

Demographic Characteristics as Antecedents for Propensity to Stay among Employees of Rosemarry Contracting Company in the Kingdom of Bahrain

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Abstract - This study aimed to investigate if socio-demographic profile can significantly predict employee's intention to stay in Rosemarry Contracting Company in the Kingdom of Bahrain. While several factors have been associated to employee retention, very little attention is channelled to the investigation on the role of socio-demographic characteristics to employee retention. This made the researcher decide to explore the construct under consideration. The research utilized a descriptive research design involving 162 randomly selected respondents were included in the study. An adopted questionnaire was utilized as data gathering tool. The results of the study found that among all socio-demographic profile tested, only Age, Education, years of service, income were found significant in predicting propensity to stay. Gender, Marital Statues were not found to be statistically significant antecedents of propensity to stay.

Keywords: socio-demographic profile, propensity to stay, retention, recruitment.

INTRODUCTION

RoseMarry Contracting Company started its humble beginning by Mr. Hussain Tawfiq in the year 1997 and within a span of 20 years it has emerged as one of the credible and credulous groups dealing in all kind of services for maintenance and construction. The vision of the company is to be recognized as a leading contracting company in Bahrain through their services as per customer satisfaction.” This is clearly translated in their mission statement which is to position our presence in close proximity to our customers and provide superior service at competitive prices by continuously investing in our innovative methods (RoseMarry Contracting, 2020).

To achieve such mission, the company considers its employees at the heart of its operations. The company has a large focus on training and development to assure that its employees are competent in their respective roles in order to deliver the best quality of customer service. Employee turnover is a serious problem for managers who wish to retain important and talented employees. Losing talented employees can cost an organization in a variety of ways. The organization might lose clients, there may be team disruptions, other employees might be influenced toward leaving the business, and a loss in productivity may occur (Allen et al., 2010). Moreover, an employee might open up his or her own business and create competition for the former employer. Other costs relate to the recruitment, hiring, and training processes involved in trying to identify and prepare replacements for those who resigned. The bottom line is that losing talented employees is costly to employers, while retaining talented employees can actually increase productivity and company finances. Studies have shown that reducing employee turnover can promote positive employee morale and sales growth within a company (Allen et al., 2010; Waqas et al., 2017).

The caveat to this, however, is the need to make sure that they do not only provide the proper training but also provide more reasons for these employees to stay as training new employees would be too costly. As Walker (2001) noted,

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employee retention is an important factor for all companies, especially the small businesses in the course of their operations, since attracting and retaining employees while providing adequate training to them are the critical success determinants for modern day organizations. Essentially, more organizations are now realizing that retention is a strategic issue and represents a competitive advantage. While several factors have been associated to employee retention, very little attention is channelled to the investigation on the role of socio-demographic characteristics (age, gender, marital status, qualification, income, and years of service) to employee retention (Ahuja et al, 2007). In fact, Akova, Cetin, and Cifci, (2015), observed that these few studies about the relation of socio demographic profile and employee turnover do not usually come into consensus. For example, Monks (2012) observed that several studies have considered age as a factor in turn over however found significant evidence to disagree on such observation.

In short, the aim/objective of the study is to assess whether socio-demographic profile (age, gender, marital status, years of service, income, qualification) affects propensity to stay in employees within RoseMarry Contracting Company. This will allow for better employee retention and recruitment strategies. The significance of the study is as follows: Managers: To become knowledgeable of the effects of employee turnover and retention and the significance of sociodemographic profiles in propensity to stay, Employees: To become managers knowledgeable of the effects of employee turnover and learn important business administration techniques to apply to have an affective employee retention in the future, HR Department: Human resource workers can learn the impact of business administration and the ins and outs of good communication, even help decrease employee turnover, RoseMarry Contracting Company: Learns the effect of labor turnover on productivity in the business administration and the importance of retaining employees and maintaining suitable administration staff, Government of Bahrain: The government of Bahrain can also benefit from the study as research on propensity to stay and sociodemographic profile can be helpful to any organization, company, group or even government seeing as any professional/organized group can experience turnover or propensity to leave/stay. If we can even understand it a bit, the results will even be beneficial to the government of Bahrain, Future Researchers: Researchers that read this study will learn the importance of propensity to stay in any organization and the impact of it on employee turnover.

