

A Conceptual Framework on the Training and Development to Reduce Employee Retention in UAE Oil and Gas Industry

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Abstract

Training and development on reducing the employee turnover at Oil and Gas Company in UAE. The oil and gas industry, is the backbone of UAE's economy, has been facing high employee turnover rate. This paper aims is to explore the link between training and development and employee turnover at Oil and Gas Company in UAE. The study was approached from the theoretical perspective. Study thoroughly reviews and analyzes the literature by developing a link between training and development and employee turnover. The studies were explored from selected databases including "Google scholar", "Emerald" and "Science Direct" using the keyword search, namely, "Training and development", intrinsic motivation, retention, job satisfaction happiness, supported by some theories such as Social Exchange Theory, Physiological contract theory and Expectancy Theory to reduce the employee turnover at Oil and Gas Company in UAE. A framework of training and development of the employee retentions was developed based on body of research literature, which suggests job satisfaction will mediate the effect of training and development on job retention. The proposed framework useful for the employee retentions in the oil and gas industry in the UAE. Besides that, it can also be used in other organizations as well. Basically, most of literature show that, both value added and product quality was higher where workers were trained to take charge of many production lines at once. This will tremendously help in employee performance. The policy implication of this study is that its implementation is expected to improve and provide a high degree of job satisfaction is obtained by maintain the employees associated with the company as well as opening new avenue for future research.

Keywords: Training; intrinsic motivation; Satisfaction; retention; Turnover;

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1. Introduction

Employee retention is important for building a productive, healthy and committed workforce (Cloutier, & Pemberton-Jones, 2015). Retention practices help save costs associated with recruitment, business productivity or poor customer service. However, the impact of Employee Retention on Performance of a Company explains that Employee retention have two different aspects one is that when employee feel retain in the company for long time then he didn't do work properly and feel free from duty, didn't do work and also involve in other different time wasting activities so employee retention also is a bad aspect and in the other hand employee retention is a good thing when one employee retain in the firm and got different benefits from the company and also got the bonuses, old age benefits from the company then employee is doing everything for the company (Afsar, & Shah, 2018). Therefore, successful employee retention is essential to an organization's stability, growth and revenue. Without properly implemented strategies for employee retention, the organization may face high employee turnover rates.

Furthermore, companies consider retention of employees as a challenge due to the increased flexibility of jobs. Hanaysha, (2016) highlighted that when the employees are introduced to more trainings, they show higher level of commitment as compared to others. Cloutier, & Pemberton-Jones, (2015) revealed that it is possible only with the help of planning training programs that are totally based on needs valuation to achieve commitment and retention. Training is considered important in developing a feeling of belongings among employees satisfaction (Nazir, & Tran, 2016).

Besides that, training improves the satisfaction level of the employees, rewards them with competitive edge over other employees, and transforms them into valuable employees. Training also helps to increase job knowledge and skills. It also expands the intellect on overall personality of the employee (Ahmed et al., 2020). In literature it is established that training provides necessary knowledge, skills and abilities to perform a job properly. Job is not performed properly even if necessary to employees until and unless employees are motivated and proper environment of work is provided to them (Elnaga, & Imran, 2013).

Furthermore, motivation is a very important from an organizational point of view because it transforms human resources into action. In addition, this improves the efficiency level of the employees and it leads to achieve organizational goals. Motivation is an internal feeling that comes from inside. When employees are motivated towards their jobs, they are motivated to do more work. When self-do not motivate a person, he or she may be fired or likely not to be promoted further. For this reason, it is necessary to provide such a workplace to the employees so that they feel motivated and perform better and better. The importance of employee motivation cannot be neglected in any sense, as today it has become the foundation of organizational survival. Lin-Siegler& Luna-Lucero, (2016) showed that motivation is a tool to improve performance through learning. Success in the marketplace is highly related to learning and how to motivate employees to learn. Jurburg& Mateo (2017) study states that motivated employees are required if an organization wishes to survive in a competitive market environment. Research shows that motivated employees play a vital role in the success of the organizations. Motivation is an important factor, which describes

performance and influence the employee retention. Therefore, this research intending to propose model of training development that contributes to increase the intrinsic motivation and low the employee turnover rate (increase employee retention). Besides that, this study will help readers to better understand and will serve as a guide to many organizations regarding the employee retention. It will also provide a solution using training and development practice to retain employees in organizations.

