

Midocean University

Faculty of Management

Department/ Specialization (General Management)



The Impact of Effective Management Practices on Retaining Experienced Employees: (Applied on {*Sugar & Spices Catering*}) on KSA in Riyadh)

Linna Jemal Abdelkadir

.....

Graduation Project – 1

Faculty of Management - Midocean University

Supervisor

Dr. Mona Moustafa Elashry

Faculty member- Faculty of management- Midocean University

19/10/2024 – 10th Trimester

Acknowledgment

I would like to express my sincere gratitude to all those who have contributed to the successful completion of this research.

First and foremost, I would like to thank my parents for their endless love, support, and encouragement. Their belief in me has been a constant source of motivation throughout this academic journey.

I am deeply grateful to my research advisor and all faculty members for their invaluable guidance, constructive feedback, and expertise, which have been instrumental in shaping this work.

Special thanks to the management and staff of Sugar & Spices Catering for their cooperation and willingness to provide essential information for my research. Without (god & then) their support, this study would not have been possible.

I would also like to acknowledge my friends and peers for their continuous encouragement, insightful discussions, and emotional support, which helped me overcome challenges along the way.

Finally, I would like to end my acknowledgment by saying (whoever doesn't thank people, doesn't thank god) so, I thank everyone who, in one way or another, contributed to the success of this research. Your support has been greatly appreciated.

Dedication

This research is dedicated to my loving parents, whose unwavering support, encouragement, and belief in me have been the driving force behind my academic journey. Your sacrifices and guidance have shaped me into the person I am today. This work is a testament to your constant inspiration and love. I am deeply grateful for your presence in my life, and I dedicate this achievement to both of you.

Abstract

Purpose: The primary purpose of this research is to explore the impact of effective management practices on the retention of experienced employees within the Sugar & Spices Catering sector in Riyadh, Saudi Arabia. This study aims to identify specific management strategies that contribute to employee satisfaction, engagement, and loyalty, particularly in an industry facing challenges related to workforce stability.

By analyzing the relationship between management practices—such as communication, recognition, professional development, and work-life balance—and employee retention, this research seeks to provide actionable insights that can enhance organizational performance and reduce turnover rates. The findings will not only contribute to the existing body of knowledge in human resource management but also offer practical recommendations for catering businesses in Riyadh to foster a more stable and experienced workforce.

Methodology:

The study used the descriptive analytical approach, and data were collected through a questionnaire that included a random sample of Sugar n Spice employees from different departments and job levels. The sample size was 20 individuals, and the results were analyzed using appropriate statistical tools.

Findings:

The results showed that appropriate management practice, cooperation between employees, communication improvement, continuous feedback, and organizational culture are essential factors in improving job performance and retaining retention rates. The role of effective management in retaining retention rates: Effective management practices contributes to improving retention rates by providing feedback systems, having a strategic plan, new policies for organization culture, and investing in structural employee program.

Keywords: *Effective Management Practices – Higher Retention Rate – Communication – Structured Employee Program – Organizational Culture – Higher Job Satisfaction*

Table of Contents

Acknowledgment.....	1
Dedication.....	2
Abstract	3
1. Chapter 1: Introduction	7
1.1. Research Background.....	8
1.2. Research Problem	10
1.2.1. Theoretical Gaps	10
1.2.2. Practical Gaps	10
1.3. Research Significance	11
1.3.1. At the theoretical level	11
1.3.2. At the practical level	11
1.4. Research Questions	12
1.5. Research Objectives.....	12
1.6. Research Hypotheses	12
1.7. Research Model.....	13
1.8. Research Methodology	14
1.9. Scope of The Study.....	15
1.10. The Suggested Project Structure	15
2. Chapter 2: Literature Review.....	16
2.1. Introduction.....	17
2.2. The independent variable.....	17
2.3. The dependent variable	17
2.4. The relationship between the independent and the dependent variables	17
2.5. Conclusion	18
3. Chapter 3: Research Methodology.....	19
3.1. Introduction.....	20
3.2. Operational definitions for research variables.....	20
3.3. Research design (research onion)	21
3.4. Research population & Sampling methods and technique.....	22
3.4.1 Research population	22

3.4.2 Research Sample	22
3.4.3 Sampling Methods & Techniques.....	22
3.5. Data collection method	23
3.5.1 The Independent Variable.....	23
3.5.2 The Dependent Variable.....	24
3.6. Types of data	24
3.6.1 Primary Data	24
3.6.2 Secondary Data	24
3.7. Statistical analysis procedures	25
3.8. Conclusion	25
4. Chapter 4: Statistical Analysis & Findings discussion	26
4.1. Introduction.....	27
4.2. Sample profile (descriptive statistics for research sample)	27
4.3. Validity & reliability tests for the questionnaires	32
4.4. Descriptive statistics for research variables (answer research questions)	34
4.5. Testing Hypotheses & Findings Discussion	37
4.6. Conclusion	42
5. Chapter five: Research limitations, Recommendations & Conclusion	43
5.1. Research Limitations & Future Research	44
5.2. Research Recommendations	45
References.....	46
Appendix.....	46
Table of Research Instrument	48

List of Figures:

- Fig.1-Research Model (Pg.13)
- Fig.2- Research Methodology (Pg.14)
- Fig.3- The suggested Project Structure (Pg.15)
- Fig.4-Research Design (Research Onion) (Pg.21)
- Fig.5-Gender Percent (Pg.29)
- Fig.6-Age Percent (Pg.29)
- Fig.7-Educational Level Percent (Pg.30)
- Fig.8-Job Position Percent (Pg.30)
- Fig.9- Experience Level Percent (Pg.31)

List of Tables:

- Table.1-The Instruments of the Independent Variable (Pg.23)
- Table.2- Sample Profile (Sample Discription) (Pg. 28)
- Table.3- Validity of the Scale used in the study (Pg.32)
- Table.4- The significance of arithmetic means (Pg.34)
- Table.5- Arithmetic means and standard deviations of the study variables (Pg.34)

1. Chapter 1: Introduction

1.1. Research Background

In recent times, employee retention is one of the leading challenges for organizations in constantly changing environment where a lot of opportunities pops up. Retaining key employees is one of the most important strategies that maintain the company's efficiency and the implementation of tasks to the fullest extent, especially employees with long-term experience. The departure of a loyal employee from the company may cause huge losses. A solution will mean more profitable and effective organizations, happier and more productive employees, and more satisfied client/ customers.

For most companies, it is important to retain employees to build a cohesive work team in the work place so workers can trust and depend on each other. Diminished productivity and competitive advantage are among the biggest losses when talented employees leave an organization ((2017). *Employee Retention*, **Target tech website**,4-1). High employee turnover rates can harm an organization's ability to carry out its mission due to impairments to continuity, loss of institutional knowledge, and the high costs of replacing departing workers and training new replacements. Employee departures can also lower morale and prompt more employees to leave the organization.

((Kaye and Jordan-Evans 2001, pp. 06) in their book (*Retaining Key Employee*)) shared a study that says "Studies have found that the cost of replacing lost talent is 70 to 200 percent of each lost employee's annual salary. There are advertising and recruiting expenses, orientation and training of the new employee, decreased productivity until the new employee is up to speed, and loss of those customers, clients, or citizens who were loyal to the departing employee. Finding, recruiting, and training the best employees represent major investments. Once an organization has captured talented people, its best return on investment (ROI) requires closing the back door to prevent them from walking out".

The reasons for losing valuable employees can be the presence of another very attractive opportunity that is compatible with your values, goals, and professional priorities, whether for financial, developmental, or other reasons, in a way that is compatible with your professional plan.

Dissatisfaction in the current workplace for many reasons, including: the nature of the job, the work environment, financial income, or lack of professional satisfaction

Stop personal development and learning in the organization you work for

Lack of opportunities for promotion and professional advancement despite your excellent performance and continuous development, and the inability to do so within the targeted time frame.