THEORETICAL FRAMEWORK

To better understand the underlying assumptions of the study, the human capital theory was explored as the anchoring framework of analysis. The theory was formally introduced by Becker (1962) but was reintroduced by contemporary management thinkers to date. Ng and Feldman (2010) explains that the human capital theory proposes that the knowledge and skills of the individual that he or she accumulates throughout his or her lifetime is a substantial source of income. This accumulation, also leads to observable differences in productivity and employee behavior.

Education and training for example, accumulates as the individual journeys to his/her career. This leads to the assumption that different people accumulate skills and abilities from training and education thus should commensurate the equivalent yet differing salary or compensation. Since education and other socio-demographic characteristics are basic varying points of human capital, these factors may have varied effects of an individual's intention to stay or leave the organization (Wright et al., 2014). In fact, Hokanson and others (2011) noted that employee's age and length of stay has tremendous implications on an individual's decision to stay or leave an organization. Individuals who have more experience and are older tend to have more opportunities outside and thus weighs turnover intentions differently compared to younger workers who are usually characterized with low level of skills.

Finally, Botsford-Morgan and King (2012) noted that gender can also affect an individual's propensity to stay or leave the organization. This is primarily explained by the personality differences of men and women and the different roles they play in the household. For example, mothers whose psychological contract is mostly tied with taking care of infants and the family may have different perspective of staying or leaving the organization.

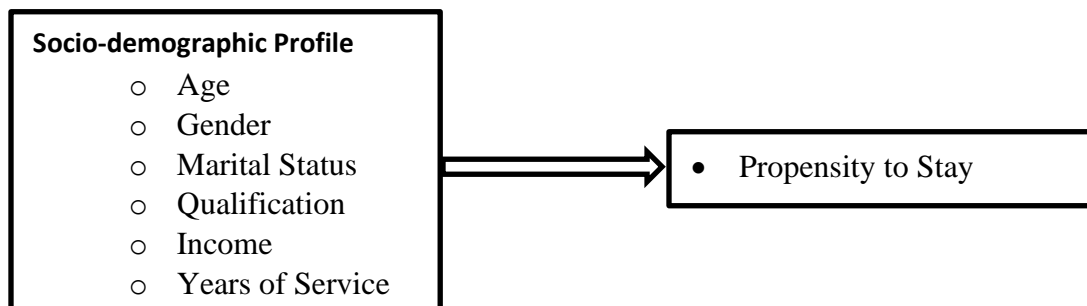


Figure 1. Conceptual Framework

As shown in Figure 1, the theory aims to assess how socio-demographic profile variables (gender, age, marital status, qualification income, years of service) affects an employee's propensity to leave or stay.

METHODOLOGY

The chapter presents the research design, research locale, respondents, sampling design, research instrument, data gathering procedure, scoring procedure and statistical treatment. The study utilized a descriptive research design which utilizes primary data through survey questionnaire to evaluate how socio-demographic profile may affect an individual's intention to stay in the organization. Descriptive research design will be used since the study aims to describe the possible effect of the identified socio-demographic profile with propensity to stay. The respondents were the employees of RoseMarry Contracting Company. The total staff number of RoseMarry Contracting Company is 400. Managerial staff are 50, 10 supervisors, 340 rank in file employees. 162 were respondents of the study.

Each item in the questionnaire was followed by possible responses. Corresponding to each possible response were four scales corresponding to the respondents level of agreement in all statements representing the identified variables of the study. Sociodemographic once filled out by participants, will be tallied and sorted and their responses was organized into participants that have similar sociodemographic profiles and how similar their responses are.

The researcher used an adopted questionnaire by Moses Segbenya (2014) in his study, "The Effects of Demographic Variables on Employees' Decisions to Stay or Quit". Which was modified to suit this study of Propensity to Stay in RoseMarry Contracting Company. The questionnaire was chosen considering the similar nature of the locale understudy. The questionnaire is composed of two parts. The first part is a multiple-choice item covering the socio-demographic profile of the respondents in terms of gender, age, marital status, qualification, income and years of service. The second part covers 10 indicators for the measurement for propensity to stay all in 5-point Likert Scale. Items 1 to 5 are negatively stated and will be scored in reverse. This is done to improve the questionnaire's resilience for response bias.

