

The Effective Management Strategies to Retain Competent Employees

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In a constantly evolving and interdependent world, there is a high responsibility of managers to be able to retain adequate staff, the importance of retaining competent staff in a high atmosphere of competition in thriving markets becomes the highest responsibility of managers to follow the best strategies to maintain competencies and allow them to thrive. This research examined the experiences of a group of ten managers in ten different institutions in Saudi Arabia and highlighted the most important effective strategies that helped managers retain highly qualified employees. These strategies have varied between incentive-based financial strategies and salary upgrading to more moral strategies based on a high sense of emotional intelligence of managers and their ability to integrate employees into the organization's decision-making processes.

1. Introduction

The business market in Saudi Arabia is experiencing a very spectacular boom, driven by the demand for competent people to meet the need of the rapidly evolving Saudi labour market with Vision 2023. With all the opportunities that prosperity carries, it also carries many challenges. One of these challenges is the ability to retain competent staff in the face of intense competition for human capital in Saudi Arabia. So, this research came in trying to convey the experience of a group of managers and to shed light on their experience in retaining unimpressed employees in the face of the huge change in the global labour market in general and Saudi in particular.

1.1. Problem Statement

Despite extensive research and current retention strategies, high staff turnover remains a common challenge across industries. With Saudi Arabia's unprecedented movement of development within the intensive work of Vision 2030, retention of highly competent employees has become very pivotal for each organization, but there remains a gap between theories and application. So, we need to highlight the most effective strategies for retaining employees in the fast-moving Saudi labor market.

1.2. Purpose Statement

The purpose of this qualitative research is to discover effective strategies applied by managers in several organizations in Saudi Arabia to increase these organizations' ability to retain adequate employees. Saudi Arabia is experiencing an accelerated development and growth situation. This situation creates a high need for high functional competencies while increasing competition among organizations to attract the

highest competencies. Thus, the need to retain competent staff becomes an urgent necessity for every organization that seeks to be strongly present in the thriving Saudi market. It is therefore important to study the most prominent strategies experienced by managers to retain competent employees.

1.3. Nature of the Study

This study follows the theoretical approach to research, where we will investigate the most effective strategies applied by several managers in different institutions in Saudi Arabia to try to shed light on the most influential and effective of these strategies. This study was conducted through interviews with 10 different managers in 10 different institutions in Saudi Arabia.

1.4. Research Question

The research question is the main theme of the scientific experiment that requires an answer. It is a survey statement indicating the direction of the study and based on gaps in our knowledge [1]. In the quantitative approach, research focuses on the study of objective reality, while in the qualitative approach it focuses on subjective reality [2]. The research question is one posed by a research project to answer, whether it is aimed at generating new insights or assessing the effectiveness of intervention in a particular context [3]. Methodological reviews aim to identify, evaluate, and synthesize the best available evidence on a particular research issue. The research question for this paper is: What are the effective managerial strategies for employee's rotation in Saudi Arabia labor market?

1.5. Research Hypothesis

There is no correlation between managers' strategic methods

and the retention of competent employees. There is correlation between managers' strategic methods and retention of competent employees.

1.6. Conceptual Framework

This research is conceptually based on transformative leadership theory and is a model of research and practice in the field of leadership study. It applies to the theory and practice of education in universities, thus contributing to the improvement of the quality of leadership and the building of educational innovation mechanisms [4]. This theory focuses on the individual level and is based on individuals' perceptions of their leaders, rather than maintaining higher levels of analysis [5]. Transformative leaders inspire and lead people to exceed their abilities, fostering commitment, passion and loyalty among managers and staff [6].

The theory arose from political science and emphasized the importance of inspiring leaders held accountable by followers using democratic mechanisms [7]. Transformative leadership is characterized by factors such as individual consideration, intellectual stimulation, inspirational stimulation, charisma or ideal effect. It meets staff members' basic psychological needs, leading to positive outcomes such as confidence, job satisfaction and enthusiasm for work [8]. This research will start from transformative leadership theory to examine managers' strategies for retaining competent employees.

