

*Original Article*

# The Relationship between Non-Financial Rewards and Employee Retention in the Retail Industry: A Case Study of a Supermarket Chain Group in Hong Kong

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**Abstract:** *Stable and high-quality employment relationships and increased employee retention are the increasingly fierce competition among companies. Employers need to use strategic human resource management in the organization to attract and retain talent. A good employer can enhance the competitive advantage of an enterprise and is an important strategy for motivating and attracting talent. This study looked at the connection between non-financial benefits and staff retention in the retail business using one of the biggest grocery chains in Hong Kong as the research object. A quantitative research method was adopted to get detailed information through the questionnaire with 361 employees of supermarkets. The research results show that more than half of the employees are satisfied with the non-financial rewards given by employers. Learning opportunities achieved the highest mean score, whereas recognition obtained the lowest mean score. Non-financial benefits and staff retention have a strong beneficial association. Employers should use non-monetary strategies to retain talents such as satisfying employees' sense of achievement, stimulating the potential of employees through education and training, establishing a fair and reasonable appraisal system, and facing employees' problems with sincerity.*

**Keywords:** *Non-financial rewards, Employee Retention, Job Satisfaction, Retain Talents.*

## I. INTRODUCTION

There are 250,277 employees in retail industry who face 7.48 million Hong Kong residents and 3.57 million passengers (Census and Statistics Department, 2021) in 2020. It is regarded by the public as a "low threshold" industry, however the demand for talents has become higher and higher in recent years. In fact, practitioners face different challenges in the current retail supply chain. They need to break through the challenges and actively promote their professional knowledge and skills through further studies to enhance their knowledge and skills.

The Liantang Port, the sixth border crossing between Shenzhen and Hong Kong, the Hong Kong-Zhuhai-Macau Bridge, and the Guangzhou-Shenzhen-Hong Kong Express Train Connection will all open in late 2018. They will bring numerous consumer sources and aid in the development of Hong Kong's tourism sector. The rapid development of Guangdong and the Guangdong-Hong Kong-Macau Bay Region will likewise present Hong Kong with a fresh set of commercial opportunities. Retailers can attract more customers from Guangdong and other regions or explore the new market of Bay Area for huge consumption potential. At the same time, the surrounding economic environment is improving. The global market is gradually picking up and the Hong Kong dollar is falling against major currencies have created a good environment for the development of Hong Kong's retail industry in coming decade. However, the retail industry still faces many challenges. Taobao, Jingdong, and other e-commerce companies have risen rapidly. Customers can purchase the products all over the world. Therefore, the retail industry should actively seek change, respond to changes in the market environment and continue to innovate, find ways to attract customers and enhance consumption, and upgrade the knowledge and skills of workforce.

### A) Problem Statement

Supermarkets are no longer affordable to waste their experienced workforce in today's competitive business environment. It is challenging for managers to attract, retain, and motivate their subordinates to reduce employee turnover rate (Stamolampros et al., 2019). They must use non-financial rewards to enhance and reach their potential. They need to take a more dynamic and systematic approach to apply talents management practices (Whysall, Owtram & Brittain, 2019).

In addition, many managers still struggle on what factors influence employee retention and the empirical information is not available. It is necessary to do further research to unearth other determinants of employee retention. In fact, non-financial rewards have great impact on human resource management to achieve business performance and profitability. They

significantly and favourably influence employee intention (Ramlawatia et al., 2021). This study seeks to ascertain the connection between non-financial benefits and employee retention at supermarket in Hong Kong in order to close such gaps.

### **B) Research Questions**

According to the above problems, the research questions are developed as follows.

1. What non-financial rewards are most satisfied and unsatisfied by employees of the supermarket?
2. What connection exists between non-cash incentives and staff retention?
3. What are the strategies to retain talents at the supermarket?