Not tolerating work pressures despite trying to organize and control them

There is a lack of compatibility between you and management and its orientations or methods in a way that affects you and the work

Changing your career path for well-thought-out and clear reasons

This study aims to address this gap by investigating the impact of effective management practices on the retention of experienced employees. By examining managerial behaviors, strategies, and interventions that have been theorized or empirically linked to retention outcomes, this research seeks to provide actionable insights for organizational leaders and human resource practitioners. Through a comprehensive review of relevant literature and primary data collection from [Sugar n Spices Catering], this study endeavors to enhance theoretical understanding and offer practical recommendations to optimize the retention of experienced talent.

By delving into the relationship between management practices and employee retention, this research contributes to scientific knowledge while offering solutions to enhance organizational effectiveness and sustainability.

1.2. Research Problem

Despite acknowledgment of the importance of effective management in employee retention, there remains a gap in understanding how specific managerial practices and strategies contribute to the retention of experienced employees in organizations

1.2.1. Theoretical Gaps

There could be a gap in understanding how effective management practices contribute to factors such as job satisfaction, organizational commitment, and psychological well-being, which are crucial for retaining experienced employees.

1.2.2. Practical Gaps

There may be a gap in how organizations measure and evaluate the impact of management practices on employee retention, particularly concerning experienced employees. Lack of firm metrics or feedback mechanisms can hinder the ability to assess effectiveness and make informed adjustments.

The main research question: How can an effective manager help the organization measure and evaluate the impact of management practices on employee retention?

1.3. Research Significance

Theoretical and empirical significance of this research lies in its potential to bridge existing gaps and contribute to the advancement of effective management practices

1.3.1. At the theoretical level

To overcome the theoretical gap mentioned above, an effective manager can increase employee retention by following up specific strategies in a company and does constant monitoring for the performance reports. This keeps the manager up to date with the psychological employee well-being state and the environment in which the employee is operating.

1.3.2. At the practical level

Understanding the impact of effective management practices on retaining experienced employees holds significant practical implications for organizations aiming to enhance workforce stability, productivity and competitive advantage. Effective management practices that foster a firm metrics or feedback mechanisms for the retention of experienced employees contribute to a greater organizational stability and continuity. Retaining employees with extensive organizational knowledge and expertise helps mitigate knowledge loss, maintain operational efficiency and sustain a cohesive organizational culture.

1.4. Research Questions

Main Question: How do effective management practices affect retaining experienced employees?

Sub-Question 1: What are the main factors that makes management practices effective?

Sub-Question 2: How does effective management practices in retaining experienced employees helps the organization reach its goal?

Sub-Question 3: How organization entities can develop and attain the practices of effective management?

Sub-Question 4: Why is it important to retain experienced employees?

1.5. Research Objectives

The main objectives for this research are:

- ❖ To identify and categorize key management practices that are perceived as effective by experienced employees.
- ❖ To investigate how various effective management practices, influence the retention of experienced employees within organizations
- ❖ To evaluate the correlation between the implementation of effective management practices and employee retention rates among experienced staff.
- ❖ To explore the role of organizational culture in enhancing the effectiveness of management practices in retaining experienced employees.

1.6. Research Hypotheses

There is probability that Effective management practices are positively correlated with higher retention rates of experienced employees.

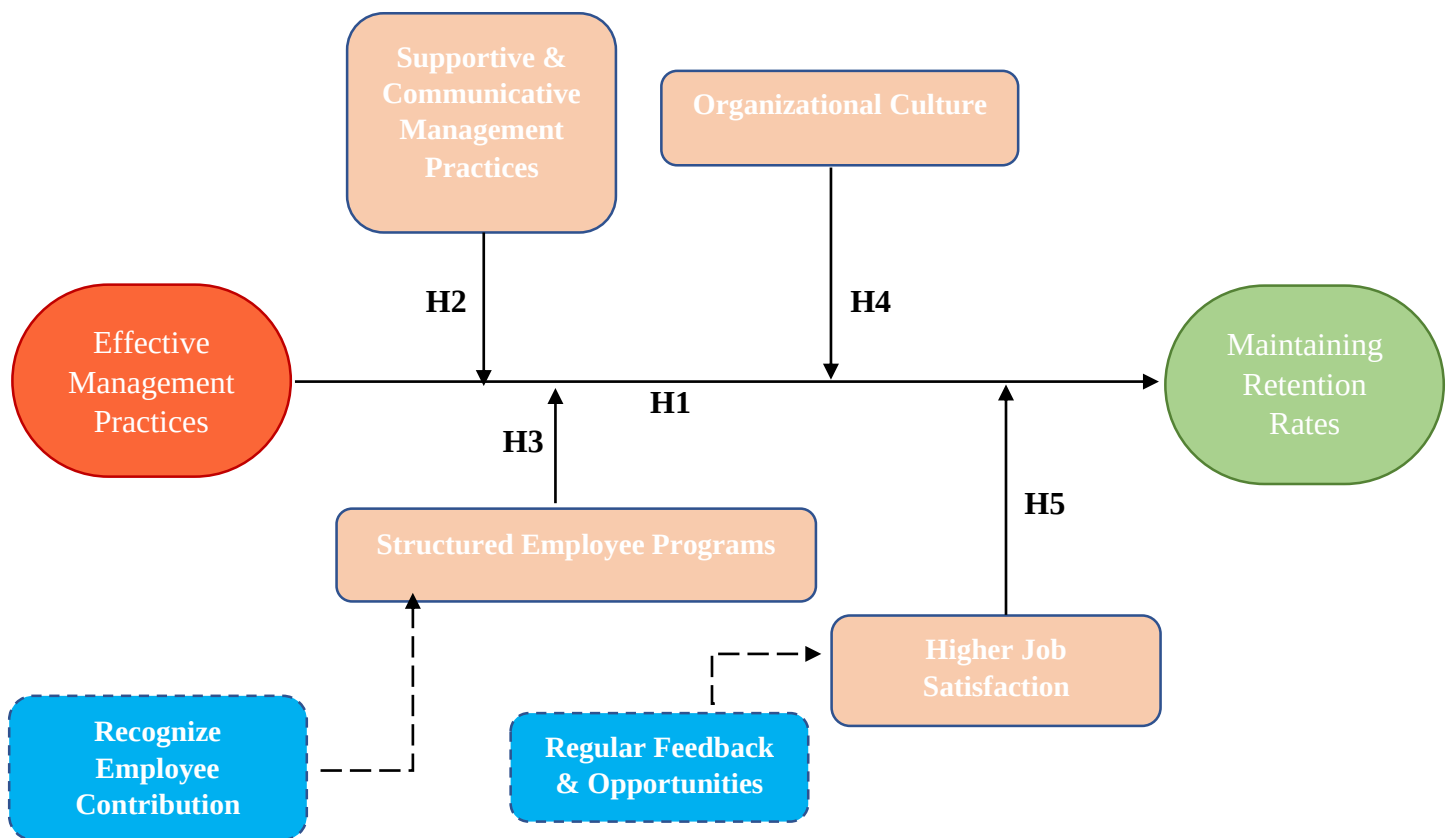
There is a significant positive relationship between experienced employees perceiving their managers as using supportive and communicative management practices and their likelihood of remaining with the organization.

There is a positive substantial connection between organizations implementing structured employee development programs and recognizing employee contributions and higher retention rates among experienced employees.

There is a positive noteworthy correlation between effective management practices and employee retention, which is enhanced by a positive organizational culture.

There is a significant positive relationship between experienced employees receiving regular feedback and opportunities for professional growth from management and their job satisfaction and retention rates.