1.7. A Review of the Professional and Academic Literature

Human resources managers play a crucial role in the organizations by adopting a strategic approach to enhancing staff welfare, shifting the work of human resources to what it is and raising their productivity in the best way [9]. They are responsible for managing employees, understanding the market system, and combining human resources to realize the company's potential [10]. The impact of human resources managers on organizational policy and corporate strategy is significant [11]. In the modern business environment, HR managers are also involved in team building, developing intellectual capital, and ensuring collaboration from the workforce [12]. They are ready to innovate and invest in intellectual capital to effectively lead the organization [13]. In addition, the level of competence of human resources managers in risk management is critical to the management of staff-related risks in the organizations. Overall, human resources managers are essential for staff welfare, organizational success and staff-related risk management in a post-crisis society.

Employees Turnover: Staff turnover is an expensive phenomenon for organizations. They entail direct and indirect financial costs, including recruitment expenses, loss of productivity during the transition period, training time for new employees, costs associated with assisting new co-workers, and increased unemployment insurance costs [14]. The cost of turnover can be significant, as it is estimated that it can reach approximately one fifth of the worker's salary [15]. These costs highlight the importance of retention strategies, as it is more financially useful to retain staff than to recruit and recruit new staff. Applying workplace flexibility and acquired sick days can help reduce

turnover costs.

Recruiting: Best practices for recruiting staff include the implementation of a structured and rigorous process that attracts, selects and retains excellent staff [16]. It is important to have a unique recruitment procedure tailored to the Organization's specific requirements [17]. Internal and e-recruitment methods are preferred through the posting of posts on the Organization's website in both the public and private sectors [18]. Online work boards, posting jobs on the organization's website, and advertising jobs in written journalism are effective in attracting a large number of applications [19]. However, internal recruitment is seen as attracting the highest quality applications for selfmanagement teams, recruitment practices should focus on job design, recruitment channels and staff selection, taking into account the unique characteristics and skills required for these teams. The application of appropriate recruitment and selection practices in self-management teams can result in a competitive advantage for the Organization. [20]. Inability to retain qualified employees affects the Organization's productivity, Employees retention is not easy at the same time, leaving sufficient staff for their jobs costs the Organization enormously for hiring and recruiting this cost includes time and money [21, 22].

In today's dynamic and competitive environments, retention of employees, customers and students holds great importance for institutions across different sectors. Retention strategies include a wide range of approaches aimed at promoting loyalty, participation and long-term commitment. This article explores the diverse landscape of retention strategies, from employee focused initiatives to client-focused methodologies and those of higher education institutions [23].

Staff Retention Strategies: Effective retention strategies include a multifaceted approach that addresses various aspects of staff members' experience. From providing competitive compensation packages to creating a positive and inclusive working environment, organizations strive to promote staff growth, participation and satisfaction. In addition, strong support systems, succession plans and comprehensive training and mentoring programmes are key components of successful retention strategies. Furthermore, the provision of mutual training opportunities, staff retention incentives and documenting process improvements contribute to a holistic approach to staff retention [24].

Many studies have addressed factors affecting staff retention. Perhaps the most important are the following factors: leadership style, age group, length of work experience, position, reward, benefits, organizational reputation, job status, career development opportunity, growth, organizational process climate, work-life balance [25]. Financial rewards, career development, job characteristics, administrative support, recognition, work-life balance and leadership are catalytic aspects that affect staff retention [26].

Salary, benefits, supervisor support, work environment and career opportunities are the factors affecting employee retention

in the context of a medium-sized family company [27]. There are and non-financial employee's retention strategies employed by companies include creating a positive workplace environment, providing career growth and development opportunities, managing effective compensation, ensuring job security, and implementing better work-life balance and career planning programmes [28].