## **II. LITERATURE REVIEW**

There are two types of motivation theories: content theories and process theories. The goal of content theories is to pinpoint people's wants and link motivation to meeting them. It does not, however, fully explain what causes people to be motivated or unmotivated. Process theories focus on the mechanisms underlying motivation and the various processes that can affect people's motivation. There is no one explanation of motivation that can account for all instances of people's motives or lack thereof. To improve employees' performance (Siddiqi & Tangem, 2018) and productivity (Ekhsan et al., 2019), various cultures may apply various motivators. Each idea can be the foundation for the creation of motivating tactics.

The main motivation theory used for the study is Reinforcement Theory. Employees tend to repeat the behaviours that result in what they see as positive outcomes and to avoid behaviours that result in what they see as unpleasant outcomes. Managers should use positive reinforcers such as recognitions, learning opportunities, career advancement, work-life balance, working environment to build a supportive team to retain talents. It is not only increase employee retention, but also improve employees' performance (Susanto et al., 2021). In reality, non-financial benefits boost employees' self-esteem, which in turn boosts their intrinsic desire for working (Mohammed & Sebyala, 2020).

In the workplace, employees may award financial and non-financial rewards based on performance appraisal. The rewards are the positive reinforcers for them to do the right things again and work hard as much as possible. However, some managers are giving unexpected rewards which make employees unconscious for looking forward to the next reward. In fact, right reinforcers have the longest lasting effect on behavioural acquisition. Moreover, continuously reinforced with a fixed interval will take a better motivation.

The organization need to establish a relatively mature and fair mechanism for promotion, training, reward, and punishment to help employees achieve their goals and improve their abilities. New generations advocate freedom and have outstanding personalities, there is a certain gap in the values of each employee (Mishra & Mishra, 2017). When setting incentives, the organization need to provide employees with more abundant and diverse choices (Kang, 2020) according to the characteristics of them. Hence, it can be more targeted and be motivated.

By both monetary and non-monetary awards, employees can be encouraged to stay with the company. Non-financial incentives, on the other hand, make employees feel more valued and appreciated and encourage them to stay on the job (Thiriku & Were, 2016).

Salary incentives are at the most basic position in modern enterprise management. They are the foundation of many incentive methods and the guarantee of employees' survival. It is not easy to maintain a sustainable, accessible (Alders & Schut, 2019), effective, and cost-effectiveness (Boyd et al., 2016) financial incentives system. However, it is undeniable that compensation incentives also have several limitations in the management of supermarkets. Enterprises should plan a complete incentive system to attract, motivate, and retain talents. In the ever-changing labour market and industrial ecology, a compensation system should be established in line with corporate strategies, to stimulate employees' commitment and contribution to the organization, to establish a diverse job design, and a talent-appropriate incentive system. In fact, non-financial incentives create a better competitive advantage for the enterprise and positive impact in employees' performance (Lim & Chong, 2014) and job satisfaction (Lyimo & Mwaisunga, 2014).

Many theories and research results show that in large supermarket chains, due to the unique nature of enterprises, the importance of financial incentives is not so obvious, while non-financial incentives dominate. It refers to non-material incentives such as spiritual encouragement, career training and development, job enrichment, and employee empowerment (Chukwuemeka, 2020). Non-financial incentives are mainly through the guiding role of ethics and corporate culture to create a positive, supportive, and relaxed environment among the employees of the enterprise. They also stimulate the enthusiasm of the employees to enhance the productivity of the enterprise and reduce the costs of the enterprise. They improve the performance of the employees and reduce their intention to leave the enterprise. Its advantages are mainly in the following aspects.

How to effectively motivate employees and maintain and improve the operating efficiency of enterprises has always been the focus of the managers. It is also an eternal topic for managers of supermarkets. Non-financial incentives and financial incentives are not substitutes for each other. Managers should not blindly exaggerate the role of non-financial incentives in daily operations but should balance the relationship between financial and non-financial incentives. Many non-financial incentives require more knowledge and skills in implementation (Sedliacikova et al., 2019). They require to use more innovative ideals to really do a good job for all employees.

### III. METHODOLOGY

Assumptions regarding the researcher's personal values have an impact on the entire research process. The research topics, research strategies, and research findings are necessarily shaped by these presumptions. A credible research philosophy will consist of a set of well-thought-out and consistent assumptions (Haydam & Steenkamp, 2020), which can direct, support, and even determine the choice of research method. Following a sequence of decisions, the research strategy, and data gathering method, data analysis method, and so forth were chosen.