Therefore, the objective of this study to investigate the effect of training and development on reducing the employee turnover at Oil and Gas Company in UAE

2. The UAE Oil and Gas Industry

The UAE is considered the seventh hugest petroleum producer all over the world, and hydrocarbon export returns are account for \$65 billion in 2017, roughly 20% of all export revenue. The hydrocarbon export revenues share, is \$129 billion (35% of total export revenue), has fallen since 2013 due to the International Monetary Fund because of the decrease in oil prices. UAE's crude oil and other petroleum liquids production has developed over the same period. The UAE is one of the world's most essential financial centers and a basic trading center in the Middle East. Investments in non-energy sectors, as infrastructure and technology, continue to give the UAE with long-term insurance against oil price decreases and international economic stagnation. IMF data refer to the UAE's real gross domestic product slowed from 4.7% growth in 2013 to 4.0% in 2015 because of persistently low oil prices. The International Monetary Fund expects UAE's economic growth to be limited to 3.5% over the medium term. UAE became a member of the Organization of the Petroleum Exporting Countries since 1967, and it is considered one of the most important oil producers all over the world. The potential basic oil discoveries are low, but the United Arab of Emirates utilizes developed oil recovery techniques to enhance the extraction rates of the country's mature oil sector. Natural gas use in the UAE is increasing (AbdelRahman & Elamin, 2012).

The UAE is a major player in the oil and gas sector, with an estimated 10% of global oil reserves and 4% of global gas reserves (Harhara&Hussain2015). In addition, the Abu Dhabi Economic Vision of 2030 presented a plan for continuous growth in oil and gas investments to meet global demand, in conjunction with investments aimed at developing other sectors to help the Emirates achieve a neutral nonoil trade balance. Investments in the oil and gas industry and new ventures thus resulted in increased demand for a skilled workforce, leading to the current shortage. Abu Dhabi dominates the UAE's oil and gas sector, accounting for 94% of its oil. The UAE also held the world's sixth-largest natural gas reserves at 6.0tcm at end-2010, and exports small volumes of liquefied natural gas to Japan. The United Arab of Emirates has the fourth-largest gas reserves in the Middle East, but is a net importer of gas, the deployment of enhanced oil recovery and investment from international oil companies and national oil companies.

On the other hands, training model is acknowledged as an effective means of introducing new knowledge Kampourakis, (2016), albeit in a decontextualized setting. However, the training model fails to impact upon in any significant way is the manner in which this new knowledge is used in practice. Perhaps even more significantly, though, in

terms of the relative power of stakeholders, the training model provides an effective way for dominant stakeholders to control and limit the agenda, and places employee in a passive role as recipients of specific knowledge.

In UAE Oil and Gas industry, job attitudes of oil and Gas managers were important contributors to companies' performance. Compensation strategy, a facet of job satisfaction, is a statistically important indicator of corporate performance in UAE (Abu Bakr Suliman & Ameen Al-Hosani, 2014). This evidence presupposes that employer orientation participates higher to companies' financial performance than the course of other stakeholders. Leaders in Oil and Gas companies should understand employers' feelings according factors of job satisfaction for enhanced performance amid growing workforce diversity.

3. Research methodology

The study will be adopted quantitative research method. Study thoroughly reviews and analyzes the literature by developing a link between training and development and employee retention. The studies were explored from selected databases including "Google scholar", "Emerald" and "Science Direct" using the keyword search, namely, "Training and development", intrinsic motivation, retention, job satisfaction happiness, supported by some theories such as Social Exchange Theory, Physiological contract theory and Expectancy Theory to reduce the employee turnover at Oil and Gas Company in UAE.

4. Literature Review

As per Kossivi, & Kalgora, (2016) retention is the organization's capacity to keep its employees to work and continue in the organization for a long period. Nonetheless, after having read the convergent illustrations on the phrase, one can safely conclude that on operational level, the employee retention is a methodical endeavor to create and promote an environment of policies and practices addressing the diverse employee needs thereby encouraging them to willingly remain committed to such an organization (Kehoe, & Wright, 2013). Table1 show the previous studies related for employee retention

Table1: previous studies related for employee retention

Author	Country	Industry	factors	Data analysis	Results
Javed, B., & Jaffar, M. (2019)	Swedish	Public organization	Succession Planning, Employee Retention, Leadership, Reward Management, Career Development , training and development And Talent	The data analysis involved the evaluation of the secondary data, face-to-face interview and classification of themes based on semi-	The findings showed that in order to retain the employees fruitfully, Swedish organizations should work on planning career development programs, identify and

			Management	structured questionnaire. By means of the thematic analysis, four main themes were emerged.	develop the talent pool and offer non-monetary rewards to the employees.
Harhara, A. S., Singh, S. K., & Hussain, M. (2015).	UAE	oil and gas industry	Leadership behavior, growth opportunities and working in remote areas on turnover intentions.	conceptual paper	A framework of employee turnover intentions was developed based on body of research literature, which suggests to the interplay of individual-, group-, environmental- and organizational-level variables.
Sarmad, M., Ajmal, M. M., Shamim, M., Saleh, M., & Malik, A. (2016)	Pakistan	oil and gas industry	Employees' retention, motivation, compensation ,	The data was analyzed using statistical technique of multiple regression	The results indicate that substantive enhancement in motivation level and practical handling of compensation may yield a corresponding improvement in employees' retention
Jefri, N. A. M., & Daud, N. (2016).	Malaysia	Oil and Gas Industry	work-life balance, work environment,	Conceptual Paper	this research propose is to provide guidance and

