



Journal of Applied Science and Engineering Research  
Issue: Vol. 1; No. 1; March 2020 pp. 25-38  
ISSN: 2691-6061 (Print) 2691-607X (Online)  
Website: www.jaser-net.com  
E-mail: editor@jaser-net.com

## **TALENT TURN OUT WITH SPECIAL REFERENCE TO CIVIL ENGINEERS PERSPECTIVE - A LITERATURE REVIEW**

**Er.B.Ravinder**

Research Scholar, Koneru Lakshmaiah Education Foundation  
Vaddeswaram, Guntur, Andhra Pradesh, India  
&

Asst.Professor, NICMAR, Hyderabad, India, bravinder@nicmar.ac.in

**Dr. A.B. Saraswathi**

Assistant Professor  
Koneru Lakshmaiah Education Foundation  
Vaddeswaram, Guntur, Andhra Pradesh, India

### **ABSTRACT**

Talent/Employee turnover in human resources refers to employee recruitment upon any employee turns out, the total number of employees remains constant. Workers moving between states of employment and unemployment and employment, between national organizations, between national and international organizations, shifting the kind of the jobs as well as occupations, and going around the labour market shall be defined as employee turnover. The initiation of employee termination by employer due to retrenchment because of recession or dismissal for disciplinary or performance related reasons is known as involuntary turnover. Hence, voluntary turnover and involuntary turnover shall be treated as part and parcel of employee turnover. It is concluded that few constructs that motivates the employees turnout intention remain same with all kinds of organization employees, but it has been observed that there are exclusive constructs that influence the employee turnout intention which is exclusive in nature with respect to their exclusive service oriented organization, hence it shall be concluded that the constructs of employee turnout intention may differ from a organization to other organization.

**Keywords:** Talent turnout, Job Satisfaction, Job Security, Demographics, Compensation

### **I. INTRODUCTION**

The transformation of Indian construction industry was in line with other countries construction industry rise and initially founded by government thereafter it has been slowly took over by enterprises and it is in line and next to the agriculture sector in India. Post independence of India, there was a raise in need and wants of citizens of India and to meet the demand industrial and infrastructural development necessitated the professional services development such as construction, architectural and civil/mechanical/electrical engineering services. It is proven fact that the construction industry creates massive employment opportunities, hence skilled/semiskilled/unskilled work force required at every level of the hierarchy structure. The construction industry has been broadly classified in to real estate, infrastructure sectors. The number of available skilled manpower is not at par with construction industry demand, but construction companies keep on bagging the contracts through competitive bidding, hence, to execute and complete the bagged contract, the process of recruiting is open throughout the year and to achieve effective productivity, recruited employees are placed on induction then deployed on various project site location, offices etc., Employee attrition in human resources refers to gradual loss of employees over a period of time. Productivity yields financial benefit to the organization, to earn better and improved productivity employers puts an effort in segmenting the employees based ones performance based project requirement, if not it becomes tough to achieve the goal of the organization hence organization's prefer to avoid the blanket retention policies. Workers moving between states of employment and unemployment and employment, between national

organizations, between national and international organizations, shifting the kind of the jobs as well as occupations, and going around the labour market shall be defined as employee turnover. The initiation of employee termination by employer due to retrenchment because of recession or dismissal for disciplinary or performance related reasons is known as involuntary turnover. Voluntary turnover and involuntary turnover shall be treated as classification of employee turnover in an employee recruitment process. Employers put an effort in retaining talented employees and by allowing lower performers to leave their organization shall be treated as positive employee turnover. The phenomena of poor performers staying back and talented and high performers leaving the organization is known as dysfunctional turnover. Push factor (i.e. dissatisfaction) and pull factor (i.e. satisfaction) will put the employees in momentum of the labour market. Shocks are defined as the "Push power" on the quitting idea of an individual from the present association with an organization and shock can be negative or positive in nature. Job embeddedness is a "pull power" that will provide to stay in the organization for individual. Retaining of employees is indispensable for an organization because of the cost of hiring and retaining strategies. Once, the worker boards the organization, the employee may be required to be inducted and trained at the cost of the employer to expose new employee to culture of the organization and to achieve the better and improved productivity.

## 2. OBJECTIVES OF THE STUDY

The objectives of this study is

- a) To realize the research work carried out in the area of employee turnout.
- b) To emphasize the variegated factors which affect intent of talent turnover in an organization.
- c) To explore the talent management practices adopted in retaining employees.
- d) To investigate the tie-in between various factors and talent turnover.
- e) To investigate the possible research gap.

## 3. METHODOLOGY

It is found from scholarly available material on multitudinous dimensions of employee turnover, employee retention and knowledge workers, which will serve as the key variables of this research. The proposed study will be carried based on available secondary data (i.e. research journals, thesis's etc.,) and the study is of descriptive in nature.

## 4. LITERATURE REVIEW:

To have better understanding of the concept, earlier researcher's findings explored and the same has been considered for finding the research gaps and it enables scope for further research. The summary of literature review analysis is as follows:

**Du Plooy, J., & Roodt, G (2010)** in their study "Work engagement, burnout and related constructs as predictors of turnover intentions" it is confirmed that the proposed predictive model is related to turnover intention and the predictors of model are of engagement, work alienation, burnout and organisational citizenship behaviour (OCB). The third variable relationship indicated to be statistically significance and variables are biographic and demographic.

**Irshad, Muhammad (2011)** in their study "Factors Affecting Employee Retention: Evidence from Literature Review" it is concluded that the organization culture, family support and flex time culture, workplace, pay & perks, financial and non financial reorganization, reorganization, training and career advancement, furthering, organizational justice (distributive justice and procedural justice) are constructs, these are considered in employee retention.

**Botha, A., Bussin, M., & De Swardt, L.(2011)** in their study "An employer brand predictive model for talent attraction and retention" it is concluded that the employer brand is influenced by intended group needs, employer value proposition (E.V.P) such as the values and culture, learning, furthering and development opportunities and the people strategy, steadiness of brand value, employer brand conveyance, appraisal of human resources, employer branding efforts.

**P.A. Grobler and A.J. de Bruyn (2011)** in their study "Flexible Work Practices (FWP) – An effective instrument in the retention of talent: A survey of selected Johannesburg Stock Exchange (JSE) - listed companies" it is found that the flexible work practices have no disadvantages & barriers, but, there is a significant differences in the adoption of flexible work practices from organization to organization and reasons found to be number of employees, nature of rivalry and business approaches adopted. It is concluded that small percentage of staff utilizing flexible work practices.