#### A) *Research Approach*

This is a deductive method to see if the observed occurrences match what was predicted by earlier investigations. It enables the creation of hypotheses and the accurate statistical testing of the outcomes. Survey is an important way to understand the challenges face by managers of supermarkets to retain talents, and effectiveness of non-financial incentives for retaining talents. A questionnaire enables the researcher to get lots of information quickly. As a result, the researcher can better understand the methods managers use to keep talent in supermarkets in Hong Kong as well as the impact non-financial incentives have on staff retention.

#### B) *Research Strategy*

The reality of the challenges for managers of supermarkets to retain talents can be explored. It varies with individual's experiences, values, and motivation. It serves as a means of recognising reality as well as the current circumstances surrounding the retention of talent. Hence, for this study, a quantitative research approach is used. The employees of supermarkets who were prepared to offer information on a voluntary basis were the source of the study's data. Researchers may examine employee preferences and the efficiency of non-financial incentives for talent retention with the questionnaire. Moreover, strategies for retaining the best and competent employees will provide a useful reference for retail industry in Hong Kong.

#### C) *Participants and Sampling*

Employees of the grocery chain who are between the ages of 18 and 60 and who can speak, read, and write Chinese meet the survey's sampling criteria. After being approached by the researcher by phone or email, each and every participant in the survey voluntarily and unpaid agreed to take part in the study. Users can stop taking the survey at any time and skip any questions they don't wish to answer. The ideal sample size, determined using Taherdoost (2018) formula with a 95% confidence level, is 384, which is a little more than the total number of participants. It is acceptable to draw conclusions about populations from the samples, though.

#### D) *Instrumentation and Procedures*

An online survey that is self-administrated is used to gather the data. 361 of the 800 supermarket employees in Hong Kong who received a random invitation to participate in the poll actually showed up. The response rate is 45.1%. Questionnaire is divided into two parts, including non-financial rewards and employee retention, and demographic information of participants.

The first part is adopted from the questionnaire developed by Muturn and Mose (2019). It was designed for the employees of supermarket. The 24-item Likert-scale survey has five subscales that evaluate non-cash incentives connected to employee retention. High scores in one of the five categories show that the person prefers non-monetary benefits and wants to keep their current job. The second section contains the fundamental personal information that allows for comparisons between different groups of respondents, including gender, marital status, age, years of employment, rank, monthly family income, number of children, working hours per week, and qualification. The questionnaire must be completed in roughly 10 minutes. Two months were required to conduct the survey from start to finish.

#### E) *Data analysis*

Upon completion of the survey by the respondents, SPSS statistical software was used to evaluate the quantitative data. The researcher was able to compute the mean and standard deviation scores for each group on each non-financial rewards subscale using SPSS. Hence, a t-test on an independent sample is utilised to compare the variations between each group on each subscale. The t-test findings show which group each person preferred to respond to the research questions.

Besides, inferential, and descriptive statistics were used to analysis the data. Results of the analysis were presented by use of figures and tables. The study used the confirmatory factor analysis (CFA) to verify with the relevance theories or previous research results. It was based on the data collected by online questionnaire to check whether the current study had the same factors as previous studies. The association between the independent factors (non-financial benefits, such as recognitions, learning opportunities, career advancement, work-life balance, and working environment) and the dependent variable was also established using correlation (employee retention).

#### IV. RESULTS AND DATA ANALYSIS

It is important to understand the relationship between non-financial rewards and employee retention, hence those in charge of recruitment and training of employees would be able to improve, strengthen, and deliver the recruitment effectively for working adults in retail industry.

##### A) Demographic Characteristics of Participants

There were 361 working adults in supermarket to participate in the online survey in Hong Kong. They were chosen at random, and their participation was voluntary and uncompensated. They are free to renounce at any time. In order to define the area to be examined, the questionnaire consists of closed-ended questions. It is broken up into 2 sections, with 20 questions determining how non-financial benefits are perceived, 4 measuring staff retention, and 9 demographic questions. Table 4.1 displays the participants' demographic details for the survey.