			compensation and benefit, career advancement and opportunities		information that would enable companies to retain the skilled employees among Gen Y in Oil and Gas Industries in Malaysia and will provide useful and valuable information to employers and young employees to overcome phenomena of Job Hopping in Malaysia
Sutanto, E. M., & Kurniawan, M. (2016).	INDONESIA	BATIK INDUSTRY IN SOLO CITY	Recruitment; Employee Retention; Labor Relations; Employee Performance	PLS	The results of this analysis indicate that the recruitment, retention, and labor relations found a significant effect on employee performance. also found the recruiting and employee retention have a significant impact on employee performance

					through the labor relations. As well
Al-Ali, W., Ameen, A., Isaac, O., Khalifa, G. S., & Shibami, A. H. (2019).	UAE	oil and gas industry	Job satisfaction; job performance; job happiness; turnover intention	(SEM) Amos	Results show that job happiness plays a mediating role between job satisfaction and employee performance and turnover intention. These findings may guide the implementation of policies by human resources or other organization managements in the UAE Oil and Gas industry
Sumbal, M. S., Tsui, E., See-to, E., & Barendrecht, A. (2017).	Pakistan	oil and gas sector	knowledge retention force ces	Qualitative	Knowledge retention activities tend to be inconsistent in majority of the oil and gas companies, with not much work being done regarding knowledge loss from old employees, partly because of the fall in oil prices and layoffs. Oil

					prices turn out to be a decisive factor in oil and gas industry regarding workforce and knowledge retention activities. The political situation and geographical locations of the companies also affect the knowledge retention activities. Moreover, the aging workforce and retirement issue is more acute in the upstream sector.
Jauhar, J., Ting, C. S., Rahim, N. F. A., & Fareen, N. (2017)	Malaysia	Oil and Gas Industry	Rewards, Transformational Leadership, Job Satisfaction, Intention to Quit, Generation Y, Oil and Gas Industry	Smart PLS	Based on the survey results, transformational leadership has a significant negative relationship with intention to quit. Moderating effect of job satisfaction, however only affected the relationship

					between reward and intention to quit but not transformational leadership and intention to quit.
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4.1 Employee retention

The retention of good employees is important for the company to obtain harmonic development (Degraft-Otoo, Eric, 2012). Through times of financial recession in the company, many employees try to leave the company according to payroll cuts and turnovers. Although the crisis, the company can dedicate their focus for taking effective procedures on selective base to enhance job satisfaction of the employees for their retention. If this is not done, top talented individuals may leave the company adding to further challenges. It should be recognized that the supervisory and managerial staff has the capacity to increase initial, creative capabilities and talents of the entire workforce causing competitive advantage for the company. The health of the company relies on encouraged workers and it is found that higher degree of job satisfaction is obtained by maintain the employees associated with the company.

4.2 Training and Development

Training for workers has been investigated in a various study in literature. Most of literature show that, both value added and product quality was higher where workers were trained to take charge of many production lines at once (Jones, et al, 2009). They discussed deeply on training and the organizational performance. Training had a strong and important influence on employment development in small companies when it was adapted regularly rather than on an ad hoc basis. Particularly for larger companies there was also a relation between intensity of training and profitability (Padachi, & Bhiwajee 2016). Training may also encourage innovation in the workplace (Sung, & Choi, 2017). It is doubtful whether various kinds of training affect either equally or positively on performance. Training can have an indirect influence on performance if it increases job satisfaction by making it easier for employers to perform the job or feel they are valued. If workers feel dissatisfied they may deal in different ways, through a sense of loyalty they may stick it out; use voice mechanism, ignore their responsibilities to the employer by lateness, absence, striking or reduced effort.

Employee training and development Mohammad and Ahmed *et al.* (2018) confirm employee effectiveness performance training and discovery of positive relationships. Training can have an indirect influence on performance if it increases job satisfaction by making it easier for employers to perform the job or feel they are valued. If workers feel dissatisfied they may deal in different ways, through a sense of loyalty they may stick it out; use voice mechanism, ignore their responsibilities to the employer by lateness, absence, striking or reduced effort.

4.3 Intrinsic motivation

The term motivation is derived from the Latin term ‘movere’, which means ‘to move’ (Nguyen, 2019). Motivation refers to “the reasons underlying behavior (Fransen, & Vande Broek, 2018). Mohammad & Ahmed, (2018) defined motivation as “a label for the determinants of the choice to initiate effort on a certain task, the choice to expend a certain amount of effort, and the choice to persist in expending effort over a period of time. Motivation, therefore, closes the satisfaction-performance loop, and has to do with a set of interrelated factors that explain an individual’s behavior, holding constant the variables controlled or influenced by management, as well as by individual skills, abilities and knowledge (Mohammad & Ahmed, 2018).