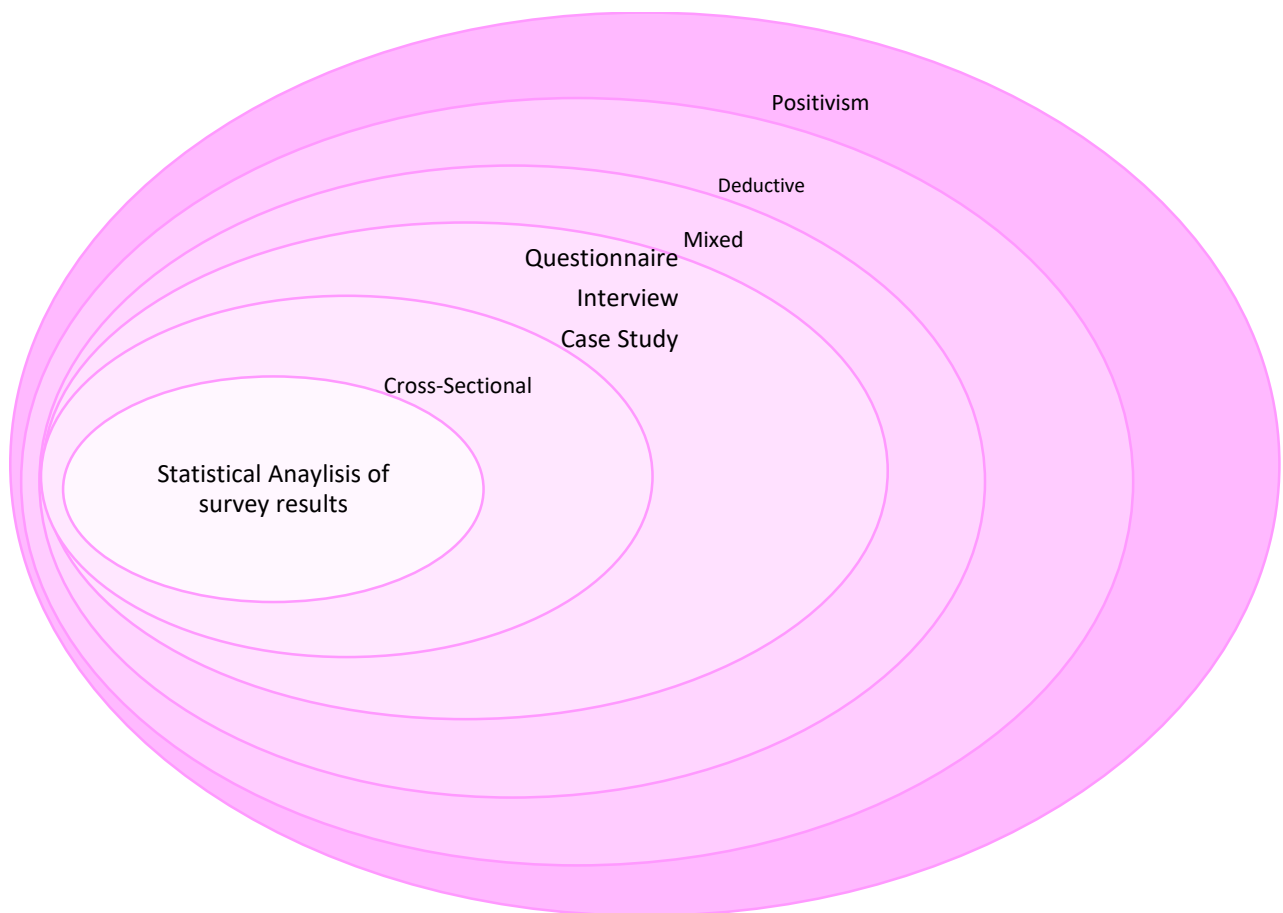
1.7. Research Model



(Fig.1)

1.8. Research Methodology

- ❖ **Research Philosophy:** Positivism
- ❖ **Research Approach:** Deductive
- ❖ **Research Choice:** Mixed (Qualitative & Quantitative)
- ❖ **Research Strategy:** Questionnaire, Interview & Case Study
- ❖ **Time-Horizon:** Cross-Sectional
- ❖ **Data Collection & Analysis Technique:** Statistical Analysis of survey results



(Fig.2)

1.9. Scope of The Study

This Research is based on a study done in Sugar & Spices Catering in KSA, Riyadh, which is a company in the catering industry. The company serve a wide range of international dishes that cover events, parties and other valuable family gatherings. It hires chefs from different countries with different catering backgrounds that influence the quality of the dishes being served. Sugar & Spices insures in gaining the hired chefs' skills by continuous development and teaching the chef the preferred taste of the audience (customers), hoping to retain the experienced employees.

The Population: The employees of Sugar & Spices Catering and the managerial stuff.

The Sample: The expert employees, the CEO and the Owner.

Accessibility: As a secretary in the company, I have access to take permission from the owner to take required information regarding the employees' history and their insights and perception of their management practices of the company.

1.10. The Suggested Project Structure

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

Chapter 5: Results, Discussion and Conclusion

Chapter 6: References



(Fig.3)

2.Chapter 2: Literature Review

2.1. Introduction

Employee retention has emerged as a critical issue for organizations aiming to maintain a competitive edge and sustain long-term success. Retaining experienced employees is particularly vital due to their extensive knowledge, skills, and institutional memory, which significantly contribute to organizational effectiveness. Effective management practices have been identified as pivotal in enhancing employee retention. This review explores the relationship between management practices and employee retention, focusing on leadership styles, communication, career development, work-life balance, and organizational culture.

2.2. The independent variable

The **independent variable** is "**Effective Management Practices.**" This includes various strategies and approaches employed by management, such as leadership styles, communication practices, employee recognition, and professional development opportunities. These practices are hypothesized to influence or affect the outcome being studied.

2.3. The dependent variable

The **dependent variable** is "**Retaining Experienced Employees.**" This variable represents the ability of an organization to keep experienced employees over time. It can be measured through metrics such as employee turnover rates, retention rates, length of employment, or employee satisfaction and commitment.

2.4. The relationship between the independent and the dependent variables

The **independent variable** (Effective Management Practices) is presumed to have a direct impact on the **dependent variable** (Retaining Experienced Employees). Specifically, the research investigates whether variations in management practices lead to changes in employee retention. The hypothesis is generally that **effective management practices** positively influence **retaining experienced employees**. This means that improvements in management practices are expected to lead to higher retention rates of experienced employees.

2.5. Conclusion

The literature indicates that effective management practices are crucial for retaining experienced employees. Leadership styles, communication practices, career development opportunities, work-life balance, and organizational culture all contribute significantly to employee retention. Organizations that implement strategies in these areas are better positioned to retain their experienced staff and leverage their expertise for long-term success. However, further research is needed to explore the interactions between these factors and identify best practices across different organizational contexts.

3. Chapter 3: Research Methodology

3.1. Introduction

In the dynamic landscape of organizational management, the retention of experienced employees has emerged as a critical concern for businesses aiming to maintain competitive advantage and foster a culture of continuous improvement. This research investigates the impact of effective management practices on retaining seasoned professionals, exploring how specific strategies contribute to employee satisfaction, loyalty, and overall organizational performance.