RESULTS

The research primarily aims to investigate the extent to which sociodemographic characteristics affect propensity to stay in the RoseMarry Construction Company.

Table 1: Income Chart Table

Amount in BD	Percentage
200 - 400	52%
301 - 500	36%
500 – 800	12%

The table above shows that majority of the respondents were earning wages between BD 200 to BD 400. Only 12% were earning at BD 500 or above. The distribution of income represents a typical distribution of salary ranges in a contracting company like the one subject in the study with most of those in the top management are earning above the median salary range.

EMPLOYEES' LEVEL OF PROPENSITY TO STAY

Table 2: Employees' Level of Propensity to Stay

Indicators	SD	X	Qualitative Interpretation
1. I often think of leaving my job*	1.13	3.54	High Propensity to Stay
2. I don't feel any obligation to remain with my current organization*	1.05	3.52	High Propensity to Stay
3. I would leave my organization if I could find similar job at another organization*	0.99	3.46	High Propensity to Stay
4. I will probably look for another job soon*	1.17	3.37	Moderate Propensity to Stay
5. I get job offers from other companies but I decided to stay in this organization	1.05	3.11	Moderate Propensity to Stay
6. The thought of leaving the organization never crossed my mind	1.18	3.11	Moderate Propensity to Stay
7. I feel like this company will be my last	1.18	3.00	Moderate Propensity to Stay
8. I will not trade this work for anything else	1.17	2.97	Moderate Propensity to Stay

9. I feel I am obligated to stay in this organization	1.02	3.33	Moderate Propensity to Stay
10. I can't imagine myself leaving this job	1.16	3.08	Moderate Propensity to Stay
Over-all	1.18	3.25	Moderate Propensity to Stay

**inversely scored*

Table 2 shows the respondents' level of propensity to stay. As what can be gleaned from the table, the over-all mean is 3.25 (SD=1.18) suggesting that the respondents have moderate level of propensity to stay. In fact, the respondents don't even often think of leaving the job (statement 1) and feel that they are moderately obligated to remain in the organization (Statement 2). The results also suggest that the respondents would not even think of leaving the organization even if they could find similar job at another organization (Statement 3). Extensive research has shown that personal factors influence employee intention to remain in or leave the organization they are a part of. (Rosen et al., 2011) Some factors uncovered in study and research that influence these intentions include age, education level, marital status, family responsibility, the health of an employee's family, the status of employment and which area they are employed in. Other researches show the effects of variables like gender and financial status seem to be quite influential on the result of whether an employee stays or leaves.

Socio-demographic profile as predictor of employees Propensity to stay

Table 3: Analysis of Variance in terms of Age

	Sum of Squares	Df	Mean Square	Sig.
Between Groups	1.476	4	0.369	1.997
Within Groups	29.009	157	.185	.098*
Total	30.485	161		

**significant at 0.1 level*

Table 3 exhibits the Analysis of Variance to check if socio-demographic profile, specifically age, can predict employee's propensity to stay. As what can be seen from the table, the computed F value (1.997) is significant at 0.10 level ($p = 0.098$). Thus, there is enough evidence to reject the null hypothesis. Age significantly predicts propensity to stay. Age causes a variation in the level of willingness to stay or leave among the employees of Rose Mary Contracting. The age of employees has been shown to play an important part in employee commitment (Kotze & Roodt, 2005), job embeddedness (Tanova & Holtom, 2008) and the psychological contract and the decision to leave, (van Breukelen et al 2004). This could be explained by the notion that employees go through career stages where they prioritize different aspects of their job and working environment in conjunction with their personal life (Cron & Slocum, 1986). According to Blomme, van Rheede, & Tromp (2010), age was also a significant variable that influences the decision to leave as younger respondents were more eager to leave.