Intrinsic motivation is defined as the doing of an activity for its inherent satisfactions rather than for some separable consequence. The intrinsic rewards refer to the inherent features of work and characteristics associated with the task itself, for instance the capacity to confer to workers a sense of achievement, interest, responsibility or accomplishment (Mohammad & Ahmed, 2018). Valuation of this dimension thus reflects the workers’ desire to be stimulated and challenged by the job and to be able to exercise acquired skills at work. According to previous research, intrinsic rewards have important implications for workers’ overall satisfaction at work and desire to commit to their job.

Thus, the rewards coming from the intrinsic aspects of work often serve as the most important motivational factors for social workers who interact with clients, by providing help and assistance, hoping to achieve change and improvement in clients’ lives. In addition to the altruistic motives, studies have demonstrated the importance of self-directed motives related to personal interests and quest for working tasks that individuals find meaningful and engaging (Fransen, & Vande Broek, 2018). This type of motivation is from within an individual. When intrinsically motivated a person is moved to act for the fun or challenge entailed rather than because of external pressures, or rewards. Although, in one sense, intrinsic motivation exists within individuals, in another sense intrinsic motivation exists in the relation between individuals and activities. People are intrinsically motivated for some activities and not others, and not everyone is intrinsically motivated for any particular task. With reference to employees’ intrinsic motivation dimension, task enrichment theory holds that a person’s motivation is increased by his or her experience of meaningful and enriching job content (Jojo, 2016).

4.4 Job satisfaction

Job satisfaction in the oil and gas industry centered on the psychosocial determinants of job satisfaction, such as the offshore lifestyle and the combination of physical and psychosocial stressors placed on offshore workers by this climate (Markey & Webber 2015); (Nielsen & Knardahl 2016). Found that job satisfaction was a predictor of offshore oil workers’ mental and physical health. Mette & Mache (2018) studied of offshore employees, including job satisfaction, and found unfavorable workloads, job insecurity, and perceived high risks associated with lower well-being rates.

An important determinant of job satisfaction found in previous studies includes the age of workers with a normal form of relationship (Zacher & Griffin, 2015) and promotion or

a move to a new employer, which increases in job satisfaction (Valaei & Rezaei, 2016). Researcher identified three basic factors that contribute to overall job satisfaction.

Organizational leaders must retain highly motivated personnel to enhance performance. Encouraging job satisfaction throughout organization, it improves service delivery atmosphere, stakeholder satisfaction, and organizational performance. Subsequently, employers may increase their personal and group-degree performances across business operations. The influence of job satisfaction on employers 'service delivery is one area that researchers have investigated (Onyebuenyi, 2016).

Abdel Rahman and Elamin (2012) presented job satisfaction has no direct relationship with skill acquisition. They added that the skill is related to qualifications. The qualifications is categorized into general and specific qualifications. The portability of general qualifications may gather job satisfaction as it is simple to move to other jobs where satisfaction is higher. In contrast, some qualifications link the worker to the organization and may decrease satisfaction by making obstacle to exit, as workers will lose a portion of the return on skills if they move. As a result, a question arises on how to match workers' skills and their qualifications in order to meet the job requirements. If workers are mismatched in terms of skill and education requirements, this may cause lower job satisfaction. Thus, organization creates training as a way to fill the imperfections in the product or labor markets in improving their workplace performance.

5. Gaps Identified in the Literature

According to Warrick, (2017) the research gap is that some organizational leaders are unable to retain employees in the oil and gas industry due to lack strategies to retain employees, which results in productivity loss and increased costs for employee recruitment and training. Barker, & Christensen, (2019) reported that training provides necessary knowledge, skills and abilities for the employees to perform a job properly. However, job is not performed properly even if necessary to employees until and unless employees are motivated and proper environment of work is provided to them. Therefore, motivation is a very important from an organizational point of view because it transforms human resources into action (Rigby & Ryan, 2018). In addition, this improves the efficiency level of the employees and it leads to achieve organizational goals.

6. Dimension of Employee retention and Hypothesis Development

There is an increasing amount of research about employee retention as it has gained in importance, particularly as a talent management tool (Nazia & Begum, 2013). The impact of employee retention on a business has raised the interest of researchers and HR professionals alike (Mandhanya, 2015). In order to sustain workers, employee satisfaction needs to be understood and enhanced (Pandita, & Ray, 2018).

Organizations are competing for the best employees, by offering them new possibilities in the form of better financial and personal development, which therefore leaves the more experienced and talented employees with a stronger bargaining power (Aljunaibi, 2014). Retaining employees who have been working within the same organization for a longer time is beneficial for ensuring and enhancing the building and development of the

business by utilizing the experiences and skills acquired by those current employees (Pandita& Ray, 2018).