**Opas Piansoongnern, Pacapol Anuritl and Sureeporn Kuiyawattananonta (2011)** in their study "Talent management in Thai cement companies: A study of strategies and factors influencing employee engagement" it is concluded that with competitive pay package, opportunity for training and advancing in career, work-life balance, work environment, support from management, organizational integration and strategic human resource planning are found to be critical factors in embedding the talent root in to organization.

**K. Sandhya and D. Pradeep Kumar (2011)** in their study "Employee Retention by Motivation" it is concluded that the employee perquisites, employee skill enhancing program, performance based bonus, communication, amusement facilities, benefaction at some occasions are of motivating factors of an employee in staying back with an organization.

**Rajashik Roy Choudhury, Varun Gupta (2011)** in their study "Impact of Age on Pay Satisfaction and Job Satisfaction Leading to Turnover Intention: A Study of Young Working Professionals in India" it is concluded that pay satisfaction and turn over intention have negative rapport, Job satisfaction and turnover intention have negative rapport, but when age is considered as moderating factor pay satisfaction was highly significant, when age of the employee is more than 25 years, whereas Job satisfaction is highly significant, when the age is less than 25 years.

**Christopher A. Craig, Myria W. Allen, Margaret F. Reid, , Cynthia K. Riemenschneider, Deborah J. Armstrong(2012)** in their study "The Impact of Career Mentoring and Psychosocial Mentoring on Affective Organizational Commitment (A.O.C), Job Involvement, and Turnover Intention" it is concluded that there is a significant relationship among psychosocial mentoring, employee outcomes of A.O.C and intention of turnover.

**James Sunday Kehinde (2012)** in his study "Talent Management: Effect on Organizational Performance" it is traced that the impact of talent management on the organizational operational efficiency found to be positive.

**Olckers, C., & Du Plessis, Y(2012)** in their study " The role of psychological ownership in retaining talent: A systematic literature review", it is found that psychological ownership is a comprehensive multi-faceted construct and differs from work related attitudes and it is capable of enabling organization in retaining talent such as skilled employees.

**Chandranshu Sinha, Ruchi Sinha (2012)** in their study "Factors Affecting Employee Retention: A Comparative Analysis of two Organizations from Heavy Engineering" author has considered managers from middle level of organization-A (EEPL) and organization - B (MBPL) and variables found from organization-A are in order "competence & relationship oriented; scholastic & futuristic oriented; developmental & reward oriented" whereas from organization-B are in order "relationship oriented; competence & scholastic oriented; reward oriented".

**Y.P.S. Kanwar, Dr. A.K. Singh, Dr. Amitabh Deo Kodwani (2012)** in their study "A Study of Job Satisfaction, Organizational Commitment and Turnover Intent among the IT and ITES Sector Employees" it is concluded that " information technology (IT) group of employees have demonstrated lower job satisfaction, less commitment to organization, comparing to Information Technology Enabled Services (ITES) group of employees hence, IT group of employees have demonstrated higher turnout intent; IT Male employees have demonstrated higher job satisfaction, lower turnout intent than that of IT female employees; job satisfaction has increased organizational commitment, in turn, job satisfaction, organizational commitment have demonstrated decreased intention of turnout".

**S.Kamal, Hazeen Fathima, C.Umarani (2012)** in their study "Study on Engineer's Retention in Indian Construction Industry" it is concluded that engineers attrition is influenced by various variables and they are competitive pay, job satisfaction, surplus job opportunities, paucity of growth opportunities, lack of respect from the superior's.

**Bidisha Lahkar Das, Dr. Mukulesh Baruah (2013)** in their study "Employee Retention: A Review of Literature" they have traced compensation practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, flexible working hour as employee retention variables.

**N. Hemalatha, Dr. A. Savarimuthu (2013)** in their study " A Study on Employee Retention Techniques" author has carried out focus study on "level of satisfaction of employee retention techniques at GB Engineering Enterprises Pvt.Ltd., Trichy and the retention techniques found to be salary, working conditions, job enrichment and education" and it is concluded that educational qualification of the respondents does not have significant association with over all retention techniques, retention techniques of management found to be as high as per 55% of the respondents, the remaining 45% of the respondents felt it is low.

**Dr.Tiwari, U., & Shrivastava, D (2013)** in their study "Strategies and Practices of Talent Management and their Impact on Employee Retention and Effectiveness", carried out focused study "the strategies and practices of talent management and their impact on employee retention and effectiveness of its execution at AREVA T&D India Ltd (now it is Alstom T&D India Limited)" it is concluded from chi-square analysis that a) age of the employees, satisfaction of the employees, have no significant rapport with respect to the talent management practice b) experience and satisfaction of employees have a significant rapport with respect to the talent management practice.

**Subhasree Kar & K. C. Misra (2013)** in their study "Nexus between Work Life Balance Practices and Employee Retention – The Mediating Effect of a Supportive Culture" it is concluded that employees can be more productive, provided work life is balanced, to achieve it, high supportive culture delineated by work time and work life flexibilities to be induced in the organization policy.

**Muhammad Rizwan , Nimra Shahzad , Qandeel Sheikh , Sania Batool, Maryam Riaz, Samina Siddique (2013)** in their study " Research on the Variables that have an Impact on Employee Satisfaction and Turnover Intention" it is concluded that job satisfaction had a positive rapport with respect of organization's justice, locus of control, organizational commitment variables but had a negative rapport with respect to turnover intention, unsatisfied employees at work, steadily develop a higher intention to quit the job compared to the satisfied and stabilized employees.

**Zhen Zhang, Woo-Hwan Lee, Young-Wha Choi, Sung-Hoon An (2013)** in their study "A Comparative Analysis of Job Stress of Field Managers and Workers in Korean Construction Projects ", it is found that there is a difference in stress levels among field managers to workers to construction field managers, workers earned job stress score less than the average scores of Korean male workers and also it is observed that personnel factors affect differently from field managers to workers to construction field managers.

**Paulette Holmes, Timothy Baghurst, Tina Chapman(2013)** in their study "Employee Job Embeddedness: Why People Stay" it is concluded that employees accept that their organization will consider career advancement, better leadership and job security factors while assessing the employee value and it increases the employee retention. In contrast, employees accepted that they are disparaged by their organization, if they perceive a lack of training and mentoring, knowledgeable leadership and dissemination.

**Dr. Mita Mehta; Aarti Kurbetti; Ravneeta Dhankhar (2014)** in their study "Review Paper – Study on Employee Retention and Commitment" they examined various pointers such as talent management strategies, work life balance, culture of the organization, compensation and benefits etc., influencing retention and commitment, from the study it is culminated that, no two organizations adopt similar kind of pointers in employee retention, but, organization do select and adopt suitable pointers according their specialization.