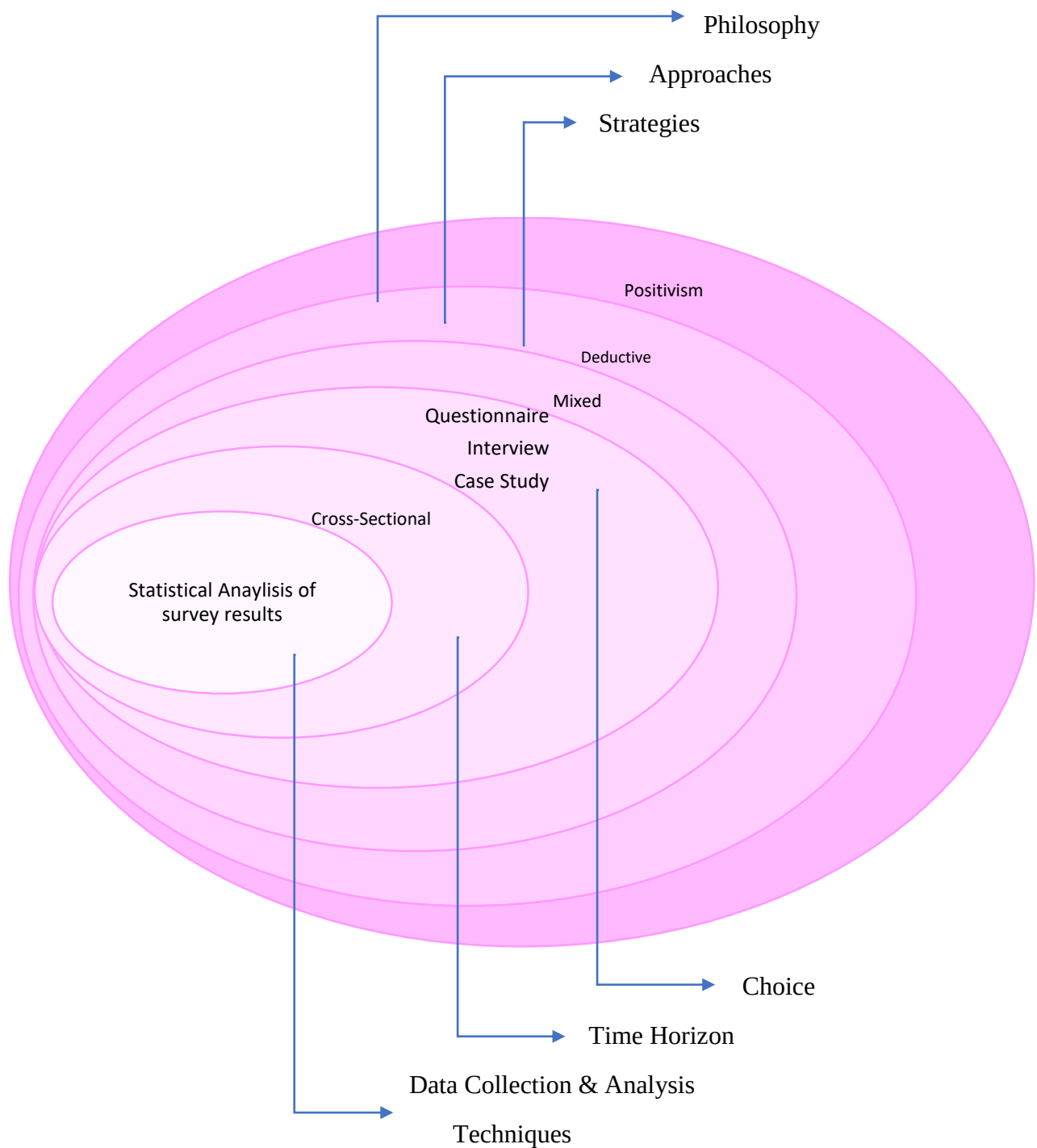
To address this multifaceted issue, a mixed-methods approach will be employed, combining both quantitative and qualitative research methods. The quantitative component will involve the distribution of structured surveys to a diverse range of organizations, facilitating the collection of numerical data on management practices and employee retention rates. In parallel, qualitative interviews will be conducted with key stakeholders, including managers and employees, to gain deeper insights into the experiences and perceptions surrounding management effectiveness.

This methodology aims to triangulate findings from both data sources, enhancing the robustness of the results and providing a comprehensive understanding of how management practices influence employee retention. By analyzing these relationships, the research aspires to offer practical recommendations for organizations seeking to enhance their management strategies and ultimately improve employee retention rates.

3.2. Operational definitions for research variables

In research studies, operational definitions are essential in clearly defining the variables being measured. The definition describes procedural: How a variable is measured, observed, or manipulated. It helps researchers ensure that their studies are consistent and reliable and valid.

3.3. Research design (research onion)



▪ **Summary of Research Methodology, Source: Student**

(Fig.4)

3.4. Research population & Sampling methods and technique

This section provides information about the study population and sample. In addition, this section explains methods and techniques which was developed to select the study sample and determine the sample size.

3.4.1 Research population

The target population for this research comprises the employees of Sugar & Spices Catering, along with the managerial staff. This group includes a diverse range of individuals working across various departments within the organization, encompassing both operational and administrative roles. The selection of this population is pivotal, as it allows for an in-depth exploration of the perspectives and experiences of those directly impacted by management practices.

3.4.2 Research Sample

The focus of this research will include a distinct group of key stakeholders, specifically the expert employees, the Chief Executive Officer (CEO), and the owner of the organization. This selection is strategic, as these individuals play critical roles in shaping the operational and strategic landscape of Sugar & Spices Catering.

3.4.3 Sampling Methods & Techniques

Samples are taken from non-probability samples using convenience samples via a questionnaire, interviews & case study.

3.5. Data collection method

This section describes the research tools that were used to collect data required to answer the research questions and test the hypotheses search. Accordingly, the researcher relied on the survey method in collecting quantitative and qualitative data through questionnaires, interviews and case studies. The sections are presented, the following are the tools that were used to measure the research variables.

3.5.1 The Independent Variable

The researcher is relied on the questionnaire of Robinson, S. P., & Judge, T. A. (2019). In order to measure the independent variable (The Effective Management Practices, X), in terms of 4 dimensions namely: Leadership Style, Employee Recognition, Organization Culture, Regular Feedback with overall 15 items for the whole variable. As, (Leadership Style) dimension consists of 5 items, (Employee Recognition) dimension consists of 4 items, (Organization Culture) dimension consists of 3 items and (Regular Feedback) dimension consists of 3 items. The instrument type is 5 – points Likert- scale type. Hence, 1= strongly disagree, while 5= strongly agree.

Table (1) for the instrument of the independent variable.....

Variable	Dimensions	Number of Items	Sources
The Effective Management Practices (X)	Communication	2	(Robinson, S. P., & Judge, T. A. (2019))
	Structured Employee Program	2	
	Organization Culture	3	
	Higher Job Satisfaction	4	
	Over all	15	

Sources: The Sources

3.5.2 The Dependent Variable

The **dependent variable** is "**Retaining Experienced Employees.**" This variable represents the ability of an organization to keep experienced employees over time. It can be measured through metrics such as employee turnover rates, retention rates, length of employment, or employee satisfaction and commitment.

3.6. Types of data

In the section, it presents the primary data and secondary data that were used in the research.

3.6.1 Primary Data

- Primary data was collected by using a questionnaire as the main tool for the study. The questionnaire was carefully designed to cover all aspects of the research topic and achieving the objectives of the study. The questionnaire was distributed to a representative sample of those targeted, and has obtained a high response rate.
- A qualitative analysis of the collected primary data was conducted by having structured interviews with managerial personnel and staff members.
- A quantitative analysis of the collected primary data was conducted using advanced statistical programs. Indicators and metrics were extracted relevant statistics to draw results and conclusions.

3.6.2 Secondary Data

Previous studies related to the research topic were extensively searched. Books and articles were reviewed scientific publication in relevant fields.

- The information and data available on the website of the company/institution under study were reviewed to understand the context and background where the research topic was run and operated.
- Secondary data was analyzed and interpreted in a way that built a framework that relied strongly on the urgent study and linked the results with previous literature

3.7. Statistical analysis procedures

Sample characterization testing, through descriptive statistics, was conducted to gain insight into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other information relevant to the individuals participating in the study.

Descriptive analysis, was conducted to gain insight into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other information relevant to the individuals participating in the study.

Conduct multiple analysis to assess how various independent variables (e.g., management style, training programs) predict a dependent variable (e.g., employee performance or client retention).

3.8. Conclusion

In conclusion, this research methodology outlines a comprehensive framework for investigating the impact of effective management practices on the retention of experienced employees within Sugar & Spices Catering. By employing a mixed-methods approach that integrates both quantitative and qualitative data, the study aims to provide a robust analysis of how management strategies influence employee satisfaction and loyalty.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of the field study that were statistically analyzed using: the statistical software package SPSS V8, The current chapter of statistical analysis includes descriptive statistics for the sample under study using SPSS V8, In order to test the research hypotheses and the suitability of the model, a simple linear regression analysis was conducted via SPSS V8.