Characteristics of participants (n = 361)		Number	Percentage
Gender	Female	192	53.2%
	Male	169	46.8%
Marital status	Single	162	44.9%
	Married	179	49.6%
	Widowed/Divorced	20	5.5%
Age	≤ 29	54	15.0%
	30–39	133	36.8%
	40–49	132	36.6%
	≥ 50	42	11.6%
Years of working experience	≤ 5	22	6.1%
	6–15	147	40.7%
	16–25	145	40.2%
	≥ 26	47	13.0%
Rank	Manager	55	15.2%
	Supervisor	67	18.6%
	Junior	239	66.2%
Monthly household income	≤ \$30,000	142	39.3%
	\$30,001–\$50,000	164	45.4%
	\$50,001–\$70,000	51	14.1%
	≥ \$70,000	4	1.1%
Number of children	None	185	51.2%
	1	93	25.8%
	2	57	15.8%
	≥ 3	26	7.2%
Working hours per week	≤ 25	11	3.0%
	26–40	109	30.2%
	41–55	189	52.4%
	≥ 56	52	14.4%
Education qualification	Primary 6 or below	53	14.7%
	Secondary 5 or 6	247	58.4%
	Higher diploma	43	11.9%
	Bachelor or above	18	5.0%

**B) Reasons for Retaining in Supermarket**

They were coded using the Statistical Software for Social Sciences (SPSS) Version 25 for statistical analysis. As a result, the mean, standard deviations, skewness, and kurtosis for each question (Question 1 to 24) were determined and shown in Table 4.2. The participant's score on the non-financial rewards is calculated by assigning the responses 1 and 6 with the words disagree very much and agree very much, respectively.

**Table 4.2: Means, standard deviations, skewness, and kurtosis of non-financial rewards**

Code	Item description	Mean	Standard Deviation	Skewness	Kurtosis	Independent variable
REC1	Superiors recognize our contribution to the success.	3.24	1.063	0.383	-0.605	Recognitions
REC2	Employees are rewarded for good performance and creativity.	3.45	1.203	-0.196	-0.389	
REC3	I feel my work is valued and appreciated.	3.68	0.987	0.052	-0.245	
REC4	I get timely feedback about my performance.	3.68	1.030	-0.027	-0.576	
LEA1	Employer provides training for all staff.	3.89	1.037	-0.128	-0.280	Learning opportunities
LEA2	Training is useful to my job situation.	3.98	0.954	-0.198	-0.454	
LEA3	Employer encourages employees to seek further education.	3.86	1.020	-0.150	-0.545	
LEA4	Study leave is applicable to all staff.	3.89	1.011	-0.096	-0.212	
CAR1	There is a possibility for advancement to senior positions.	3.81	0.986	0.006	-0.227	Career advancement
CAR2	The appraisal system is fair and unbiased.	3.66	1.015	0.018	-0.243	
CAR3	Employer provides a clear promotion track.	3.75	1.021	0.178	-0.522	
CAR4	Job security is important for me.	3.78	1.078	0.076	-0.401	
WORK1	I have adequate time for leisure and personal development.	3.32	1.145	-0.089	-0.323	Work-life balance
WORK2	I make job related decisions with minimum supervision.	3.52	1.028	0.091	-0.472	
WORK3	Employer allows flexible working schedule for employees.	3.48	1.103	0.147	-0.443	
WORK4	Work-life balance is important for productivity.	3.79	1.081	0.167	-0.140	
ENV1	I feel comfortable asking a colleague for professional help.	3.66	1.040	0.122	-0.400	Working environment
ENV2	There is a high degree of trust among employees.	3.71	1.014	0.078	-0.613	
ENV3	The workplace is free from excessive noise or hazards.	3.71	1.027	0.075	-0.258	
ENV4	The environment of the workplace is comfortable.	3.78	1.047	-0.022	-0.187	
RET1	Employee retention causes low turnover rates.	3.45	1.074	-0.252	-0.037	Employee retention
RET2	Employee retention contributes to improve employees' performance.	3.61	1.043	0.039	-0.376	
RET3	Employee retention influences quality of customer service.	3.58	0.961	0.311	0.050	
RET4	Employee retention increases customer satisfaction.	3.50	1.003	0.286	-0.127	

