

Chapter 2

The Retention Roadmap: An Exploration to Enhance Employee Satisfaction

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ABSTRACT

The proposed chapter includes multiple aspects of employee retention based on the core concept of employee satisfaction. Research has consistently shown that employee satisfaction and the perception of company commitment to employees is paramount in the decision to remain with an organization. Moreover, the link between company commitment and perception is consistent across generations and various demographic factors. Research consistently shows that empowering employees is positively correlated to employee retention. This chapter provides an extensive, multi-faceted strategic plan for employee retention, focusing on the alignment of core values between the company and the employee. This “Retention Roadmap” is a key element in helping leaders retain their best employees, even when the phenomenon of “job hopping” is at an all-time high. Research-based and full of practical examples, the chapter provides leaders with essential tools to keep the organization running with a core group of satisfied employees.

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INTRODUCTION

In today's work environment, understanding job satisfaction, worker well-being, and employee retention is critical for organizational success. This paper explores various models and theories to provide a deeper insight into retention efforts. Collectively, these frameworks provide a lens for investigating factors influencing job satisfaction and retention.

The chapter examines scholarship on job satisfaction, worker well-being, and retention, highlighting the need for emotionally intelligent leadership. Emotional intelligence significantly influences turnover and retention efforts, particularly through its connection to leadership styles. Leaders with high emotional intelligence can positively impact job satisfaction and retention by fostering supportive work environments. Moreover, this chapter discusses personal factors such as age, gender, race, family dynamics, and organizational factors like pay, autonomy, professional development, fringe benefits, and promotion opportunities, as well as their impact on job satisfaction. The chapter covers strategies to enhance job satisfaction and retention to emphasize the importance of organizational support in retention efforts.

Effective retention strategies may foster a more stable workforce within an organization. Next is an evaluation of internal organizational factors, including pay, fringe benefits, and opportunities for professional development, which affect employee retention. Exploring person-organization fit stresses the necessity of alignment between individual values and organizational culture in retention efforts. Furthermore, developing core values in the workplace and promoting organizational citizenship behaviors and social justice are considered crucial for fostering a positive work environment. The chapter concludes with a roadmap for building effective retention strategies, providing practical recommendations and suggestions for organizations aiming to enhance employee satisfaction and retention. While previous literature discusses various retention aspects, this chapter reviews the retention landscape while providing innovative recommendations to address the global problem of retaining employees. This chapter synthesizes existing theories while integrating new strategies, making it a resource for practitioners and scholars.

BACKGROUND

Employee retention is a topic of concern for at a global level, as it directly impacts stability and organizational performance (Gallup, 2024). Retaining talented employees has become increasingly challenging, leading organizations to invest in understanding the factors that influence employee satisfaction and commitment (Arounleuth, 2023). Research has consistently shown that employee satisfaction is

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