4.2. Sample profile (descriptive statistics for research sample)

- ❖ The study sample items were distributed according to:
(Sex- Age Range – Educational Level – Job Position- Experience Level)
- ❖ Frequencies and percentages were calculated for the study sample individuals and represent personal information that includes:
 - Gender (includes): Male/ Female
 - Age Range (includes): less than 25 years old/ 25 – 30 years old/ 31- 40 years old/ more than 40 years old
 - Educational Level (includes): Less than High School Certificate/ High School Diploma/ Bachelor Degree/ Master Degree or Above
 - Job Position (includes): Staff/ Chef/ CEO/ Functional Department
 - Experience Level (includes): Less than 7 years old/ from 7- 14 years old/ more than 14 years old

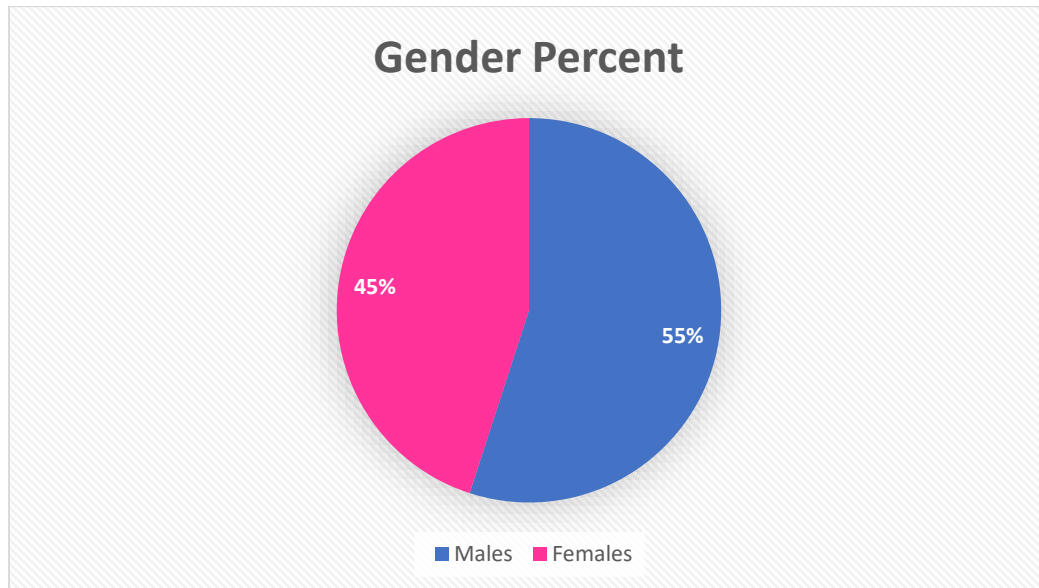
The following tables, figures and paragraphs describes the classification of the sample under study, as follow:

Variable	Variable Classes	No. of Individuals	Total Sample Percentage
Gender	Male	11	55%
	Female	9	45%
	Total:20		100%
Age Range	less than 25 years old	1	5%
	25 – 30 years old	4	20%
	31- 40 years old	3	15%
	more than 40 years old	12	60%
	Total:20		100%
Educational Level	Less than High School Certificate	0	0%
	High School Diploma	6	30%
	Bachelor Degree	13	65%
	Master Degree or Above	1	5%
	Total:20		100%
Job Position	Staff	3	15%
	Chef	9	45%
	CEO	1	5%
	Functional Manager	7	35%
	Total:20		100%
Experience Level	Less than 7 years old	4	20%
	from 7- 14 years old	7	35%
	more than 14 years old	9	45%
	Total:20		100%

Table (2) for the Sample Profile.....

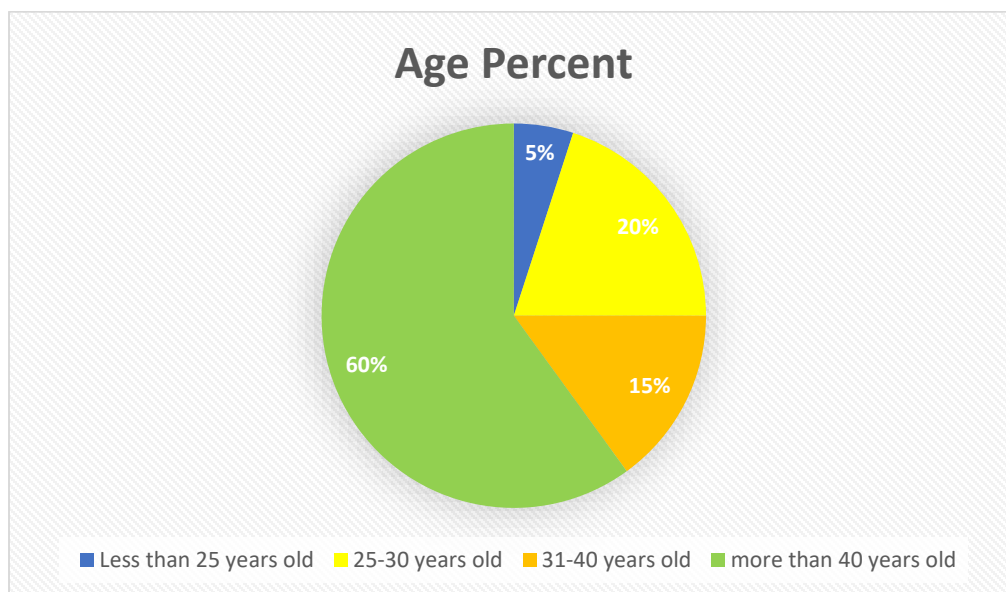
From the data in Table No. (2), the following results were extracted:

- Regarding Gender: The statistical results showed that, although the number of males and females in the sample were close, the number of males are larger than females, as the number of males reached 11 individuals, representing 55% of the total sample, while the number of females was 9 individuals, representing 45% of the total sample. As shown in the following figure:



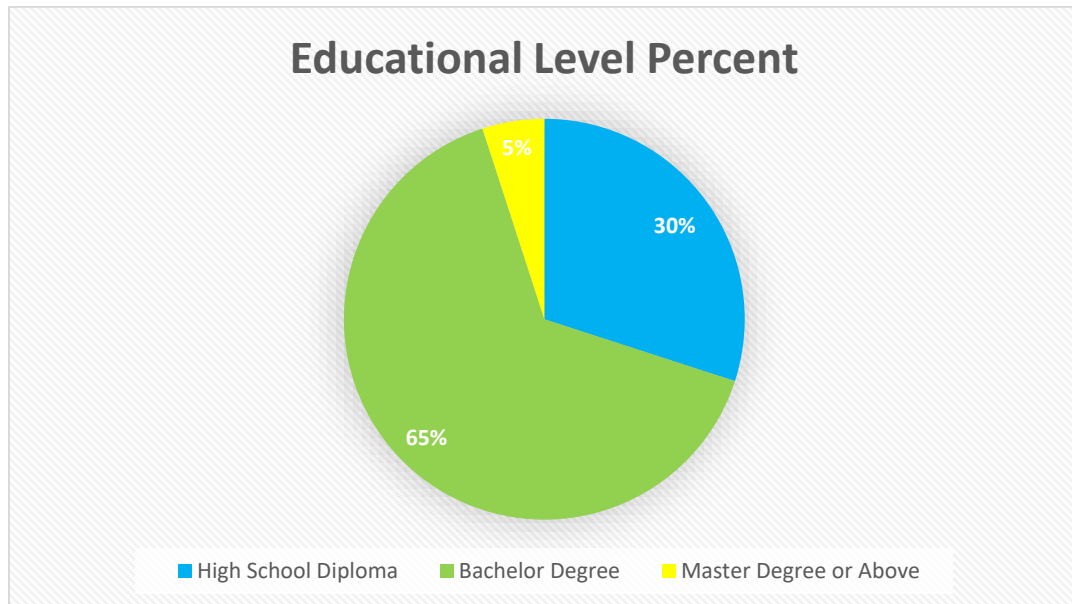
(Fig.5)

- As per Age Range: 1 individual is less than 25 years old, at a rate of 5%. While the age group from 25 to 30 years included 4 individuals with a percentage of 25%. The age group from 31 to 40 years included 3 individuals with a percentage of 15%. While the age group over 40 included 12 individuals, at a rate of 60%. The following figure shows this.