**V.B.Devibala, Dr.P.Anbuoli, T.Jothimurugan (2014)** in their study "Reason for Employee Retention", it is culminated that employee motivation, job relish, salary & perk, career moment and poor management factors consistently linked to turnover. A suitable retention strategy shall be devised based up on observed factors (i.e. from ex-employees or in service employees) that motivates the employees to stay or leave their organization.

**Masod, S., & Wani, T. A. (2014)** in their study "Talent Management: Sustaining the Right Talent A way forward for Indian Companies" it is concluded that senior decision makers support, policies and procedures, human resource professionals with a knowledge of professional needs, as well as workers on board in addition to company policies shall assist in successful enforcement of talent management.

**Lichia Yiu, Raymond Saner(2014)** in their study "Talent Attrition and Retention: Strategic Challenges for Indian Industries in the Next Decade " it is opined that a) to overcome higher attrition employers may happened to pay higher compensation and it increases higher operational costs, hence, without this measure employer cannot assure reduced attrition and ensures constructive performance, b) In the absence of competitive compensation in the competitive business environment, Indian companies may miss comparative advantage in global market and may remain unsuccessful in capturing new business from the business market, c) employer and employee commitment and employee job embeddedness may strengthen the bonding among employees, job development and job planning may enhance talent retention, d) individual development needs and the company strategic choices shall be achieved through learning and development of infrastructure.

**Dr. Yogita Mandhanya (2015)** in his study "A Study on Talent Retention Practices: Fostering Employee Retention" it is opined that to retain the employees, organizations required to practice retention policies such as mobilizing the work force, inducting, competitive pay, training and developing, better working environment, fringe benefits and healthy leadership.

**M. Aruna and J. Anitha (2015)** in their study "Employee Retention Enablers: Generation Y Employees" it is concluded that to retain generation Y (Gen-Y) in an enterprise, best of better mentoring support and luxurious work place to be contemplated as essentially important factors.

**Vidit Adhikari (2015)** in his study "Study of Costs & Benefits of Employee Retention Schemes in Construction Industry" it is opined that a) mass production may lay path for increased employee turnout, b) distinguished reputation may lead to increase in absenteeism of employees, c) high employee bonding may result increase in business cost, d) high organisational mastery leads to low Productivity, e) employee inspiration leads to low organisational grip, f) high employee involvement may leads to low market prominence, g) high employee-employer association leads to low employee inspiration, employee dedication & employee involvement.

**Mariyam Imna , Zubair Hassan (2015)** in their study "Influence of Human Resource Management practices on Employee Retention in Maldives Retail Industry" the findings are as follows: a) employee retention is not influenced by skill development and performance appraisal, b) employee retention influenced positively when skill development is linked with career advancement, appraisal linked with honour and compensation, and appraisal is linked with benefits, remuneration, and c) it is concluded that human resource practices such as career development, honour and acknowledgment, and fitness and wellbeing have a significant effect on employee retention.

**Jian-Qiao Chen, Zhi-Jin Hou, Xu Li, Kathi J. Lovelace, Yi-Ling Liu, Zhi-Li Wang (2015)** in their study "The Role of Career Growth in Chinese New Employee's Turnover Process" it traced that a) the correlation between career advancement and job satisfaction is found to be positive, where as career advancement and turnover intention is negatively correlated, b) job relish arbitrates career development effect on intention of turnover, c) person - organization (P-O) fit vastly emphatically career development, d) career development fully arbitrates P-O fit's culminates on job satisfaction.

**Chang-qin Lu, Jing-wei Sun, Dan-yang Du (2015)** in their study "The Relationships Between Employability, Emotional Exhaustion, and Turnover Intention: The Moderation of Perceived Career

Opportunity" it is found that a) Employability was negatively related to sentimental fatigue, employability slightly related to turnover intention post administering for baseline levels, b) Perceived Career Opportunity (PCO) moderated the negative relationship between employability and emotional exhaustion was strong (weak) when PCO within the organization was high (low). c) Employability was negatively related to turnover intention only when PCO was high. PCO should be given more attention.

**Allan Cheng Chieh Lu, Dogan Gursoy (2015)** in their study "Impact of Job Burnout on Satisfaction and Turnover Intention: Do Generational Differences Matter?" it is noted that there is a difference in opinion regarding relationship between job satisfaction and turnover intention, rapport between emotional exhaustion and job satisfaction and turnover intention with respect of generations.

**Xiaoqing Xie, Hanmin Liu, Huang Deng (2015)** in their study "Psychological Contract Breach and Turnover Intention: The Intermediary Role of Job Satisfaction" it is observed that there is a) a psychological contract breach (PCB) has salient adversarial consequence on job satisfaction (JS) and approbatory consequence on turnover intention (TI) b) JS has a remarkable adversarial consequence on TI and JS has fond intervening consequence on the affinity betwixt PCB and TI.

**Divya Dwivedi (2016)** in her study "Talent Attrition and Retention: A Review of Literature" it is found that a) geriatric, job satisfaction (JS), term, job image, met likelihood, organizational engagement are consistently related to turnover intentions and employee tend to stay at job satisfaction hence lower turnover, b) it is found through a meta-analysis that higher JS, lower is the individual intention to quit the job, c) reinstatement, training expenses have a direct impact on organizational expenditure, capacity and achievement, d) the intention of retaining employees is to hold expertise, skill within the company and to stop developing the competitors, if it is allowed, the organization has to face adverse effect on capacity and service delivery e) skill shortage, non availability of expertise in labour market influencing the organization in retaining the key employees in the order of succeeding in the competitive business environment.

**Yasmin Janjhua, Rashmi Chaudhary & Ruma Sharma (2016)** in their study "An Empirical Study on Antecedents of Employee Retention and Turnover Intentions of Employees" it is suggested that a) organizations has to vouch the factors strongly influencing turnover intention from time to time and same shall be enforced, if they are not part of the policy of their organization, b) admonish the employees regarding their career growth, c) to learn the reasons of turnover through an exist interview, infer the factors and incorporate these factors in policies for future practice, in turn it will result the low turnover.

**Subhendu Chakrabarti, Sumana Guha (2016)** in their study "Differentials in Information Technology Professional Category and Turnover Propensity: A Study" it is concluded that a) young employee aspire for better competitive pay package, organization brand, elevated position in a chronological order, b) employee demeanour against life and work may influence turnover intention.

**Azeez, Rasheed Olawale, Jayeoba, Foluso Ilesanmi, Adeoye, Abayomi Olarewaj (2016)**, in their work "Job Satisfaction, Turnover Intention and Organizational Commitment" it is noted that a) There is a fascinating decisive rapport among employee's job satisfaction (JS) and turnover intention (TI), b) there is no analytically compelling rapport among JS and organizational commitment (OC), c) there is a compelling rapport among TI and OC, d) it is to conclude that there is decisive rapport among JS and TI.

