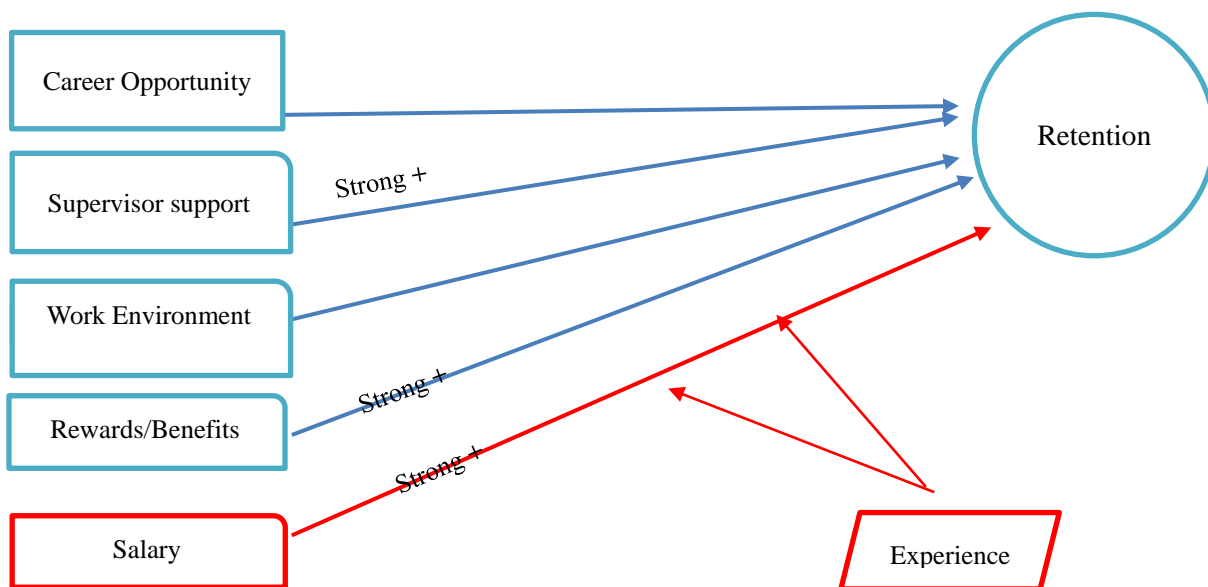


Figure 23. Research Theoretical framework after qualitative approach results

The first contribution this paper provides is that Salary factor must be added to this model. Size of the company (medium) and country of the study as a developing one (Egypt) might be behind this necessity. Second contribution is revealing the impact of the moderating variable (Experience) in the relationship between salary/benefits and Retention. Finally, it had been proven that work/life policy is not a critical factor that impacting Retention, which is compatible again with the developing country people that care about financial security not the wellbeing. If it might be considered that Family Business impact was expressed in the work environment factor, it can be told that the impact exists but not in a critical manner.

7. Limitations

There might be other factors affect the level of employee retention but according to the problem and the selected model they are not taken for this research. Also the sample was limited as the interviewees were the managers of the departments. The accuracy of the results may be influenced by biases. The study is exclusive of SME's and developing countries.

8. Recommendations

According to the findings of this research, the below recommendation can be concluded into:

- Salary and monetary benefits should be considered strongly in the employees package in order to retain them specially for the site jobs.
- Training for managers should be considered to teach them how to support the team members and how to be an advantage for the employee to stay.
- Training for managers should be considered to enable them to realize the most important factors for retaining employees and then assist to develop a reasonable effective retention plan.
- The company should create a respectful and caring work environment to retain employees.
- Human resources department should clarify the career opportunity of each position to be able to measure the importance of each variable.
- Gender should has no effect in developing the package for employees, and the retention plan should not be different for males rather than females.
- Experience of employees should be considered in the retention plan as younger employees are harder to be retained.

9. Further Research

- After having the results of qualitative approach with only the managers, conducting a Quantitative approach with employees in similar context testing the findings and disregard this limitation will provide useful results either by confirming this research results or by modifying the critical variables that impacting the retention.
- With estimated factors, conducting research to measure the significance of the most 3 impacting factors: salary, benefits and supervisor support would contribute more to the topic.
- Conducting this research with disregard to the developing company or the size of the company could give different results.

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