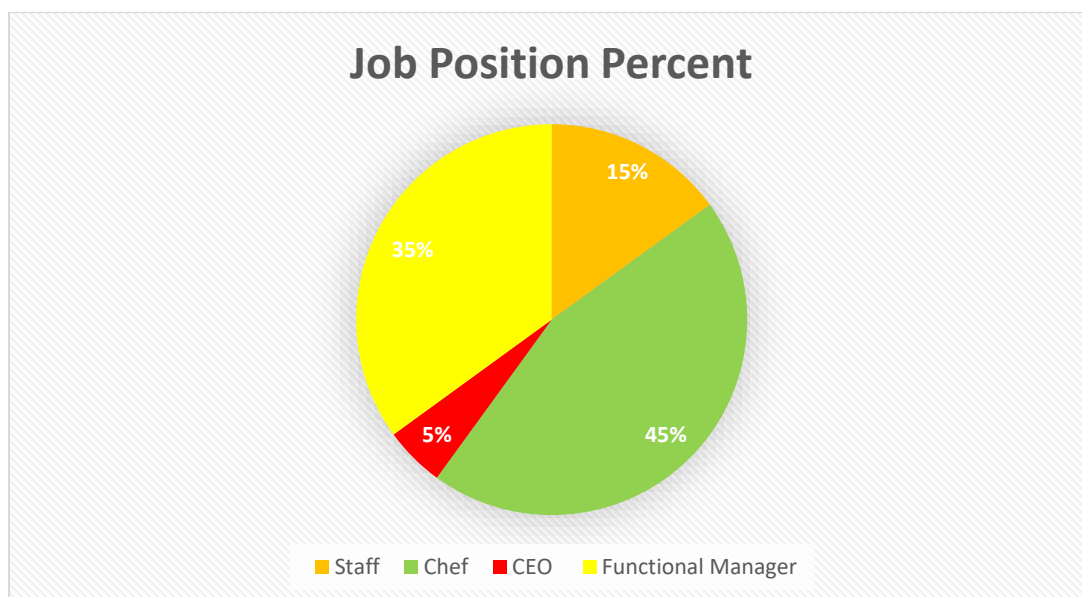
(Fig.6)

- As for the Educational Level: the number of people holding high school diploma reached 6, representing 30% of individuals in the sample. While the number of people with a bachelor degree reached 13, representing 65% of the total sample. Finally, the number of people holding a master degree or above reached 1, representing 5% of the total sample. The following figure explains that.



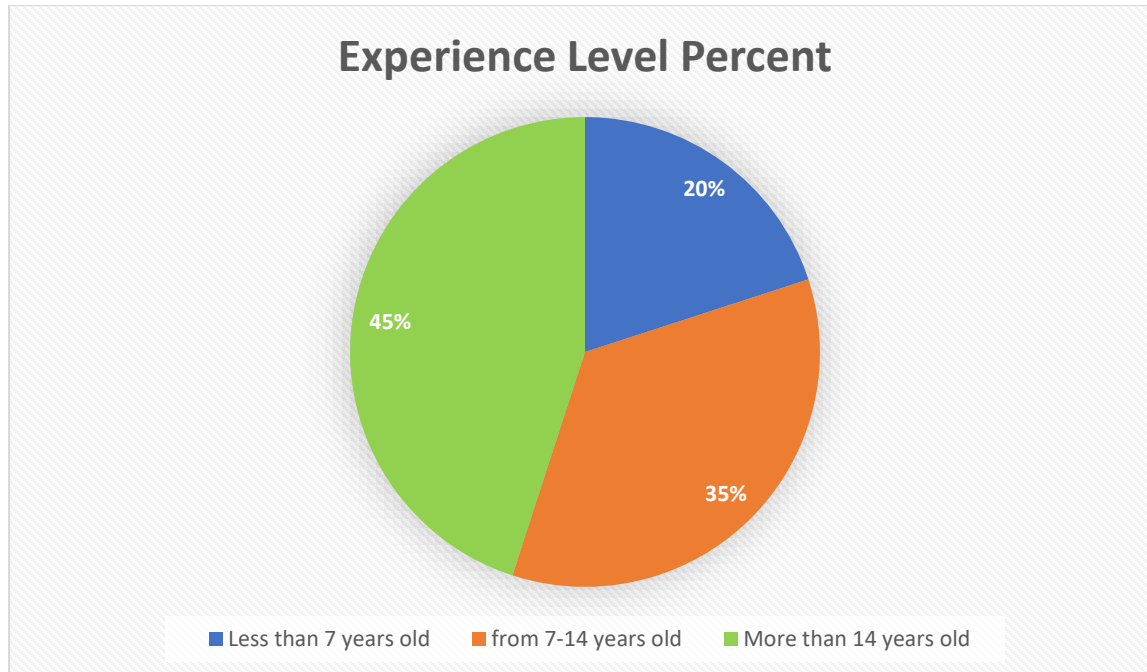
(Fig.7)

- Regarding the nature of work: The number of experienced staff in the sample reached 3 individuals, representing 15%, while the number of experienced chefs reached 9 individuals, a percentage of 45%. 1 individual is the CEO, at a rate of 5%. Finally, the number of functional managers reached 7, representing 35% of the total sample. The following figure explains this.



(Fig.8)

-Regarding the number of years of experience: 4 individuals had less than 7 years of experience, at a rate of 20%. The experience level ranged from 7 to 14 years contains 7 individuals, with a percentage of 35%. While the level of experience of individuals from 14 years or more was 9, with a percentage of 45% of the respondents of the total sample. The following figure shows this.



(Fig.9)

4.3. Validity & reliability tests for the questionnaires

In order to verify the validity and reliability of the scales used in the study, the internal consistency validity of the questionnaires used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted (AVE (Extracted Variance Average)). While, the reliability of the scales used in the study was measured by measuring each of: the Cronbach's Alpha value, the Composite reliability value, and the A-rho coefficient value, through the structural equation model (SEM) using the statistical analysis program 3.0 PLS -Smart. The following paragraphs and tables illustrate this:

4.3.1 Validity of the scales used in the study

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted (AVE).

Internal consistency validity: It refers to the extent of consistency of each statement of the questionnaire to the variable to which it belongs. Therefore, the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to the study of Kaiser (1974), a correlation coefficient less than 0.5 is deleted from the questionnaire.

Convergent Validity: The average variance between statements measuring the same scale is measured by calculating the average variance extracted AVE, which must have a value greater than 0.5 according to (Hair et al., 2006).

The following tables show the statistical results of (correlation coefficients, standard deviation, calculated T value, and P-value) between the score of each statement and the total score of the variable to measure the internal consistency validity of the questionnaires. Also, the average extracted variance value AVE was calculated to measure the convergent validity of the questionnaires, through the structural equation model PLS-SEM, as follows:

Table (3) Validity of the Scale used in the study

Variable	Dimension	KMO	Transaction Correlation	Standard Deviation (StDv)	T statistic	P value	(AVE) Average Variance Extracted
The Impact of Effective Management Practices	C1	0.535	0.802	0.733	25.6	0.00	0.8195
	C2		0.837	0.851	20.4	0.00	
	S1		0.779	0.503	16.5	0.00	0.859
	S2		0.939	0.671	37.3	0.00	
	O1		0.501	0.918	12.8	0.00	0.542
	O2		0.583	0.605	36.4	0.00	
	H3		0.718	0.671	23.4	0.00	0.7445
	H4		0.771	1.218	12.3	0.00	

It is clear from the table above:

▪ Impact of Effective Management Practices Scale: All correlation coefficients for all statements are strongly correlated with their dependent variable, at values greater than 0.5. In addition, the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved. Also, from the results above related to the value of the average variance extracted AVE, it is clear that its value for the digital transformation application variable is $0.501 > 0.5$. Accordingly, the convergent validity of the questionnaire has been achieved.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.535
Bartlett's Test of Sphericity	Approx. Chi-Square	84.440
	df	45
	Sig.	<.001