**Carolina Machado Dias Ramalho Luz, Sílvia Luiz de Paula and Lúcia Maria Barbosa de Oliveira, (2016)** in their study "Organizational commitment, job satisfaction and their possible influences on intent to turnover" it is concluded that a) the emotional and regularizing engagement and gratification with pay, promotions and nature of the work are correlated with the intention of negative turnover undoubtedly, b) among the demographic factors, only the age showed a adverse interrelationship with intent to turnover.

**Corine Boon, Michal Biron (2016)** in their study "Temporal issues in person-organization fit, person-job fit and turnover: The role of leader-member exchange" author has considered data from two waves (T1 and T2, respectively) and turnover data collected after two years period (T3) employed in an superannuated care organization in the Netherlands and it is found that a) person-organization fit at T1 is firmly associated with person-job fit at T2, but only for employees in high-quality leader-member swap rapport, b) Higher needs-

supplies fit at T2 is associated with lower turnover at T3, in contrast, among employees in high-quality leader–member swap rapport, the demands–abilities dimension of person–job fit at T2 is associated with higher turnover at T3.

**Sean P. McGinley, Larry Martinez (2016)** in their study "The Moderating Role of Career Progression on Job Mobility: A Study of Work–Life Conflict" hotel managers intention to leave the organization has been considered to examine the consequence of work-life conflict and actual (study 1); consequence of work-life conflict and perceived progression (study 2). a) study 1, has resulted positive rapport among consequence of work-life conflict and turnover, b) study 2, has resulted positive rapport among consequence of work-life conflict career change, intentions were found among actual hotel managers and also it is understood that job mobility consequence was powerful among those with less progression in their careers. It is concluded from the outcome, that a varied understanding of the high turnover rate in hospitality industry.

**Jutta Lang, Marcel Kern, Dieter Zapf (2016)**, in their study "Retaining High Achievers in Times of Demographic Change. The Effects of Proactivity, Career Satisfaction and Job Embeddedness on Voluntary Turnover", it is found that there is entangle positive rapport among effects of proactivity, voluntary turnover.

**Schlechter, A.F., Syce, C. & Bussin, M.,(2016)** in their study "Predicting voluntary turnover in employees using demographic characteristics: A South African case study" it is found that a) Five variables found to have statistically eloquent predictive value: age, years of service, cost centre, performance score and the interaction between number of dependants out of 14 demographic variables, when tested, b) couple of demographic variable have a certain role to play in inferring and anticipating voluntary turnover.

**Manikanth Kanapur, Vinod Kumar Deeravath(2017)** in their study "A Study on Retention Analysis of Employees Working in Indian Construction Industry" it is observed that a) employees have priority at competitive compensation package, child and adult care facility, flexi work structure, better work environment etc., than that of personal parameters, b) committed married employees were found to be strained due to family enlargement with added family responsibilities, c) gain in age and experience goes hand in hand over a period of time and experience always have advantage of employee turnover provided employee gains experience.

**Magda Elena Minaya Bedon (2017)** in her study "Job Satisfaction Influence on Turnover Intention (The case of a Peruvian Machinery Supplier for Constructing and Mining (PMSCM))" it is noted that the a) there is a rapport among job satisfaction (JS), turnover intention (TI) of employees in the PMSCM, b) the determinant of JS was compensation which had statistically powerful consequence on turnover intention of PMSCM employees, c) recognition, supervisor and co-workers determinants of JS statistically trivial consequence on TI of PMSCM employees, d) Aged employees prone to leave the PMSCM than the younger employees, personal issue might be influencing aged employees turnout intention.

**Emmanuel Twumasi Ampofo, Dr Alan Coetzer, Dr Pattanee Susomrith, Dr Sineenat Rermlawan (2017)** in their study "The job embeddedness-turnover intentions relationship: Evidence from Thailand" it is noted that each of these sub-dimensions (links, fit and sacrifice) was significantly and negatively associated with turnover intentions.

**Erin E. Makarius, Charles E. Stevens, Aino Tenhiälä (2017)** "Tether or Stepping Stone? The Relationship between Perceived External Reputation and Collective Voluntary Turnover Rates" it is noted that a) reputation results in stepping stone effects in certain signalling environment including, firms are in more benevolent industries are younger, have competitive compensation package, b) tethering effects are observed when firms are in less altruistic industries, are older and have lower pay levels.

**Nopphong Kerdngern and Phithagorn Thanitbenjasith (2017)** in their study "Influence of contemporary leadership on job satisfaction, organizational commitment, and turnover intention: A case study of the construction industry in Thailand" it is noted that the a) quantitative results that contemporary leadership (CL) deployed a direct applauding impact on job satisfaction (JS), organizational commitment (OC) and a direct pessimistic impact on turnover intention (TI), b) qualitative results were mostly agreeable with the

quantitative results barring the OC aspect where the interviewees connected the prominent value to the OC's pecuniary components, as opposed to the quantitative results.

**Christopher S. Reina, Kristie M. Rogers, Suzanne J. Peterson, Kris Byron, Peter W. Hom (2017)** in their study "Quitting the Boss? The Role of Manager Influence Tactics and Employee Emotional Engagement in Voluntary Turnover (2017)" it is noted that a) employee voluntary turnover remains in force even after managers exhilarating appeals and or applying pressure, b) emotional engagement found to be significant and unique mediating mechanism even job satisfaction (the traditional attitudinal predictor of turnover) was also included in the multilevel path model.

**Lishani Letchmiah, Adèle Thomas (2017)** in their study "Retention of high-potential employees in a development finance company" it is found that retention of high potential employees has been influenced by leadership and organisational culture, organisational purpose, developmental opportunities, meaningful work and collegiality determinants.

**Miehe Marais, Antoni Barnard, Cebile Mensele (2017)** in their study "Retention and Engagement of Generation Y Engineers", it is found that the a) hygiene, task and work setup engagement, career engagement variables shall be considered in retention of the Generation Y engineers, b) career engagement may influence the retention behaviour of Generation Y engineers

**Ms. Kritika Gupta (2018)** in her study "Talent Management" it is mentioned that a) best talent management (TM) practicing companies will put themselves in a better position for long term growth in work performance for years to come, b) policy makers should held responsible for defining clear job roles, outlining necessary skill level and also competencies for each and decides the suitable incentives, rewards and compensation by which success will be measured, c) in general, management establishes the necessary standards to ensure that the organization may have right person with right skill in the right job and in correct time in achieving the strategic goals at all levels.