Figure 4.1 shown the histogram of non-financial rewards scores for 361 participants. The overall mean, mode, median, and standard deviation of non-financial rewards scores were 73.63, 75, 73.00, and 10.459 respectively. It was positively skewed (1.324) and approximated normally distributed. It was one of the important visual tools for checking the collected data

are normally distributed. It was also useful when dealing with large data sets and detect any unusual data. If it was a bell-curved shape, then it was normally distributed.

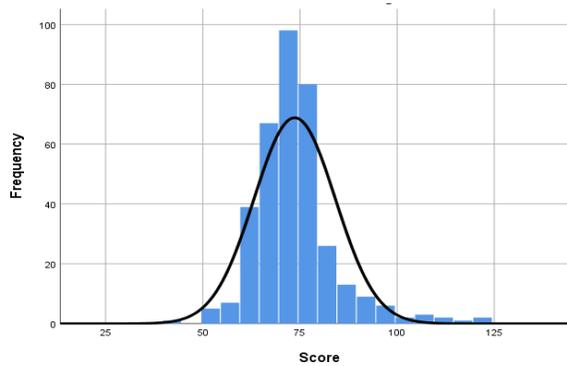


Figure 4.1: Histogram of non-financial rewards scores

**C) Confirmatory Factor Analysis**

Principal component analysis with varimax rotation (Munira & Rahman, 2016) was the most used extraction technique. The results for the non-financial rewards subscales were presented in Table 4.3. Confirmatory factor analysis (CFA) was a useful tool for analyzing the complex data set. However, it required to follow the best practices when conducting and interpreting factor analysis. It can determine job satisfaction subscales that best fits the kindergarten teachers in Hong Kong. In reality, it might make the data simpler and enable the creation of a more frugal presentation of the facts. CFA was a method of research that was heavily data-driven rather than theory-driven (Tome-Fernandez, Fernandez-Leyva & Olmedo-Moreno, 2020).

**Table 4.3: Initial eigenvalues and results of non-financial rewards subscales**

Factor	Eigenvalue	% Variance	Cumulative % variance
1	2.765	55.307	55.307
2	0.731	14.618	69.925
3	0.575	11.494	81.418
4	0.517	10.377	91.756
5	0.412	8.244	100.000

Due to the different and varied methods for figuring out how many factors there should be, factor selection was the part of factor analysis that generated the most debate. The eigenvalue of each extracted factor was the most significant of them, though. A value greater than 1.0 of the eigenvalue, which was a measure of variance, was frequently considered significant. When choosing factors, eigenvalues can also be plotted against the factors to help with the Scree test. The scree plot shown in Figure 4.2 and the data in Table 4.3 served as the basis for the traditional method for selecting factors with eigenvalues of 1 or greater for the non-financial rewards subscales. Hence, two factors should be retained. By observing the scree plot and curves make an elbow toward a less steep decline in value 2. Thus, it suggested retaining two factors. Since the scree plot was a visual method, some doubts could arise

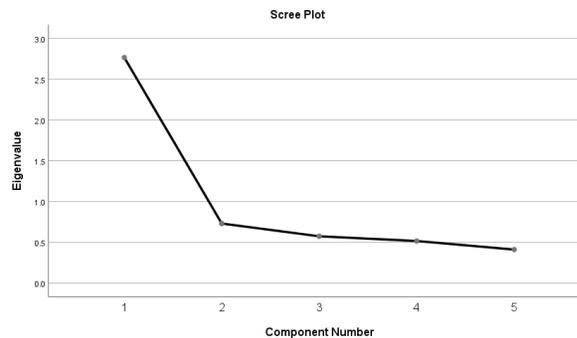


Figure 4.2: Scree plot of non-financial rewards subscales

#### D) Relationship of Non-financial Rewards and Employee Retention

Satisfaction regarding the non-financial rewards was a noteworthy issue for ensuring employees to provide quality service to the customers. Moreover, satisfaction regarding the non-financial rewards of employees had improved the working quality in retail industry and enhance their job commitment (Masum, et al., 2016). Employees of supermarket jointly shared their satisfaction regarding the non-financial rewards at a moderate level. Amongst the 5 satisfactions regarding the non-financial rewards sub-scales, employees reported a higher satisfaction level with learning opportunities. However, they are not satisfied with recognitions most.