Table 4: Post Hoc Test - Least Significant Difference

(I) Age	(J) Age	Mean Difference			95% Confidence Interval	
		(I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
<20	20-30	-.0667	.1282	.604	-.320	.186
	31-40	-.0548	.1278	.669	-.307	.198
	41-50	-.2510	.1367	.068	-.521	.019
	>50	.0578	.1384	.677	-.216	.331
20-30	<20	.0667	.1282	.604	-.186	.320
	31-40	.0119	.0901	.895	-.166	.190
	41-50	-.1844	.1024	.074	-.387	.018
	>50	.1244	.1046	.236	-.082	.331
31-40	<20	.0548	.1278	.669	-.198	.307
	20-30	-.0119	.0901	.895	-.190	.166
	41-50	-.1963	.1019	.056	-.398	.005
	>50	.1126	.1042	.282	-.093	.318
41-50	<20	.2510	.1367	.068	-.019	.521
	20-30	.1844	.1024	.074	-.018	.387

	31-40	.1963	.1019	.056	-.005	.398
	>50	.3088*	.1150	.008	.082	.536
>50	<20	-.0578	.1384	.677	-.331	.216
	20-30	-.1244	.1046	.236	-.331	.082
	31-40	-.1126	.1042	.282	-.318	.093
	41-50	-.3088*	.1150	.008	-.536	-.082

*. The mean difference is significant at the 0.05 level.

In fact, table 4 shows the area to which the observed difference is significant. The values in bold face signify those mean differences that are significant at 5%. As the results show, respondents ages 41-50 tend to have significantly higher willingness to stay than those who are above 50. Interestingly, the same tables only show a negative mean difference for younger cohort than older cohort. As the age group progresses the negative mean difference tend to lessen until it reaches to significant difference in the mentioned significant group. Thus, the result show that age tend to be a significant predictor of willingness to stay, however, the effect is not linear with the significant observation happens only at the age nearing 60 or pre-retirement. Through research we have discovered that age plays a significant part in an employees' decision to stay or leave an organization (Rosen et al., 2011). Specifically, research has shown that older employees (More than 45 years old) are more likely to remain within an organization than the younger employees. (Less than 45 years old) (Anderson & Hill, 2010). Younger workers were discovered to have left more frequently than the older ones. (Apostolidis & Polifroni, 2006).

Table 5: Analysis of Variance in terms of Education

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.697	4	.674	3.810	.006**
Within Groups	27.787	157	.177		
Total	30.485	161			

**Significant at 0.01 level

Table 5 shows the Analysis of Variance in terms of Education to assess if education is a significant predictor of an individual's willingness to stay. As what can be seen from the table, the computed p value is significant at 0.01 ($F = 3.810$, $p = 0.006$). Thus, there is enough evidence to claim that educational levels tend to significantly predict the respondent's propensity to stay.

Table 6: Post Hoc Test - Least Significant Difference

(I) Education	(J) Education	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
BSc	Diploma	.0677	.1117	.546	-.153	.288
	MSc	-.0222	.1017	.827	-.223	.179
	Others	.0558	.0828	.502	-.108	.219
	Phd	-.4573*	.1319	.001	-.718	-.197
Diploma	BSc	-.0677	.1117	.546	-.288	.153
	MSc	-.0899	.1324	.498	-.351	.172
	Others	-.0119	.1185	.920	-.246	.222
	Phd	-.5250*	.1568	.001	-.835	-.215
MSc	BSc	.0222	.1017	.827	-.179	.223
	Diploma	.0899	.1324	.498	-.172	.351
	Others	.0780	.1091	.476	-.138	.294
	Phd	-.4351*	.1498	.004	-.731	-.139
Others	BSc	-.0558	.0828	.502	-.219	.108
	Diploma	.0119	.1185	.920	-.222	.246
	MSc	-.0780	.1091	.476	-.294	.138
	Phd	-.5131*	.1377	.000	-.785	-.241
Phd	BSc	.4573*	.1319	.001	.197	.718
	Diploma	.5250*	.1568	.001	.215	.835

MSc	.4351*	.1498	.004	.139	.731
Others	.5131*	.1377	.000	.241	.785

*. The mean difference is significant at the 0.05 level.