**Dr. Sasmita Mishra (2018)** in her study "Talent Management Strategies for A New Era With The Rapid Development of Infrastructure" it is concluded that Exit interviews are very vital and help in understanding employees turn over correctly and organizations are suppose to have proper talent management strategies with regard to recruiting, retaining, training and developing, appropriate organisational culture, developing leadership etc; succession planning; replacement planning; competency management.

**Priyanka Yadav (2018)** in her study "A Study Regarding Talent Management Practices (TMP) in IT Firm With Special Reference To Gurugram City" it is concluded that the factors of TMP in order is reward and recognition, organizational culture and policies, compensation and benefits, career growth and development.

**Prof. Choden Goperma, Ms. Somasree Dolai (2018)** in their study "An Analysis of Factors Influencing Employees Intention to Stay in The Organization" it is concluded that in order to increase in retaining employees, organization may adopt and address variables, such as job satisfaction, organizational culture, recruitment and selection, career advancement and job security.

**Mrs.A.Mary Francia (2018)** in her study "Employee Retention Strategies in Indian IT Companies" it is concluded that a) the basic purpose of retention strategies is to rise the employee satisfaction, to uplift the employee morale, b) the retention strategies are positive work environment, psychometric assessments, compensation and perquisites, enriching the employee engagement and constant innovation, flexibility, opportunity for advancement.

**Swati Mishra, Malabika Sahoo (2018)** in her study "Realizing Employee Retention in The Era of Technological Revolution: An Overview" it is concluded that a) in case of limited resources, the organization may outsource the retention programmes, b) third party specialists can also be engaged in finding out root cause of workforce turnover intention and challenges, thereafter organization adopt a suitable action plan which fits in to their requirement, c) organization should put an effort to make employee that they are valued as an asset to the organization by considering their needs and enforcing the retention strategies i.e. employee

friendly, d) employees turnover may reduce by engaging the retention strategies, e) organization should address employee concerns by respecting their opinions, ideas, issues and challenges.

**Mr. K HARISH, Mr. IRFAN EC (2018)** in their study "A Study Report on Causes And Effects of Employee Turnover in Construction Industry" it is concluded that a) attrition referred as the position is not filled with a new employee and employment relationship will come to end due to superannuation, job elimination or employee's demise, b) turnover referred as the total head count of an organization remains constant, it shall be classified as voluntary and involuntary turnover, employee may leave due to better compensation package, elevated positions etc. in other organizations.

**Priyada Sudhakaran, Dr.G.Senthilkumar (2019)** in their work "Retention of Valuable Talent: Developing an Effective Retention Strategy for Technology Professionals in India using Structural Equation Modelling", it is concluded that a) compensation, perquisites, career advancement, leadership, work requirements and work-life balance etc., were identified as the retention pillars, b) in this study of retention of software professionals is considered as endogenous (dependent) variable and retention strategies (Pay, Benefits, Career Development, Leadership, Work Aspect and Work and Family demand) is considered as exogenous (independent) variables, c) structural equation model can be used to understand the reasons of voluntary turnover.

**Shikweni, S., Schurink W., & Van Wyk, R (2019)** in their study "Talent management in the South African construction industry", it is found that the talent management practices if effectively implemented it will yield efficacious attitudinal, behavioural and performance outcomes, in turn it translate into attracting and retaining talent.

**Ikechukwu Emmanuel Irabor, Ugo Chuks Okolie (2019)** in their study "A Review of Employees' Job Satisfaction and its Affect on Their Retention", it is found that the a) talent management in the construction industry expect mutual actions from the organisation as well as from their talented employees, b) internal expeditors drive business consequences, in alignment with a well-crafted strategy, c) a regulatory framework should go along with labour market dynamics and diversity, d) consider the internal and external enablers, e) effective implementation of talent management practices yields talent sustainability and competitiveness.

**Ihamäki Taija, Vogt Cornelia (2019)** in their study "What Makes Talent Stay?" it is concluded that skill up gradation, better pay package and perquisites, flexi hours and living style, organizational philosophy (work environment/superintendence/employee involvement /organizational justice) and organizational prestige constructs will influence employees to stay back.

**Dr. S. Rabiyyathul Basariya and Dr. Ramyarrzgarahmed(2019)** in their study "A Study on Attrition – Turnover Intentions of Employees" it is concluded that quality work life (QWL), career development, business hours, personnel/family purpose, and rapport with internal counterpart, well being, working environment, and pay package constructs have effect on turnover intention.

**Nidhi (2019)** in her study "Employee Turnover – Reasons and Strategies to Control It" it is concluded that the a) turnover is categorized as voluntary and involuntary turnover, b) variables for turnover may be discourteous conduct; work-life imbalance; the job did not meet expectations; employee upset, underestimated ones feeling; educating and evaluation are incomplete; decision-making ability is inadequate; people skills are inadequate; organizational uncertainty; no elevation and career advancement of an employee; disturbed faith and confidence; no more growth opportunities, c) strategies to control employee turnover are attracting the best candidates, invest in growth and potential opportunities, set Accurate expectations, communication clearly, purposeful work, recognize contribution, breed a new generation of leaders strategies are proposed.

**Dr. Arunangshu Giri , Dr. Sourav Gangopadhyay , Jayeeta Majumder, Dr. Pradip Paul (2019)** in their work "Model Development for Employee Retention in Indian Construction Industry Using Structural Equation Modeling (SEM)" it is concluded that the a) employee retention influenced by working environment, minimum amenities, range of scope & chance, employee gratification, b) to analyze the impact of those

factors on the employee retentions a structural equation model (SEM) developed using AMOS software, c) the identified variables have outstanding rapport with the employee retention.

**Ashik Mohammed Ismail, Shibi Varghese (2019)** in their study "Analysis of Employee Turnover in Construction Industry in Kerala" it is noted that the turnover of employee due to various reasons which can be voluntary or involuntary & the observant study on voluntary turnover and the results of the spearman's rank correlation study found that there is significant correlation among the overall job satisfaction factors such as monetary benefits, job security, ethics and integrity, sense of accomplishment, technical knowledge to perform work, chances to learn new things, relationship with co-workers, working in teams.

#### **5. Summary of Identified Gaps:**

- a) A lot of research has been done on talent turnout, however there is dearth of research when it comes to talent turnout with respect to civil engineers from construction industry.
- b) The available research work with respect of an employees of an organization, which are under controlled environment and stationed geographically at a location, whereas, civil engineers erect the projects under open skies and in an uncontrolled environmental conditions and had to migrate to new project location, as and when projected completed in all respects.
- c) Couple of civil engineers may required to discharge their duties from head office as well from project site office, office level civil engineers used to be stationed geographically at a location, where as project site level engineers tend to move from a project location to next/other project location, it can be concluded that they tend move with the project requirements.
- d) Few civil works required to be completed in coordination and coopeation with varied engineering departments.