4.4. Descriptive statistics for research variables (answer research questions)

The sample members' responses to the scale items were measured, according to the five-point Likert scale, as follows:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

The level of importance was calculated according to the following equation:

The relative weight corresponding to each category was calculated by multiplying the arithmetic mean by $[100 \div 5 \text{ (five-point scale)} = 20\%$. The following table shows the significance of the arithmetic means, as follows:

Table (4) The significance of arithmetic means

Arithmetic mean value	Result (general trend)	Relative weight %	Level (score) Practice/important
From 1 to less than 1.80	Strongly disagree	From 20% to less than 36%	Very low
From 1.80 to less than 2.60	Disagree	From 36% to less than 52%	low
From 2.60 to less than 3.40	Neutral	From 52% to less than 68%	medium
From 3.40 to less than 4.20	Agree	From 68% to less than 84%	high
From 4.20 to 5	Strongly Agree	From 84% to 100%	Very high

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the five-point Likert scale, and the standard deviations of the variables according to the table related to the significance of the arithmetic mean. The significance of the arithmetic mean shown in the table above is considered to know the impact of effective management practices and their dimensions, according to the point of view of the study sample, as follows:

Table (5) Arithmetic means and standard deviations of the study variables

Variables	Arithmetic means	Standard Deviation	General Direction	Significance Level of Practice
The Impact of Effective Management Practices	4.26	0.763	Agree	High

It is clear from the table above regarding the arithmetic means and standard deviations for the study variables that:

- The results of characterizing the independent variable (impact of effective management practices): indicate the general trend for the sample items the study approved, which indicates achieving a high level of effective management practices in the catering sector, this is because the arithmetic average of the sample members' opinions was (4.26), with a high agreement rate of 85.2% at standard deviation (0.763)

Correlations

		Communication	Structured Employee Program	Organizational Culture	Higher Job Satisfaction	Higher Retention Rate
Communication	Pearson Correlation	1	-.012	.287	.008	.460*
	Sig. (2-tailed)		.959	.219	.972	.041
	N	20	20	20	20	20
Structured Employee Program	Pearson Correlation	-.012	1	.380	.624**	.676**
	Sig. (2-tailed)	.959		.098	.003	.001
	N	20	20	20	20	20
Organizational Culture	Pearson Correlation	.287	.380	1	.379	.730**
	Sig. (2-tailed)	.219	.098		.100	<.001
	N	20	20	20	20	20
Higher Job Satisfaction	Pearson Correlation	.008	.624**	.379	1	.811**
	Sig. (2-tailed)	.972	.003	.100		<.001
	N	20	20	20	20	20
Higher Retention Rate	Pearson Correlation	.460*	.676**	.730**	.811**	1
	Sig. (2-tailed)	.041	.001	<.001	<.001	
	N	20	20	20	20	20

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Linear correlation between the impact of effective management practices (as an independent variable) and higher retention rates and its dimensions (as a dependent variable):

-It was found that there is a neutral to positive correlation (0.460) between the communication as an independent variable and retention rates (total) as a dependent variable at a significance level of less than (0.5).

-It was found that there is a strong positive correlation between the Higher retention rates as a dependent variable and each dimension of effective management practices (organizational culture, structure employee program and higher job satisfaction) at a correlation coefficient of: 0.676, 0.730, 0.811 respectively, as dependent variables at a significance level of less than (0.01).

-It is noted from the above that the values of the correlation coefficients between the study variables are high, which indicates the strength of this correlation.

-Linear correlation between the dimensions of effective management practices and the variable of effective management practices as a whole, and between each other: It is clear from the results of the previous table that there is a significant positive correlation between effective management practices and its dimensions (communication, organizational culture, structure employee program and higher job satisfaction) at a significance level of less than (0.01).

4.5. Testing Hypotheses & Findings Discussion

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.460 ^a	.212	.168	.343

a. Predictors: (Constant), Communication

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.569	1	.569	4.835	.041 ^b
	Residual	2.119	18	.118		
	Total	2.688	19			

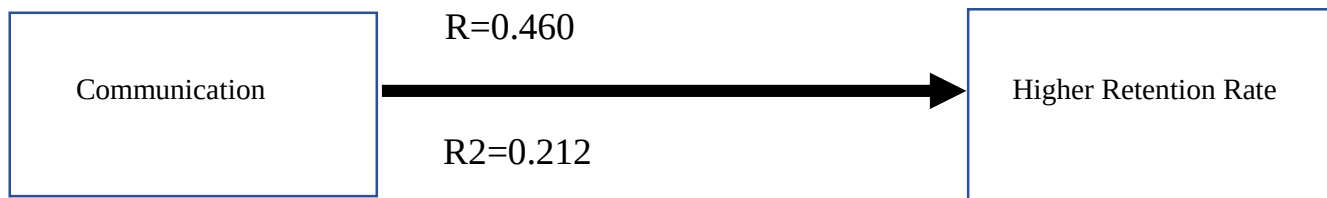
a. Dependent Variable: HigherRetentionRate

b. Predictors: (Constant), Communication

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.213	.473		6.786	<.001	2.218	4.207
	Communication	.255	.116	.460	2.199	.041	.011	.499

a. Dependent Variable: HigherRetentionRate



The first hypothesis: Communication contribute to retaining the retention of employees by planning clear goal.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 ^a	.457	.427	.285

a. Predictors: (Constant), StructuredEmployeeProgram

ANOVA^a

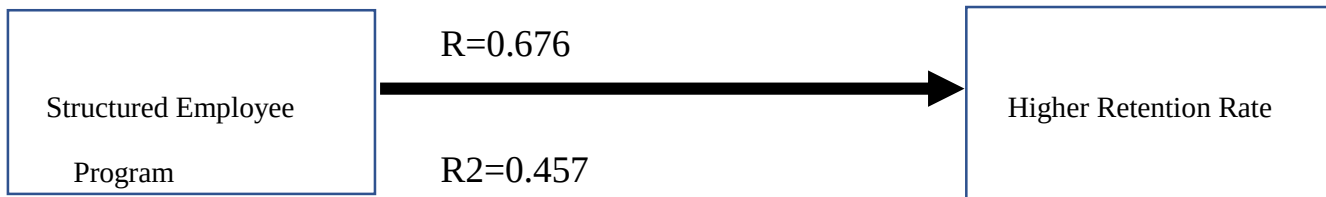
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.229	1	1.229	15.161	.001 ^b
	Residual	1.459	18	.081		
	Total	2.688	19			

a. Dependent Variable: HigherRetentionRate

b. Predictors: (Constant), StructuredEmployeeProgram

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1	(Constant)	1.249		1.620	.123	-.371	2.868
	Structured Employee Program	.647	.676	3.894	.001	.298	.996

a. Dependent Variable: HigherRetentionRate



The second hypothesis: Structured Employee Program contribute to retaining the retention of employees by facilitating operations and simplifying procedures.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 ^a	.533	.507	.264

a. Predictors: (Constant), OrganizationalCulture

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.433	1	1.433	20.557	<.001 ^b
	Residual	1.255	18	.070		
	Total	2.688	19			

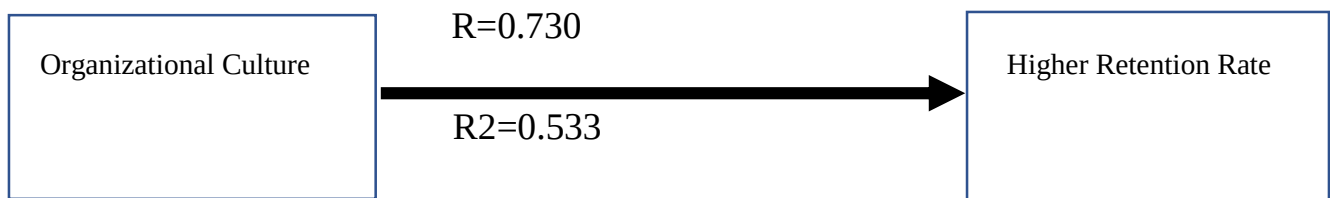
a. Dependent Variable: HigherRetentionRate

b. Predictors: (Constant), OrganizationalCulture

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta	t		Lower Bound	Upper Bound
1	(Constant)	2.400	.410		5.853	<.001	1.539	3.262
	OrganizationalCulture	.430	.095	.730	4.534	<.001	.231	.630

a. Dependent Variable: HigherRetentionRate



The third hypothesis: Organizational Culture contribute to retaining the retention of employees by sharing the same core competencies.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.657	.638	.226

a. Predictors: (Constant), HigherJobSatisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.767	1	1.767	34.536	<.001 ^b
	Residual	.921	18	.051		
	Total	2.688	19			