Looking at significant differences, people with higher education tend to have higher propensity to stay than those who have lower education such as diploma and BSC. This would mean that as people get educated, they tend to stay more and their willingness to continue their service to the organization becomes significantly higher. In a study of US nurses, a correlation between education status and an employee's intention to stay was found. In short, the more educated an employee was, the more likely he was to leave (Kash, Naufal, Cortes & Johnson, 2010). This may be because they have more options available to them because of their education status.

Table 7: Analysis of Variance in terms of Years of Service

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.006	2	1.503	8.698	.000**
Within Groups	27.479	159	.173		
Total	30.485	161			

**Significant at 0.01 level

Table 7 shows the analysis of variance of propensity to stay considering the respondents years of service. As what can be gleaned from the table, the computed F value of 8.698 is significant at 0.01. Therefore, years of service are a significant predictor of employee's propensity to stay. The null hypothesis of no significant difference is therefore rejected.

Table 8: Post Hoc Test - Least Significant Difference

(I) Years of Service	(J) Years of Service	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
<1	1-5	-.3061*	.0775	.000	-.459	-.153
	>10	-.2111*	.0859	.015	-.381	-.041
1-5	<1	.3061*	.0775	.000	.153	.459
	>10	.0951	.0971	.329	-.097	.287
>10	<1	.2111*	.0859	.015	.041	.381
	1-5	-.0951	.0971	.329	-.287	.097

*. The mean difference is significant at the 0.05 level.

Table 8 supports the significant differences observed in the previous table. In fact, the table shows that employees who stay longer tend to have higher propensity to stay. In fact, the differences are significant pair-wise at all clusters.

Table 9: Independent Sample T-Test for Gender

Levene's Test for Equality of Variances					t-test for Equality of Means				
Propensity to Stay	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	1.262	.263	-.272	160	.786	-.0187	.0687	-.1544	.1170
Equal variances not assumed			-.273	159.24	.785	-.0187	.0685	-.1539	.1166

For gender and marital status, T-test will be used considering their dichotomous grouping. In terms of gender, the computed T value, both variances assumed or not shows a p value greater than 0.10. Thus, there is no evidence to reject the null hypothesis. Gender does not significantly predict the employees' propensity to stay. Studies done on the propensity to stay when it comes to gender involve a lot of mixed opinions. There are arguments for male employees being more committed to an organization due to them have better jobs/positions in the company than the female employees. In another argument it is said that the women are less committed due to being more family focused and prioritizing their roles as a wife/mother etc over their role in an organization (Aven et al., 1993).

Table 10: Independent Sample T-Test for Marital Status

Levene's Test for Equality of Variances					t-test for Equality of Means				
Propensity to Stay	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	2.022	.157	-1.311	160	.192	-.0929	.0709	-.2329	.0471
Equal variances not assumed			-1.380	139.837	.170	-.0929	.0674	-.2261	.0403

In the same line, Table 10 also shows no significant difference in the level of propensity to stay considering Marital Status. Thus, the null hypothesis is accepted, marital status does not significantly predict employees' propensity to stay. According to Cotton and Tuttle (1986) spouses play a significant role in influencing an employees' intention to stay or leave an organization. Seeing as things like retirement, relocating and financial decisions are very often choices that are made together in marriages (Johnson & Favreault, 2001). In summary, the regression analysis yielded the following hypothesis test results;

Table 11: Analysis of variance in terms of income Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.432	1	1.432	7.885	.006b
	Residual	29.053	160	.182		
	Total	30.485	161			

a. Dependent Variable: Propensity to Stay

b. Predictors: (Constant), Average Income

Table 11 shows the Analysis of Variance in terms of income to assess if education is a significant predictor of an individual's willingness to stay. As what can be seen from the table, the computed p value is significant at 0.01 ($F = 7.885$, $p = .006$). Thus, there is enough evidence to claim that educational levels tend to significantly predict the respondent's propensity to stay.