The purpose of this study is to investigate the effect of training and development on reducing the employee turnover at Oil and Gas Company in UAE. In addition, majority of the studies on training and development were conducted to increase employee performance and competency. Thus, this study aims to find to what degree these training and development constructs affect the employee retention at Oil and Gas Company in UAE.

The study also proposed that job satisfaction has been slightly deployed in previous studies and there is a need to employ mediator or moderator in the relationship between training and development on job retention. Thus, the study proposes that job satisfaction will mediate the effect of training and development on job retention. Figure1: shows the conceptual model of this study.

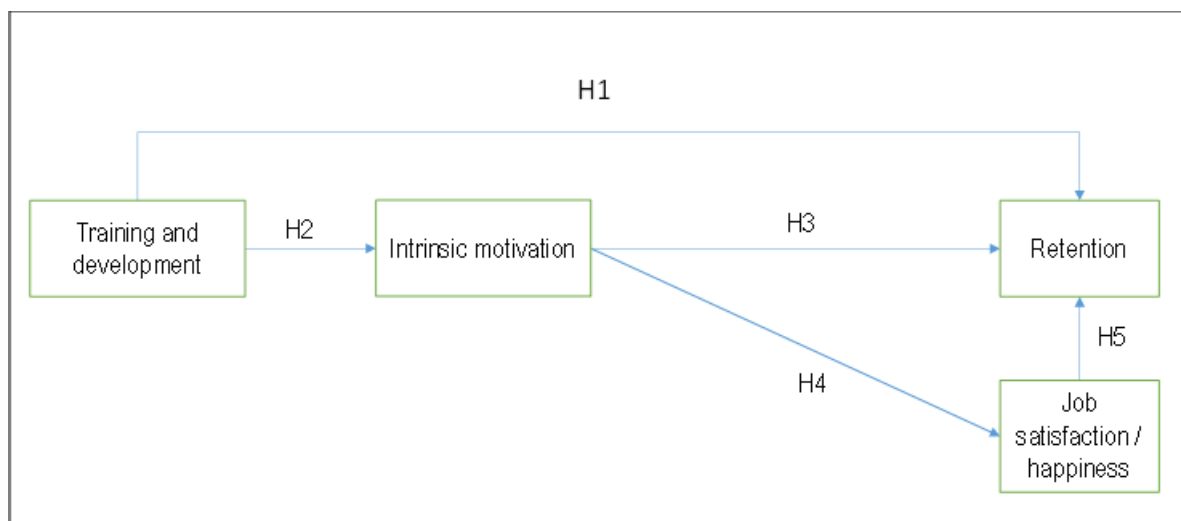


Figure1: Conceptual Framework

6.1 Training and Retention

In today's competitive environment, there is a great need of employees' commitment and an appropriate strategy that pulls the retention rate downward. Companies consider retention of employees as a challenge due to the increased flexibility of jobs. Various studies have been conducted that popular HR practices are not the only ways to enhance commitment and reduce retention. Dhar (2015) highlighted that when the employees are introduced to more trainings, they show higher level of commitment as compared to others. Phillips and Phillips (2016) revealed that it is possible only with the help of planning training programs that are totally based on needs valuation to achieve commitment and retention. Training is considered important in developing a feeling of belongings among employees. Luz et al., (2018) revealed that training has a potential to change the turnover thoughts and is an important factor that helps in originating the intentions of turnover. Those employees that are highly committed to the organization have lower turnover thoughts. Trainings bring association between commitment and retention. kadir et al (2012) has considered training as an investment, organization bears the whole expenditures of training

employees which eventually act as an investor and expect a return in the form of commitment and retention from employees. Trainings elevate commitment and retention rate, when employees consider it as investment and force them to offer a return to the organization. According to Noe and Kodwani (2018), employee turnover is a major human capital risk for an organization, which needs to be catered. One of method is creating training and it is a long-term investment in the skills of employees. Training is not a tool to polish current skills of employees but to prepare employees for future impacts from competitive forces and makes the employees specialists not generalists. This kind of training boosts the commitment and employees think that organization is opening doors to our success. This sense eliminates the thoughts of intentions to quit from employees mind and force them to retain. By doing this Organization limits the employment opportunities and leads to the development of committed employees and will eventually affect retention rate. with the help of training organizations can provide their employees with practical support and assist in valuable delivery.

This encourages the commitment of employees and which ultimately effects retention (Hanaysha, 2016). Organizations focus on trainings in order to maintain attractiveness and competitive as compared to others in the external environment. This enhances the organizational status in the eyes of knowledgeable employees and makes them to think that no one cares about you more than us. Further, she added that training and development develop a social link between organization and employees. This social link creates a commitment factor that binds the employee to stay longer with an organization. There is a social exchange between employer and employees due to provision of training. This is agreed by Al Damoe et al (2012) that defined training and development results in intangible outcomes such as enhancing employee commitment, retention and employee satisfaction. The basic opinion in these publications is that HR managers should take into account several factors when developing retention policies, compensation is not the only policy and some employees want skills upgrading opportunities rather than compensation.