Many participants cite learning opportunities as an important factor for them to retain in their current job. It may help them upskill or reskill to enhance their career advancement. There are different ways to solve this problem and it does not necessarily require a large budget. It may consider establishing a peer mentoring program. As a result, workers can benefit from one another's knowledge, develop new ones, and forge closer bonds with coworkers. Additionally, giving employees recognition at work in the form of a compliment, recommendation, or outing has a more positive and long-lasting effect on them than giving them pay raises, which will make their time working for the company unforgettable. Create a good and pleasant working environment (Faltas, 2021) for employees according to their work conditions and comfort level, a supportive supervisor or co-worker, a clear career path and fair appraisal system, and a flexible work-life balance policies (Uddin, Ali & Khan, 2020) are also important to retain talents in supermarket.

Furthermore, according to demographic factors, employee retention and satisfaction with non-financial rewards vary among supermarket employees. The findings of this study could be compared to case studies and other research in Hong Kong. According to the findings, employee retention among supermarket employees was positively correlated with satisfaction with non-financial rewards, which was consistent with recent studies. In fact, low satisfaction hindered morale and job performance and increased plans to leave the current position in supermarkets. Therefore, the managers should be aware of the level of employees' satisfaction regarding the non-financial rewards and take corrective actions as soon as possible to retain talents. Figure 4.3 reflects the data had an uphill pattern from left to right, it reflected a positive relation among satisfaction regarding the non-financial rewards and employee retention. As the score of satisfaction regarding the non-financial reward is increased, the employee retention tends to increase.

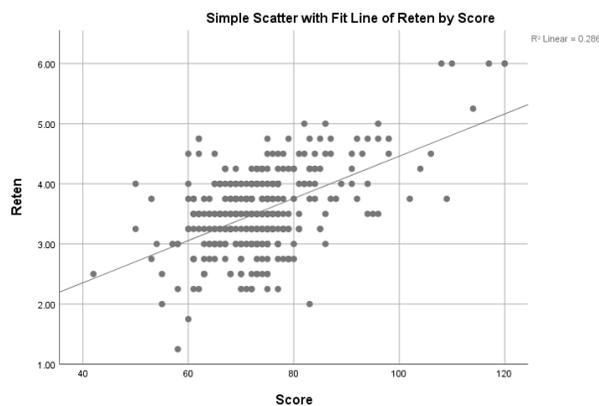


Figure 4.3: Scatter diagram of non-financial rewards and employee retention

#### V. CONCLUSION AND RECOMMENDATIONS

The study shown that non-financial rewards is an effective strategy for employee retention in supermarket. Learning opportunities had a positive influence on employee retention. Employees require managers' support in their career growth and development by involving them in decision making and appreciating their contributions to the supermarket success. However, managers needed to improve the recognitions in the workplace to retain the talents.

Non-financial rewards start with an employee's basic requirements and go towards deeper psychological demands that can be satisfied by non-financial benefits, such as a sense of honour, a sense of belonging, and self-realization. When employees feel the support from the employers, they will be inspired and motivated to work hard and perform well. The improvement of employee performance is directly impacted by recognitions.

The study demonstrates that non-financial incentives can significantly increase employee motivation to meet organisational objectives by increasing both employee attraction and retention, encouraging employees to enhance their work performance, and improving their positive and proactive work attitudes.

There are many benefits of non-financial rewards for companies. After the basic physiological safety needs are met, employees pay more attention to respect, self-realization needs, and achievement needs. Non-financial rewards allow employees generate greater internal drive and meet their higher-level needs.