Table 12: Summary of Hypothesis Test Results

Hypothesis	Decision
H ₀₁ : Age does not significantly predict employees' propensity to stay	Reject
H ₀₂ : Gender does not significantly predict employees' propensity to stay	Accept
H ₀₃ : Marital Status does not significantly predict employees' propensity to stay	Accept
H ₀₄ : Qualification does not significantly predict employees' propensity to stay	Reject
H ₀₅ : Income does not significantly predict employees' propensity to stay	Accept
H ₀₆ : Years of Service does not significantly predict employees' propensity to stay	Reject

The results of the hypothesis test show that overall, socio-demographic profiles do affect an employee's propensity to stay in RoseMarry Contracting Company. Specifically, sociodemographic profiles such as age, years of service and education are the biggest factors found in propensity to stay within RoseMarry. Contracting Company. Thus, the findings of the results are as follows:

Regarding age, the results of the study support that of Kotze & Roodt, 2005 where their study found that the older employees had higher organizational commitment and were more likely to stay - the same is true in RoseMarry Contracting Company although the most significant observations in propensity to stay in terms of age was found in ages 41-50 when compared to those nearing 60. The age group of 41-50 had high propensity to stay whereas those above 50 had significantly less. Continuing on, employee years of service in RoseMarry Contracting Company is the next most impactful sociodemographic profile. The longer the employee has been with the company the more likely they were to stay in there. Similar results were found by Gregersen and Black (1992) stating that employees who had a long history with an organization would be more likely to stay than newer and also younger employees. Which again is supported by

the findings in RoseMarry Contracting Company as the older employees have a higher propensity to stay as well as those with long years of service.

In many studies there have been mixed results in terms of whether education level affects propensity to stay. A study by Boxall et al. (2003) looked into the data of workers from New Zealand and discovered barely any difference in employee propensity to stay when it came down to the level of education. Whereas research by Kash, Naufal et al. in 2010 found that employees with higher education were more likely to leave. However; those with higher educational qualifications (MSC, PHD) in RoseMarry Contracting Company were found to have a higher propensity to stay, enough evidence was found in this study to support that education level does affect propensity to stay, in this case - the higher education level, the more likely they are to stay.

Furthermore, the least impactful sociodemographic profiles include marital status, gender and income. In other studies, marital status had mixed results and in this case didn't greatly impact propensity to stay within RoseMarry Contracting Company. The same goes for gender, the study included both male and female but the propensity to stay for both genders was found to be too similar to state that gender had any impact on whether employees stay or leave. According to Royalty (1998) gender and income played large roles in their study in whether employee's stayed or left. In their study there was a perceived unfairness in the wage gap between men and women, thus gender and income were said to have a large effect on propensity to stay. This is not the case in RoseMarry Contracting company as income was proven to have little or no effect on employee propensity to stay.

CONCLUSIONS

With the major findings at hand, the researcher discovered that employees of RoseMarry Contracting Company had a moderate level of propensity to stay. The factors influencing propensity to stay were age, qualification, years of service and income. This study supports the findings of, among others, Toker (2007) stating that employees who had higher education, had greater job satisfaction. There have been different studies, one in particular highlighted individuals with education in tourism, this specific study came to the conclusion that those who had education in this field did not actually want future careers because of variables such as - working hours, lower wages, and the viewpoint society had on it - as you can imagine, the turnover was discovered to be quite high in this area. It also supports Cohen (1993)'s study in saying that age is a significant predictor. Whereas; gender and marital status did not significantly predict employee's propensity to stay. In RoseMarry contracting company, gender had little to no effect on propensity to stay at all, and as for marital status – the results disagree with the study done by Shacklock, Brunetto & Nelson, 2007 as they found marital status did predict propensity to stay. This may be because the research was done in different industries.

RECOMMENDATIONS

Based on the conclusions drawn from the study as presented in the preceding section, the researcher would like to lay down the following corresponding major recommendations.

Continued research and developed understanding of sociodemographic characteristics in the workplace in order to further understand the role of these factors in propensity to stay, specifically in RoseMarry Company but also in other organizations and workplaces. The understanding on how socio-demographic profiles tie in with propensity to stay is very beneficial for companies. The purpose of the study was to research socio-demographic profile of employees in RoseMarry Contracting Company. The results of the study will serve value not only to the organization under-study but also other organizations. Understanding sociodemographic profiles will help with designing future recruitment programs, research designs and by keeping sociodemographic profiles in mind while doing these; it will help with employee turnover and retention and hopefully accommodate the different employees based on their sociodemographic characteristics and help to retain them.