H1. Training is positively related to Retention.

6.2 Training and intrinsic motivation

Training refers to special skills, abilities and knowledge that are required to perform a specific job well. After the training, performance when measured indicates that training helps in proper utilization of resources; that further helps employees to achieve organizational as well as personal goals. When employees are being trained, they get their skills improved and developed; progression in their skills will lead them to enhance their productivity and their team performance subsequently they will complete their tasks on time and therefore their efficiency will increase also. Training improves the satisfaction level of the employees, rewards them with competitive edge over other employees, and transforms them into valuable employees. Training also helps to increase job knowledge and skills. It also expands the intellect on overall personality of the employee (Jha, 2016). Important areas of training include orientation training, diversified training, sexual harassment training and team training

(Clark, & Mayer, 2016). Research shows more willingness of employees who attended orientation programs and they adopted the organizational goals and values more effectively than those who did not attend the orientation program (Lee, & Chen, 2016). A survey indicated that “only 39% of the executives think that their organizations have made serious efforts to orient them into their organizations” (Palen, & Barrenechea, 2015). Diversity training focuses on understanding the differences between employees based on demographics that is age, race, ethnicity, gender and income.

Furthermore, motivation is a very important from an organizational point of view because it transforms human resources into action. And this improves the efficiency level of the employees and it leads to achieve organizational goals. Motivation is an internal feeling that comes from inside. When employees are motivated towards their jobs, they are motivated to do more work. When self-do not motivate a person, he or she may be fired or likely not to be promoted further. For this reason, it is necessary to provide such a workplace to the employees so that they feel motivated and perform better and better. The importance of employee motivation cannot be neglected in any sense, as today it has become the foundation of organizational survival. Lin-Siegler, & Luna-Lucero, (2016) showed that motivation is a tool to improve performance through learning. Success in the marketplace is highly related to learning and how to motivate employees to learn. Jurburg, & Mateo, (2017) study states that motivated employees are required if an organization wishes to survive in a competitive market environment. Research shows that motivated employees play a vital role in the success of the organizations. Motivation is an important factor, which describes performance. It is a driving force contained by the individuals.

H2. Training is positively related to intrinsic motivation.

6.3 Intrinsic motivation and retention

Motivation is essential for retaining the employees. Motivation can be studied through two factors: one is financial reward and the other is non-financial reward. To study the impact of rewards on employee retention, it was identified that only financial rewards are not enough to satisfy the employees on their jobs. Intrinsic and extrinsic motivation both have their own significance in retaining the employees. Furthermore, intrinsic and extrinsic motivation plays a significant role in ensuring employees that they are valued by the organization. This valuation by the organization creates POS, which further improves employee retention. In this section in depth, literature has been reviewed and critically analyzed. The other factors including organizational culture, compensation, reward, recognition, promotion opportunities, work environment, organization justice plays a key role in motivating the employees which helps to improve employee retention (McElroy, J. C., & Weng, 2016).

Organizations where money is used as an extrinsic motivation, intrinsic motivation usually drops, whereas, organizations where verbal praise and constructive feedback is used, intrinsic motivation increases. Intrinsic motivation like job security, task significance, feedback, task variety, autonomy, and authority, were found ominously and positively related to better employee retention (Shah, & Asad, 2018). On the other hand, extrinsic motivation like recognition, advancement, and relation with co-workers are related to employee cooperation (Shah, & Asad, 2018). Similarly, non-financial motivation have an insignificant

impact over employee retention, so management needs to offer more attractive packages for employee retention (Terera & Ngirande, 2014). Satisfied employees have a lesser turnover intention. In contrast with that, it is also argued that financial reward are more important for motivating and retaining employees as compared to non-financial reward (Tahir, & Saddiqui, 2014). Literature to explore the worth of non-financial rewards for satisfaction of employees revealed that employee retention is based on the employee's job satisfaction. Besides the importance of financial motivation like salary, bonus, insurance etc, the non-financial motivation enhances and increases the morale of employees (Haider, & Hashim, 2015). However, organizations use financial rewards, job characteristics, training, career development, recognition, employee management and work-life balance as tools to increase employee retention (Haider, Asad, Fatima, & Abidin, 2017). This clearly shows that the literature regarding intrinsic and extrinsic motivation is ambiguous and need to be analyzed further.

Motivation is one of the major aspect in any organization and drive the human beings to put extra efforts (Raza& Salman, 2014). Employee motivation is the process of human behavior to achieve the tasks effectively (Fiaz, & Saqib, 2017). In any organization, the overall efficiency and effectiveness of employees and success of the organization is dependent on motivation level of employees.

H3. If intrinsic motivation is high then employee retentionis high.