Companies also focus on promoting job satisfaction, recognizing and valuing employees, providing equal compensation, and providing support and trust to retain employees [29]. In addition, organizations strive to understand the factors that control staff turnover in the information technology sector and implement job satisfaction strategies and programmes to reduce attrition rates.

Retention strategies aim to meet staff needs, improve job satisfaction and maintain talent within the Organization these strategies not only help retain talented staff, but also help save costs, improve productivity and achieve the organization's goals [30].

2. Methodology

The emphasis of qualitative methods is on understanding from the respondents' point of view, and they are suitable for research problems that involve uncovering a person's experience or behavior, or comprehending a phenomenon that is not well known, and are challenging to study with quantitative methods. The purpose of a descriptive study is to ensure and describe the characteristics of variables of interest. Thus, the purpose of the descriptive study is to provide the researcher with a summary or description of the relevant aspects of the relevant phenomena of an individual, organization, industry-oriented perspective, or any other perspective.

2.1. Study Tool

Interviews are a valuable method of collecting data in various fields, including management research, Interviews, within the context of research, refer to structured conversations aimed at gathering information, opinions, and insights from participants. They can take on different forms, including structured, semi-structured, and unstructured interviews, each with its own set of characteristics and applications. When compared to other data collection methods such as surveys and observations, interviews provide a more in-depth and nuanced understanding of the subject matter.

One of the primary advantages of utilizing interviews in research is the ability to gain unique insights and a comprehensive understanding of the topic under investigation. Unlike quantitative methods, interviews allow researchers to delve into complex phenomena, uncovering layers of meaning and context that might be overlooked through other approaches. Additionally, interviews offer flexibility in questioning and probing, enabling the exploration of unexpected avenues and the clarification of responses [31]. This research was conducted through remote interviews with 10 managers in several different organizations in Saudi Arabia.

2.2. Interviews Questions

- your name
- your age
- Your job titles
- your organization activities
- What retention strategies have you implemented to retain qualified and experienced employees in your organizations?
- What strategies have you found to work best for retaining employees in your organizations?
- How have you assessed the effectiveness of your strategies you have implemented to help increase employee retention in your organizations?
- What else would you like to add regarding retention strategies for your organizations? [32].

2.3. Data and Answers

Ten different managers were interviewed, ranging in age from the early twenties to the fifties, but most were in their thirties to the early forties. The activities of the organizations in which they work varied from banks, health organizations to holding companies and government organizations.

Interviews with managers have shown strongly that they are interested in multiple retention methods to retain qualified employees. Everyone has tried multiple ways to retain employees, when the question was (What retention strategies have you implemented to retain qualified and experienced employees in your organizations?) all of the ten managers said that they tried many strategies, like enhance benefits, provide healthy work environment, career consultation, boost Training. On the other hand, some managers said that their strategies focused on communication like Fixable attendance hours Lunch allowance, Paid overtime, Working remotely Lessen to them and respect them. Other tried to integrate employees more with the organization and engage in organization discussions. Of course, many managers mentioned Promotions and Bounce as a strategy to retain employees.

Certainly, there were strategies that worked better than others with employees depending on the 10 managers' experience when the question was (What strategies have you found to work best for retaining employees in your organizations?) the responses show an accurate understanding of the main contributing factors. By emphasizing the importance of attracting "potential and expert talent", the discourse recognizes the initial role of recruitment practices in paving the way for long-term commitment. Subsequent points of satisfaction with salaries, effective communication and performance incentives emphasize the interaction between financial security, participation and recognition. The inclusion of "respect, flexible working hours and career advancement" further recognizes the crucial role of the workplace environment and growth opportunities in promoting staff welfare and motivation. Collectively, these ideas paint a comprehensive picture of employee retention as a holistic approach that requires careful attention to the tangible and intangible factors that influence employee satisfaction and organizational commitment. In essence, by prioritizing both external incentives (such as compensation and flexibility) and

core incentives (such as respect and growth), organizations can create an environment that promotes staff loyalty and long-term organizational success.