Recruitment plans and retention strategies should be created and implemented with more of a focus on sociodemographic profiles to reduce turnover and maintain good employee retention. Understanding sociodemographic profiles will help with designing future recruitment programs, after researching sociodemographic profiles and how they affect RoseMarry company or another workplace and what kind of employees stay and leave (based on the sociodemographic profiles) recruitment strategies should then be based on which factors are the most significant in propensity to stay (in this case, age, education and years of service) and how to improve on that on that, for example recruiting employees with similar sociodemographic profiles that have a high propensity to stay in RoseMarry Company. Furthermore, not just in recruitment strategies but also current retention strategies present in the organization, like doing more to increase the propensity to stay based on the sociodemographic profiles shown in this study and tested by the questionnaires, further accommodation for all factors in the workplace. Keeping sociodemographic profiles in mind while doing these; it will help with employee turnover and retention and hopefully accommodate the different employees based on their sociodemographic characteristics and help to retain them.

The overall recommendation after this research is that value should be placed on sociodemographic profiles and understanding these will assist in employee recruitment and retention and will seemingly have a moderate effect on increasing your organization's longevity and success by keeping current employees and continuing to improve. As well as recruiting new employees with similar sociodemographic profiles to keep a good level of propensity to stay overall in RoseMarry Company.

Recommendations based on each variable are as follows:

Age is a significant factor in propensity to stay – the study shows that the majority of employees are of the middle ages (31-40) and that they have a moderate level of propensity to stay. The recommendation is that employees of this age or slightly younger should be the main focus of recruitment programs as they are likely to also have a moderate level of propensity to stay, the same as the current employees.

Gender: Gender does not significantly predict propensity to stay and so no adjustment needs to be made based on this.

Marital Status: Marital status also had little to no effect on propensity to stay as shown in the study. So it is recommended that this variable should be considered less important when recruiting new employees.

Qualification: The study shows that qualification impacts propensity to stay – the majority of employees holding a bachelor's degree. so it seems that it is safe to say similar educational qualifications should be targeted in recruiting new employees if RoseMarry Contracting Company wants to maintain their moderate level of propensity to stay.

Income: Income also significantly predicts propensity to stay. The respondents are earning wages between BD 200 to BD 400. Only 12% are earning at BD 500 or above. Based on the employee's moderate level of propensity to stay. This suggests that they are satisfied with the levels of income and it seems no adjustment to pay seems necessary to maintain/recruit employees.

Years of Service: Years of Service is a significant predictor of propensity to stay and based on the survey results it is shown 54% of employees have less than 1 year in RoseMarry Contracting Company, 26% have been working there for 1 to 5 years and 20% have been a part of the company for more than 10 years.

Employees based on how long they've been working in RoseMarry Contracting Company have a moderate level of propensity to stay and they generally do not feel any need to leave the organization even if there was a similar job opportunity presented to them. This suggests that RoseMarry contracting company does a good job of retaining their employees over different periods of time.

The researcher's recommendation for RoseMarry Contracting Company Managers, Employees and HR Department. Also the recommendation for the Government of Bahrain and Future Researchers.

Managers: To keep the impactful variables affecting propensity to stay in mind when recruiting new employees and designing future recruitment programs. **HR Department:** Human resource workers when performing recruitment operations and viewing potential employees' profiles look at and understand which variables affect propensity to stay and try to put more of a focus on those in order to keep a moderate level of propensity to stay within the company.

RoseMarry Contracting Company: Continues to maintain or improve its moderate level of propensity to stay by retaining current employees and recruiting new employees with similar sociodemographic profiles to work in the company for long periods of time, thus reducing turnover and recruitment costs.

Government of Bahrain: The Government of Bahrain should do more programs to support employees and other organizations not only in the construction sectors but other sectors as well. Focus can be put on sociodemographic profiles when offering support to these employees to better support them based on these

profiles. **Future Researchers:** Future researchers take from this study and apply it to their own research and develop and expand more on sociodemographic profiles perhaps in a wider area than just one company. Sociodemographic profiles in the case of RoseMarry contracting company are definitely predictors of propensity to stay and so future research on this will be increasingly beneficial in other companies as well.

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