6.4 Intrinsic motivation and job satisfaction

In the last two decades, the organization moved globally to capture the international market and when an organization moved globally than it must focus on its employees. that's why organization used the HR policies such as development of competencies, ethics, attractive work and mostly employers are focus on create jobs and conditions that satisfy the employees (Raza, & Akhtar, 2015). There are many factors, which are effect on job satisfaction. Tarcen, & Tarcen, (2017) stated three factors that effect on job satisfaction intrinsic factors, operating factors and system level factors. Intrinsic motivation is clearly important types of motivation, most of the activities people do are not, strictly speaking, intrinsically motivated. This is especially the case after early childhood, as the freedom to be intrinsically motivated becomes increasingly curtailed by social demands and roles that require individuals to assume responsibility for non-essentially interesting tasks. In schools, for example, it appears that intrinsic motivation becomes weaker with each advancing grade (Raza et al. 2015). Most consistent finding to emerge from this body of research is that intrinsic motivation is strongly tied to positive performance outcomes (Abuhamdeh et al. 2015). In 1959, the researcher Frederick Herzberg presents a two-factor theory. In the theory, he argues that there are some factors, which lead to satisfaction and other, are that inhibit dissatisfaction. He argued that motivational factors (sense of achievement, advancement opportunities, moral values, job security) lead to employee satisfaction

This research follows the studies by Raza et al, (2015) that use distinct intrinsic factors categories to explore job satisfaction. Job satisfaction is a function of the difference between the amount of some outcome provided by a work role and the strength of a related

desire or motive on the part of the person. Job satisfaction is the whole matrix of job factors that make a person like his work situation and be willing to head for it without distaste at the beginning of his workday (Srinivasan and Ambedkar 2015).

H4. If intrinsic motivation is high then job satisfaction is high.

6.5 Job Satisfaction and retention

The relationship between satisfaction and retention and at work has been one of the most researched areas in the field of management in relation to different professions. Moreover, employee retention is a major concern in an organization's competitive advantage since it would have an impact on the organization's efficiency, productivity, and sustainability of the organization. Particularly, employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Even though Employee Retention has now become a tough task, it is beneficial for the organization as well as for the employee.

Furthermore, job satisfaction is the most important factor for organization success. Boamah, & Spence Laschinger, (2017) study explains that level of job satisfaction in the work place is the factor that influences absenteeism which in turn it may cost employee turnover and the impact of it is at times employees might resign or leave their jobs. Schaumberg, & Flynn, (2017) supported the opinion that employees who are dissatisfied with their jobs are more likely to be absent. Osabiya, (2015) recommend that motivations and ability of the employees based on the employee attendance is vital to organizations productivity.

In addition, Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place

In addition, Employee Retention is not only important just to reduce the turnover costs or the cost incurred by a company to recruit and train. However, the need of retaining employees is more important to retain talented employees from being poached. There are many factors, which show the importance of the employee retention. Osabiya, (2015) believed that workers are not just concerned with money but could be better motivated by having their social needs met whilst at work. He introduced the Human Relation School of thought, which focused on employers taking more of an interest in the employees respecting their opinions and treating them as people who have worthwhile knowledge and realized that employees feel comfortable and enjoy interacting together.

While lower paying job roles experience an overall higher average of employee turnover, they tend to cost companies less per replacement employee than do higher paying job roles. However, they incur the cost more often. For these reasons, most companies focus on employee retention strategies regardless of pay levels (Dhanpat, & Phiri, 2018). They may be the turnover cost, which includes hundreds of thousands of pesos to the company's expenses. In fact, it is difficult to calculate the turnover cost, which includes hiring costs, training costs and productivity loss, industry experts often quote 25% of the average employee salary as a conservative estimate. Company information loss is the next factor, which shows the significance of retention. When an employee leaves the organization, he

takes with him the valuable information about the organization, the customers, the current projects and the history of its competitors to the new employer. Lot of time and money has been spent on an employee in expectation that he works for organizations future return. When the employee leaves the organization, the investment is not realized.

H5: If job satisfaction is high then employee retention is high

6.6 Mediating roles of intrinsic motivation between training and employee retention

Motivation is one of the major aspect in any organization and drive the human beings to put extra efforts (Akhtar, Aziz, Hussain, Ali, & Salman, 2014). Employee motivation is the process of human behavior to achieve the tasks effectively. In any organization, the overall efficiency and effectiveness of employees and success of the organization is dependent on motivation level of employees. Likewise, de-motivated employees do not put efforts and on getting, a chance leaves the workplace (Cheema, Shujaat, & Alam, 2013). Similarly, employee turnover is increased in absence of motivation. Motivation can be intrinsic or extrinsic. The aspect of job, which enhances internal satisfaction of employees, is intrinsic motivation, which includes appreciation, new work challenges, positive and soft behavior from employer, and job succession (Lee, 2017). Whereas, extrinsic motivation can be described as pay, bonus, promotions, job security (Prabakaran, Ispriya, Amsa, & Angulakshmi, 2014). The intrinsic motivation is an important aspect to increase motivation of employees and their intention to stay with the organization (Aguenza, 2012). Intrinsic and extrinsic motivation are very important for all the employees (Asad, Haider, Akhtar, & Javaid, 2011) working in any industry has no exception to it. Management needs to take more attention to motivate employees intrinsically or extrinsically to enhance employee performance and organizational productivity (Sleimi & Davut, 2015).