The next question aims to assist the effectiveness of the following strategies (How have you assessed the effectiveness of your strategies you have implemented to help increase employee retention in your organizations?)

Most of the managers interviewed confirmed that they noticed clear results when good strategies were followed to retain adequate employees. Of course, effective strategies have led to increase productivity, decrease in turnover. It is noticeable that staff productivity and effectiveness rose when managers applied effective retention strategies, and managers stressed the importance of increasing efficiency as an important indicator of the effectiveness of the strategy used. Many managers mentioned a noticeable difference in employees' performance. Last question was "What else would you like to add regarding retention strategies for your organizations?"

Managers emphasized the importance of good planning, one of them mentioned that comparing results may be the most important indicator that might guide us to the most effective strategy. Managers need a continuous follow-up system, and the figures may be a very clear indicator. Once considered for the enumeration of current staff and compared to previous numbers, it may be an indicator of the quality of the Organization's strategies for maintaining staff and investing in highly qualified recruitment opportunities. At least three managers indicated the importance of emotional intelligence and the ability of managers to look from a staff perspective to see the most important aspects depending on each employee's case. An important point to highlight is the emphasis of two managers on the importance of recognizing the special and unique talents of each individual employee. According to these managers, there are no factors that guarantee a staff member's loyalty, such as his deep sense that he or she is valued for his or her own talent and unique distinction.

3. Results

Research concluded that managers are strongly aware of the importance of following staff retention strategies, all managers without exception had multiple experiences with different strategies to retain competent staff, With the diversity of managerial positions and areas of work for the managers interviewed, we were able to discover a variety of strategies applied and experienced by managers and felt their results on the ground. From managers' experience, it seems that there are strategies that have been more influential and useful for retaining employees. Although managers have pointed out the importance of financial incentives and their role by notifying employees that their efforts and skills are capable, research has shown the importance of sentimental aspects to employees' loyalty and deep integration into the work. Many managers have pointed to the significant impact they have had on staff performance when managers have pursued management strategies that integrate staff more into decisions and increase their participation in decision-making.

Managers also pointed out the importance of continuous follow-up. The retention process is an ongoing challenge for managers, but the most important focus is to think from the staff's perspective and see things from their perspective.

4. Conclusion

Although the theoretical framework is very important and always provides us with broad perceptions of what is effective and what is ineffective, practical experience remains the separation of what is attributable to a particular working environment and to a particular human experience. It appears that the workforce in Saudi Arabia is seeking to be more influential by integrating more deeply with decision makers in institutions within the Kingdom.

Today's managers seem to be more aware of the needs of staff and more able to meet these needs. The research also showed that employees respond when applying appropriate strategies that focus more on appreciating their efforts and employing their competencies optimally.

Recommendations for Action

Based on research and interviews with the 10 managers involved in this research, we can come up with the following recommendations: The importance of performance control for staff to measure evolution. The importance of continuous training and development for employees to make them better able to integrate into the changing labour market. Increased staff involvement in the Organization's decision-making process Motivation based on deep knowledge of employees' points of excellence. Financial estimate that makes a staff member work and feels fair in appreciating his or her effort in the Organization.

Further research

There are many recommendations that I can recommend to future researchers, perhaps one of the most important is research work in which the financial and non-financial factors that contribute to staff retention are differentiated, so that they are conducted separately. Research can also be carried out with a broader segment so that there is a broader perception of effective strategies. We can also go for quantitative research so that we can prove or deny what this qualitative research provides.

We can also try to do research that differentiates between organizations depending on the type of activities that the organization exercises, enabling us to link the type of activity and the type of strategies that are appropriate to retain staff depending on the organization's activity.

Although this research has been applied in Saudi Arabia, its results may be useful for wider application. It would be good to apply the same research in other regions to discover how well we can disseminate the results of this research.

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