Employee retention is the most important responsibility of the human resources management. The retention strategy of enterprises should have attractive remuneration, pay attention to the healthy development of employees' body and mind, and career planning and training, so that the grams have success. To achieve win-win and mutual growth for employees and businesses, employers should carefully examine the factors that affect retaining talent, determine employee retention strategies, and create targeted employee retention plans. This will enable businesses to achieve sustainable development in the face of fierce market competition and position themselves in an unbeatable position.

#### **A) Recommendations for Enhancing Employee Retention**

The supermarket management should adopt non-financial rewards such as recognition, learning opportunities, career advancement, work-life balance, and working environment to retain talents. The supermarkets management should provide regularly public praise and recognizes employees' contribution. Employee should be continuously trained and offered career development opportunities. The supermarket management should provide all employees with more flexible working hours and implement family-friendly policies. Also, it should implement a strong employee relations strategy through the use of effective channels for communication, effective dispute resolution techniques, encouraging team-building exercises, and fostering a secure and healthy work environment. They will increase the level of employee retention in the supermarkets.

The affinity incentive used by the management of supermarkets is not one-sided and unconditional. Equity is unified with each other. In the process of implementing the affinity incentive, it should emphasis on the communication between the supermarket's management and employees and ensuring fairness. In addition, employees should truly feel that fairness does exist. If this effect is achieved, employees will not feel that their interests are threatened, so there will be no dissatisfaction with the supermarket, and the possibility of damage to the supermarket will be minimized.

The managers and supervisors of the supermarket should realize that employees' sense of identity is crucial to a business. In fact, emotional motivation is mainly a management strategy for enterprises to sincerely consider and obtain employees support for employers. Many empirical studies show that a chain supermarket is more stable than other types of enterprises. However, the most important reason why an enterprise can attract employees is not the stability and salary factors of the enterprise. The most important reason why enterprises can attract employees is not the salary issue but the humanized care of the enterprise for the employees. Supermarkets should respect and treat employees with sincerity and should not only treat employees as hired workers. Therefore, managers should sincerely consider the interests of employees, ensure the efficient use of communication channel; finally, and let employees feel that they are valued.

Although financial rewards have certain limitations, they are still a core factor in motivating employees in many countries. It is undeniable that financial rewards are still the basis of the entire remuneration system and can meet the basic living needs of employees. Although financial rewards alone cannot motivate employees most effectively, they do not satisfy employees directly causes negative emotions in employees. When the financial rewards are lower than 70% of the accepted standard, the sufficient non-financial rewards are invalid. When an organization motivates employees, it should organically integrate financial and non-financial rewards according to the dominant needs of employees. Hence, the two complement each other's advantages and form a synergy. This is an inevitable choice to mobilize all positive factors to improve employee satisfaction and enhance organizational cohesion. It is also the key to stimulating organizational vitality, gaining competitive advantages, and achieving sustainable development.

#### **B) Suggestions for Future Research**

Only five non-monetary compensation kinds and their impact on employee retention were evaluated in this study. But, there are a lot more non-financial rewards available in the workplace. Future research could study other types of non-financial rewards on employee retention in same or other industry. The results from the online questionnaire may have contained a subjective bias on the part of the participants. For further study, research should be conducted with a larger sample size with various companies to draw meaningful conclusions.

In this study, the non-financial rewards are considered as a predictor of employee retention and do not control for financial rewards. Thus, further research needs to be addressed this limitation. It can study whether personality traits, work environment, the social network affect employees' perceptions toward non-financial rewards and employee retention.

It would also be interesting to compare the non-financial rewards and employee retention with different countries. Additional research could be undertaken to fully understand the non-financial rewards and employee retention in other kinds of retail industry. Replication of this study would be helpful in further establishing its validity. It may explore the different

strategies for managers to enhance employee retention. It is crucial to look into the support and assistance managers give to their staff members in order to improve performance or keep talent.

Furthermore, it is strongly advised to carry out more thorough research using mixed methodologies and a large number of participants or informants to get the data. It is hoped that it would produce better results and have ramifications for future research.

#### **Conflict of Interest:**

There is no conflict of interest, according to the author.

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