Organizations that provide trainings which are specific in nature applied only to the specific work within the organization that makes the employees specialists not generalists. By doing this Organization limits the employment opportunities and leads to the development of committed employees and will eventually affect retention rate. Lacerenza, & Salas, (2017) revealed that with the help of training organizations can provide their employees with practical support and assist in valuable delivery.

This encourages the commitment of employees and which ultimately effects retention. Rebelo, M. F., Santos, G., & Silva, R. (2016) Organizations focus on trainings in order to maintain attractiveness and competitive as compared to others in the external environment. This enhances the organizational status in the eyes of knowledgeable employees and makes them to think that no one cares about you more than us. Noe, & Kodwani, (2018), training and development develop a social link between organization and employees. This social link creates a commitment factor that bounds the employee to stay longer with an organization. There is a social exchange between employer and employees due to provision of training.

H6: intrinsic motivation mediates the relationship between training and employee retention

6.7 Mediating roles of Job satisfaction between intrinsic motivation and employee retention

Motivation is essential for retaining the employees. Motivation can be studied through two factors: one is financial reward and the other is non-financial reward. To study the impact of rewards on employee retention, it was identified that only financial rewards are not enough to satisfy the employees on their jobs. Intrinsic and extrinsic motivation both have their own significance in retaining the employees. Furthermore, intrinsic and extrinsic motivation plays a significant role in ensuring employees that they are valued by the organization. This valuation by the organization creates POS, which further improves employee retention. In this section in depth, literature has been reviewed and critically analyzed. The other factors including organizational culture, compensation, reward, recognition, promotion opportunities, work environment, organization justice plays a key role in motivating the employees which helps to improve employee retention (Shah, & Asad, 2018).

Organizations where money is used as an extrinsic motivation, intrinsic motivation usually drops, whereas, organizations where verbal praise and constructive feedback is used, intrinsic motivation increases. Intrinsic motivation like job security, task significance, feedback, task variety, autonomy, and authority, were found ominously and positively related to better employee retention (Shah, & Asad, 2018). On the other hand, extrinsic motivation like recognition, advancement, and relation with co-workers are related to employee cooperation (Bufquin, & Partlow, 2017). Similarly, non-financial motivation have an insignificant impact over employee retention, so management needs to offer more attractive packages for employee retention (Terera & Ngirande, 2014). Satisfied employees have a lesser turnover intentions. In contrast with that, it is also argued that financial reward are more important for motivating and retaining employees as compared to non-financial reward (Shah, & Asad 2018). Literature to explore the worth of non-financial rewards for satisfaction of employees revealed that employee retention is based on the employee's job satisfaction (Kashif et al., 2020). Besides the importance of financial motivation like salary, bonus, insurance etc, the non-financial motivation enhances and increases the morale of employees. However, organizations use financial rewards, job characteristics, training, career development, recognition, employee management and work-life balance as tools to increase employee retention. This clearly shows that the literature regarding intrinsic and extrinsic motivation is ambiguous and need to be analyzed further.

H7: job satisfaction mediates the relationship between intrinsic motivation and employee retention

7. Discussion and conclusion

Management should instigate further programs to understand why employees quit the organization and identify the issues that attract and retain them in the organizations. Job satisfaction is the key determinant of turnover intention. Hence, if the above sound strategies are applied, there is a possibility that business organizations continue to exist in a vibrant environment by taking into account their workforce as a vital resource. Many experts are of the view that employees are the staying power of any organization so organizations

necessitate taking initiative to implement the employees' motivation process, thereby enhancing the overall employees' performance by providing quality products and offering excellent services. It is also required to realize the employee turnover intent. Around fifteen percent of the workforce intends to leave, which are likely to result in actual turnover if mitigating strategies are not put in place. It is less expensive to retain the employees than to recruit, train and place new ones. Therefore, every organization will have necessary measures to fill employee vacancies and need to develop robust retention strategies to prevent further employees leaving. Consequently, the intent of this paper in discovering the factors and narrating them to the study is to present a general viewpoint of what the organization necessitates identifying and anticipating, as well as what are the diverse streets available for future reflection to deal with major issues relating to employee turnover.

8. Limitations and scope for future research

This is only a conceptual model and an apparent limitation is the non-existence here of contributions and discussions that have been based on empirical data. The future study would be to include employees as participants to increase the sample size. A larger sample size to include employees spread out over a broader geographical location would be useful for discovering successful retention strategies. Another limitation research finding will be limited to low and medium staff in ADNOC oil and Gas Company. Further research would be to include participants working in other industries, which could potentially provide different data.

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