#### **6. CONCLUSION:**

Employee/Talent turnover found to be common in the competitive business world. From the literature review the following points have been summarized and they as follows:

The constructs/variables influencing the employee turnout intention shall be age, career growth, chances to learn new things, child and adult care, compensation and benefits, decision making flexibility, emotional exhaustion, employee involvement, employee misalignment, ethics and integrity, faith and confidence, feeling undervalued, growth opportunities, higher company brand name, hygiene factors, individual and family reasons, job enlargement, job enrichment, job image, job satisfaction, job security, leadership quality, met expectations, organizational commitment, organizational culture, organizational instability, organizational justice, organizational prestige, people skill adequacy, relationship with seniors and co-workers, reorganization, rude behaviour, sense of accomplishment, technical knowledge to perform work, tenure, welfare measures, professional life and family life demands, professional life and family life balance, work setup engagement, working environment, scope and opportunities, working hours, working in teams and communication are persistently associated to intention of turnover and the actual turnover etc.,

To retain employees, organization specific strategies have been practiced and few of them are attracting the best candidates, training and development, salary and benefits, exit interview and feedback, psychometric testing, succession and replacement planning, competency management, flexibility at work, listening to employees and respecting their ideas and concerns etc.

From the literature survey, it is concluded that few constructs that motivates the employees turnout intention remain same with all kinds of organization employees, but it has been observed an exclusive constructs that impacts the employee turnout intention which is exclusive in nature with respect to their exclusive organization, hence it shall be concluded that the constructs of employee turnout intention may differ from one organization to other organization.

#### **REFERENCES**

- [1] Du Plooy, J., & Roodt, G (2010), "Work engagement, burnout and related constructs as predictors of turnover intentions", SA Journal of Industrial Psychology, Vol.36(1), Art. #910, 13 pages.

- [2] Irshad, Muhammad (2011) "Factors Affecting Employee Retention: Evidence from Literature Review" *Abasyn Journal of Social Sciences* 2011, Vol. 4 Issue 1, 19pages 84-102pp.
- [3] Botha, A., Bussin, M., & De Swardt, L.(2011), "An employer brand predictive model for talent attraction and retention" *SA Journal of Human Resource Management*, 9(1), Art. #388, 12 pages.
- [4] P.A. Grobler and A.J. de Bruyn (2011) " Flexible Work Practices (FWP)–An effective instrument in the retention of talent: A survey of selected JSE-listed companies" *S.Afr.J.Bus.Manage.*2011, 42(4); 63-78pp.
- [5] Opas Piansoongnern, Pacapol Anurit and Sureeporn Kuiewattananonta (2011), "Talent management in Thai cement companies: A study of strategies and factors influencing employee engagement", *African Journal of Business Management*, 4 March, 2011, Vol.5 (5), 1578-1583pp.
- [6] K. Sandhya and D. Pradeep Kumar, (2011), "Employee Retention by Motivation", *Indian Journal of Science and Technology*, Vol. 4, No. 12, Dec 2011, 1778- 1782.
- [7] Rajashik Roy Choudhury, Varun Gupta, (2011), " Impact of Age on Pay Satisfaction and Job Satisfaction Leading to Turnover Intention: A Study of Young Working Professionals in India", <https://journals.sagepub.com/doi/10.1177/0258042X1103600404>, Sage Journals, Volume: 36 issue: 4, page(s): 353-363.
- [8] Christopher A. Craig, Myria W. Allen, Margaret F. Reid, , Cynthia K. Riemenschneider, Deborah J. Armstrong (2012), "The Impact of Career Mentoring and Psychosocial Mentoring on Affective Organizational Commitment, Job Involvement, and Turnover Intention", <https://journals.sagepub.com/doi/10.1177/0095399712451885>, Sage journals, Volume: 45 issue: 8, 949-973pp.
- [9] James Sunday Kehinde (2012), "Talent Management: Effect on Organizational Performance", *Journal of Management Research* ISSN 1941-899X, 2012, Vol. 4, No. 2 ,178-186pp.
- [10] Olckers, C., & Du Plessis, Y(2012), " The role of psychological ownership in retaining talent: A systematic literature review", *SA Journal of Human Resource Management*, 10(2), Art. #415, 18 pages.
- [11] Chandranshu Sinha, Ruchi Sinha (2012), "Factors Affecting Employee Retention: A Comparative Analysis of two Organizations from Heavy Engineering ", *European Journal of Business and Management*, SSN 2222-1905 (Paper) ISSN 2222-2839 (Online), Vol 4, No.3.
- [12] Y.P.S. Kanwar, Dr. A.K. Singh, Dr. Amitabh Deo Kodwani (2012), "A Study of Job Satisfaction, Organizational Commitment and Turnover Intent among the IT and ITES Sector Employees", <https://journals.sagepub.com/doi/10.1177/097226291201600103>, Sage publications, Volume: 16 issue: 1, 27-35pp.
- [13] S.Kamal, Hazeen Fathima, C.Umarani (2012), "Study on Engineers' Retention in Indian Construction Industry", *Applied Mechanics and Materials*, Trans Tech Publications, Switzerland, Vols. 174-177 (2012) 2778-2781pp.
- [14] Bidisha Lahkar Das, Dr. Mukulesh Baruah (2013), "Employee Retention: A Review of Literature", *IOSR Journal of Business and Management*, e-ISSN: 2278-487X, p- ISSN: 2319-7668, Volume 14, Issue 2 (Nov. - Dec. 2013), PP 08-16.
- [15] N. Hemalatha, Dr. A. Savarimuthu (2013), "A Study on Employee Retention Techniques", *Journal of Business Management & Social Sciences Research (JBM&SSR)*, ISSN No: 2319-5614, Volume 2, No.8, August 2013; 45-49pp.
- [16] Dr.Tiwari, U., & Shrivastava, D (2013), "Strategies And Practices of Talent Management and Their Impact on Employee Retention and Effectiveness", *The International Journal of Management*, ISSN 2277-5846; 2, (4) 1-10pp.
- [17] Subhasree Kar & K. C. Misra (2013), "Nexus between Work Life Balance Practices and Employee Retention – The Mediating Effect of a Supportive Culture ", *Asian Social Science*, ISSN 1911-2017 E-ISSN 1911-2025 Vol. 9, No. 11; 63-69 pp.
- [18] Muhammad Rizwan , Nimra Shahzad , Qandeel Sheikh , Sania Batool, Maryam Riaz , Samina Siddique (2013), "Research on The Variables That Have an Impact on Employee Satisfaction and Turnover Intention", *International Journal of Research in Commerce, Economics & Management*, Volume No. 3 (2013), Issue No. 03 (March), 131-138pp.