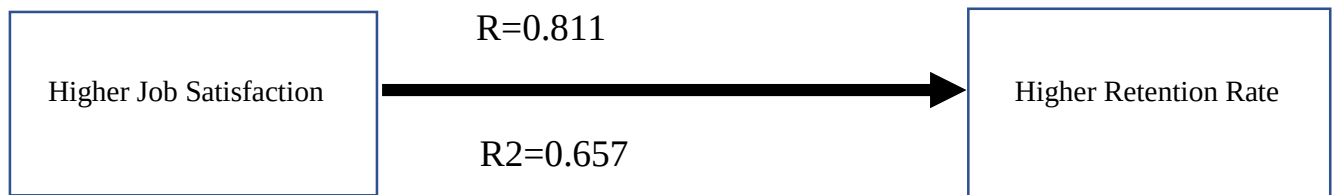
a. Dependent Variable: HigherRetentionRate

b. Predictors: (Constant), HigherJobSatisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.795	.419		4.282	<.001	.914	2.675
	HigherJobSatisfaction	.591	.101	.811	5.877	<.001	.380	.802

a. Dependent Variable: HigherRetentionRate



The forth hypothesis: High job satisfaction contribute to retaining the retention of employees by having high self-esteem.

4.6. Conclusion

For the statistical analysis of the data of the current study, both SPSS 28V programs were used. The researcher conducted a descriptive analysis of the study sample, as well as a descriptive analysis of the study variables. According to the results of the statistical analysis of this study, the validity and reliability of the scales used to measure the study variables were achieved. Also, the main hypothesis of the study and the three sub-hypotheses were proven.

Exploratory Factor Analysis

	Structured Employee Program	Higher Job Satisfaction	Communication	Organization Culture
S1	.779			
S2	.939			
H3		.718		
H4		.771		
C1			.802	
C2			.837	
O1				.501
O2				.583

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.725	.759	10

Source: Prepared by the researcher based on the results of statistical analysis of field study data (N=20 individual)

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

5.1.1 Research Limitation

Time limits of the research:

- This research focused on employees who's their working period begins from 2010 until late 2024 which is the period in which the data was collected and analyzed by senior employees in Sugar n Spice.

Spatial research Limits:

- The study revolves around Sugar n Spice (only), a national company operating in the fields of Catering & event preparation.

Sample research Limits:

- The research sample included 20 experienced employees only from different departments and job levels within the company. They were selected to ensure diversity of data and diversity of results.

Objective research limits:

- The research focused on the impact of effective management practices on employees' retention rate. The research addresses the main factors that affect retention rates, and how effective management can improve & retain it, in addition to the challenges and processes facing the application of effective management practices.

5.1.2 Future Research

Practical applications:

The practical applications of effective management practices can be studied in improving job performance and providing practical strategies and recommendations for their application in different organizations to increase retention rates.

Practical analysis between companies:

A practical analysis can be conducted between the impact of effective management practices in multiple companies to identify the differences and similarities and how to improve retention rates effectively.

Training and Continuing Education:

Studies can be conducted on the impact of training and continuing education programs in enhancing the effectiveness of management practices and improving retention rates.

5.2. Research Recommendations

1. Improve communication channels:

companies should improve the communication process and the feedback system between the managers and the remote working employees. So that the work reports will be clearer for the performance of the employees and for letting the employees learn and practice their job effectively.

2. Employee Recognition system:

companies should recognize the efforts of their employees and build up compensation system and rewards to increase employee satisfaction and morale and to make the employees feel valued about their contributions in the input of the company.

5.3. Conclusion

This study shows that the implementation of effective management practices can have a significant impact on improving the retention of employees in well-known intuitions such as Sugar n Spice. Effective management provides specialized names, strategic plans and new policies in recruitment, training and promotion, which enhances the efficiency of task fulfillment and contributes to organizing work and increasing efficiency.

Despite the clear benefits of effective management, there are some challenges and issues that need to be addressed, such as the lack of clarity in incentive policies and the disparity in continuous improvement and investment in research and development. The study recommends strengthening training and development programs, improving incentive policies, increasing investment in research and development, and enhancing continuous improvement of employee performance.

By effectively adopting the recommendations provided, organizations can improve job performance and achieve higher levels of efficiency and productivity, which contributes to achieving their goals and raising employee satisfaction and retention.

References

(*Employee Retention, Target tech Website, (2017) 4-1*)

(*Kaye and Jordan-Evans 2001, pp. 06*) from the (Retaining Key Employee)

(ASU {Arizona State University Website}, (2024))

Brown, L. (2019). The impact of management practices on employee turnover. *Journal of Human Resources*, 34(2), 123-145.

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.).

Appendix

Here's a Likert scale designed to assess perception regarding the impact of effective management practices on retaining experienced employees applied on Sugar n Spices Catering on KSA in Riyadh. The table provides a clear overview of different management practices, descriptions, specific examples related to your study, and their expected impacts on employee retention:

Question	Response Options	% of Respondents
Communication		
My manager provides clear guidance and direction to the team.	Strongly Disagree (1)	
	Disagree (2)	
	Neutral (3)	
	Agree (4)	
	Strongly Agree (5)	
Communication within the organization is clear and transparent.	Strongly Disagree (1)	
	Disagree (2)	
	Neutral (3)	
	Agree (4)	
	Strongly Agree (5)	

Structured Employee Program	
I feel motivated to perform well in my job due to management's efforts.	Strongly Disagree (1)
	Disagree (2)
	Neutral (3)
	Agree (4)
	Strongly Agree (5)
My organization provides adequate training to help me perform my job effectively.	Strongly Disagree (1)
	Disagree (2)
	Neutral (3)
	Agree (4)
	Strongly Agree (5)
Organizational Culture	
The company offers flexible working hours to accommodate personal needs.	Strongly Disagree (1)
	Disagree (2)
	Neutral (3)
	Agree (4)
	Strongly Agree (5)
The organizational culture promotes teamwork and collaboration.	Strongly Disagree (1)
	Disagree (2)
	Neutral (3)
	Agree (4)
	Strongly Agree (5)
Higher Job Satisfaction	
The compensation I receive for my work is competitive and fair.	Strongly Disagree (1)

	Disagree (2)
	Neutral (3)
	Agree (4)
	Strongly Agree (5)
I receive regular and constructive feedback about my performance.	Strongly Disagree (1)
	Disagree (2)
	Neutral (3)
	Agree (4)
	Strongly Agree (5)
I am given the autonomy to make decisions in my role.	Strongly Disagree (1)
	Disagree (2)
	Neutral (3)
	Agree (4)
	Strongly Agree (5)
I am satisfied with my job overall.	Strongly Disagree (1)
	Disagree (2)
	Neutral (3)
	Agree (4)
	Strongly Agree (5)

Table of Research Instrument

Instrument Type	Purpose	Description
Survey Questionnaire	To collect quantitative data on employee perceptions of management practices and their effect on retention.	A structured questionnaire with Likert scale questions assessing communication, recognition, professional development,

		work-life balance, and overall job satisfaction.
Semi-Structured Interviews	To gather qualitative insights from employees and management about management practices and their impact on retention.	Conducted with selected employees and managers to explore perceptions and experiences related to management effectiveness and retention strategies.
Case Study Analysis	To provide a comprehensive view of how effective management practices influence retention within the specific context of Sugar & Spices Catering.	A detailed examination of the company's management strategies, employee feedback, and retention metrics over a defined period to identify patterns and outcomes.