- [19] Zhen Zhang, Woo-Hwan Lee, Young-Wha Choi, Sung-Hoon An (2013), "A Comparative Analysis of Job Stress of Field Managers and Workers in Korean Construction Projects", *Journal of Building Construction and Planning Research*, 2013, 1, 55-60 pp.
- [20] Paulette Holmes, Timothy Baghurst, Tina Chapman(2013), "Employee Job Embeddedness: Why People Stay" *International Journal of Business Management and Economic Research*, ISSN: 2229-6247, Vol 4(5), 2013, 802-813pp.
- [21] Dr. Mita Mehta; Aarti Kurbetti; Ravneeta Dhankhar (2014), "Review Paper – Study on Employee Retention and Commitment", *International Journal of Advance Research in Computer Science and Management Studies*; ISSN: 2321-7782 (Online), Volume 2, Issue 2, 154-164pp.
- [22] V.B.Devibala, Dr.P.Anbuoli, T.Jothimurugan (2014), "Reason for Employee Retention", *Indian Journal of Applied Research*, ISSN - 2249-555X, Volume 4, Issue 4, Special Apr Issue 2014, 79-81pp.
- [23] Masod, S., & Wani, T. A. (2014) "Talent Management: Sustaining the Right Talent A way forward for Indian Companies", *Journal of Global Information and Business Strategy*, 1(6), 70-73pp.
- [24] Lichia Yiu, Raymond Saner(2014), "Talent Attrition and Retention: Strategic Challenges for Indian Industries in the Next Decade", *Elite Research Journal of Accounting and Business Management*, January, 2014, Vol. 2(1), 1- 9 pp.
- [25] Dr. Yogita Mandhanya (2015), "A Study on Talent Retention Practices: Fostering Employee Retention", *Pacific Business Review International*, Volume 7, Issue 9, March 2015 40-49pp.
- [26] M. Aruna and Dr. J. Anitha (2015) "Employee Retention Enablers: Generation Y Employees", *SCMS Journal of Indian Management*, July - September 2015; 94- 103pp.
- [27] Mariyam Imna , Zubair Hassan (2015) "Influence of Human Resource Management practices on Employee Retention in Maldives Retail Industry" *International Journal of Accounting, Business and Management (IJABM)*, April 2015, Volume 3, No.1, 54-87 pp.
- [28] Jian-Qiao Chen, Zhi-Jin Hou, Xu Li, Kathi J. Lovelace, Yi-Ling Liu, Zhi-Li Wang (2015) , "The Role of Career Growth in Chinese New Employee's Turnover Process", <https://journals.sagepub.com/doi/10.1177/0894845315571412>, *Sage Journals*, Volume: 43 issue: 1, 11-25pp.
- [29] Chang-qin Lu, Jing-wei Sun, Dan-yang Du (2015), "The Relationships Between Employability, Emotional Exhaustion, and Turnover Intention: The Moderation of Perceived Career Opportunity", <https://journals.sagepub.com/doi/10.1177/0894845315576372>, *Sage Journals*, Volume: 43 issue: 1, 37-51pp.
- [30] Allan Cheng Chieh Lu, Dogan Gursoy (2015), "Impact of Job Burnout on Satisfaction and Turnover Intention: Do Generational Differences Matter?", <https://journals.sagepub.com/doi/10.1177/1096348013495696>, *Sage Journals*, Volume: 40 issue: 2, 210-235pp.
- [31] Divya Dwivedi (2016) "Talent Attrition and Retention: A Review of Literature", *Advances in Economics and Business Management (AEBM)*, Volume 3, Issue 9; October-December, 2016, 889-892 pp.
- [32] Yasmin Janjhua, Rashmi Chaudhary & Ruma Sharma (2016), "An Empirical Study on Antecedents of Employee Retention and Turnover Intentions of Employees", *International Journal of Research in Business Management*, Vol. 4, Issue 5, May 2016, 1-10pp.
- [33] Subhendu Chakrabarti, Sumana Guha (2016), "Differentials in Information Technology Professional Category and Turnover Propensity: A Study" *Sage Journals*, <https://journals.sagepub.com/doi/10.1177/0972150916631086>, Volume: 17 issue: 3\_suppl, page(s): 90S-106S.
- [34] Azeez, Rasheed Olawale, Jayeoba, FolusoIlesanmi, Adeoye, Abayomi Olarewaj (2016), "Job Satisfaction, Turnover Intention and Organizational Commitment", *BVIMSR's Journal of Management Research*, Vol. 8 Issue - 2 : October : 2016,102 to 114pp.
- [35] Carolina Machado Dias Ramalho Luz, Sílvia Luiz de Paula and Lúcia Maria Barbosa de Oliveira, (2016) "Organizational Commitment, Job Satisfaction and their possible Influences on Intent to Turnover", *Revista de Gestão*, Emerald Publishing Limited, Vol. 25 No. 1, 2018, 84-101pp.
- [36] Corine Boon, Michal Biron (2016), "Temporal Issues in Person–Organization Fit, Person–Job Fit And Turnover: The Role of Leader–Member Exchange", *human relations* ; [hum.sagepub.com](http://hum.sagepub.com), 2016, Vol. 69(12) 2177 –2200pp.

- [37] Sean P. McGinley, Larry Martinez (2016), "The Moderating Role of Career Progression on Job Mobility: A Study of Work–Life Conflict", <https://journals.sagepub.com/doi/10.1177/1096348016678449>, Sage Journals, Volume: 42 issue: 7, 1106-1129 pp.
- [38] Jutta Lang, Marcel Kern, Dieter Zapf (2016), "Retaining High Achievers in Times of Demographic Change. The Effects of Proactivity, Career Satisfaction and Job Embeddedness on Voluntary Turnover", *Psychology*, ISSN Online: 2152-7199, ISSN Print: 2152-7180, 2016, 7, 1545-1561pp.
- [39] Schlechter, A.F., Syce, C. & Bussin, M.,(2016), "Predicting Voluntary Turnover in Employees Using Demographic Characteristics: A South African Case Study", *Acta Commercii - Independent Research Journal in the Management Sciences*, ISSN: (Online) 1684-1999, (Print) 2413-1903, 10 pages.
- [40] Manikanth Kanapur, Vinod Kumar Deeravath (2017), "A Study on Retention Analysis of Employees Working in Indian Construction Industry", *International Journal for Research in Applied Science & Engineering Technology*, ISSN: 2321-9653; Volume 5 Issue VIII, August 2017, 1290 -1295pp.
- [41] Emmanuel Twumasi Ampofo, Dr Alan Coetzer, Dr Pattanee Susomrith, Dr Sineenat Rermlawan (2017), "The Job Embeddedness-Turnover Intentions Relationship: Evidence from Thailand", <https://www.researchgate.net/publication/314094372>.
- [42] Erin E. Makarius, Charles E. Stevens, Aino Tenhiälä (2017), "Tether or Stepping Stone? The Relationship between Perceived External Reputation and Collective Voluntary Turnover Rates", <https://journals.sagepub.com/doi/10.1177/0170840617693269>.
- [43] Nopphong Kerdngern and Phithagorn Thanitbenjasith (2017), "Influence of contemporary leadership on job satisfaction, organizational commitment, and turnover intention: A case study of the construction industry in Thailand", *International Journal of Engineering Business Management*, Volume 9: 1–8pp.
- [44] Christopher S. Reina, Kristie M. Rogers, Suzanne J. Peterson, Kris Byron, Peter W. Hom(2017) "Quitting the Boss? The Role of Manager Influence Tactics and Employee Emotional Engagement in Voluntary Turnover (2017)" <https://journals.sagepub.com/doi/10.1177/1548051817709007>, Volume: 25 issue: 1, 5-18pp.
- [45] Lishani Letchmiah, Adèle Thomas (2017), "Retention of high-potential employees in a development finance company", <https://doi.org/10.4102/sajhrm.v15i0.924>, *SA Journal of Human Resource Management*, ISSN: (Online) 2071-078X, (Print) 1683-7584.
- [46] Mieke Marais, Antoni Barnard, Cebile Mensele (2017), "Retention and Engagement of Generation Y Engineers", *The Scientific Journal for Theory and Practice of Socio- economic Development*, 2017, 6(11), 75 - 96pp.
- [47] Ms. Kritika Gupta (2018), "Talent Management", *International Journal of Enhanced Research in Management & Computer Applications*, Volume 7 Issue 3, March-2018; 28-30pp.
- [48] Dr. Sasmita Mishra (2018) "Talent Management Strategies for A New Era With The Rapid Development of Infrastructure", *International Journal of Emerging Technologies and Innovative Research*, ISSN:2349-5162, August-2018, Vol.5, Issue 8, 665-667 pp.
- [49] Priyanka Yadav (2018) "A Study Regarding Talent Management Practices (TMP) in IT Firm With Special Reference To Gurugram City", *International Journal of Emerging Technologies and Innovative Research*, ISSN:2349-5162, September-2018, Vol.5, Issue 9, page no.191-194.
- [50] Prof. Choden Goperma, Ms. Somasree Dolai (2018), "An Analysis of Factors Influencing Employees Intention to Stay in The Organization", *International Journal of Emerging Technologies and Innovative Research*, ISSN-2349-5162 ,January 2018, Volume 5, Issue 1 ; 970-983pp.
- [51] Mrs.A.Mary Francia (2018), "Employee Retention Strategies in Indian IT Companies", *International Journal of Emerging Technologies and Innovative Research*, ISSN:2349-5162, August-2018, Vol.5, Issue 9, 853-857 pp.
- [52] Swati Mishra, Malabika Sahoo (2018) "Realizing Employee Retention in The Era of Technological Revolution: An Overview" *International Journal of Mechanical Engineering and Technology (IJMET)*, Volume 9, Issue 3, March 2018, 484–489 pp.

- [53] Mr. K Harish, Mr. Irfan EC (2018) " A Study Report on Causes And Effects of Employee Turnover in Construction Industry" International Research Journal of Engineering and Technology, e-ISSN: 2395-0056, p-ISSN: 2395-0072, Volume: 05, Issue: 12, Dec 2018, 483-486pp.
- [54] Priyada Sudhakaran, Dr.G.Senthilkumar (2019) "Retention of Valuable Talent: Developing an Effective Retention Strategy for Technology Professionals in India using Structural Equation Modelling ", International Journal of Recent Technology and Engineering (IJRTE), September 2019, ISSN: 2277-3878, Volume-8 Issue-3, 2833-2843pp.
- [55] Nidhi (2019) "Employee Turnover – Reasons and Strategies to Control It", International Journal of Emerging Technologies and Innovative Research (JETIR), ISSN-2349-5162 January 2019, Volume 6, Issue 1, 383-389pp.
- [56] Dr. Arunangshu Giri , Dr. Sourav Gangopadhyay , Jayeeta Majumder, Dr. Pradip Paul (2019) "Model Development for Employee Retention in Indian Construction Industry Using Structural Equation Modeling (SEM)", International Journal of Civil Engineering and Technology (IJCIET), Volume 10, Issue 04, April 2019, 1291- 1299pp.
- [57] Ashik Mohammed Ismail, Shibi Varghese (2019) "Analysis of Employee Turnover in Construction Industry in Kerala", International Research Journal of Engineering and Technology, e-ISSN: 2395-0056, p-ISSN: 2395-0072, Volume: 06 Issue: 06, June 2019, 647-651pp.
- [58] Shikweni, S., Schurink W., & Van Wyk, R (2019) "Talent management in the South African construction industry", <https://doi.org/10.4102/sajhrm.v17i0.1094>, SA Journal of Human Resource Management, 17(0), a1094.
- [59] Ikechukwu Emmanuel IRABOR, Ugo Chuks OKOLIE (2019), "A Review of Employees' Job Satisfaction and its Affect on Their Retention", Annals of Spiru Haret University. Economic Series, 19(2), 93-114pp.
- [60] Dr. S. Rabiyyathul Basariya and Dr. Ramyarrzgarahmed(2019) "A Study on Attrition – Turnover Intentions of Employees", International Journal of Civil Engineering and Technology, 10(1), 2019, 2594–2601pp.

**Thesis:**

- [1] Vidit Adhikari, Study of Costs & Benefits of Employee Retention Schemes in Construction Industry, Master of Engineering Project Management, School of Engineering, Faculty of Design and Creative Technologies Auckland University Of Technology 2015.
- [2] Magda Elena Minaya Bedon (2017) "Job Satisfaction Influence on Turnover Intention (The case of a Peruvian Machinery Supplier for Constructing and Mining (PMSCM))" Thesis · September 2016 DOI: 10.13140/RG.2.2.34993.17767 September 2016.
- [3] Ihamäki Taija, Vogt Cornelia (2019), "What Makes Talent Stay?- Enhancing the Retention of IT Knowledge Workers ", Jonkoping University, International Business School.