RETENTION OF TALENT THROUGH PARTICIPATION AND WORK-LIFE BALANCE

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A. TABLES INDEX

1. INTRODUCTION

Nowadays, people are one of the most important resources that companies have, so the management and retention of human capital, defined as the "ensemble of knowledge, skills and talents possessed by a person and make it capable for develop specific activities", it has gained great importance in business. Through an effective management of people we achieve better business results, so organizations will have the responsibility of helping their workers to solve their conflicts in order to they give to the company their best possible effort and contribution.

Due to this current relevance, we wanted to focus the study on talent, defined with reference to companies as "ensemble of assets of an organization that despite not being reflected in the traditional financial statements, they generate or will generated value for the company future (Barreiros et al., 2003). More specifically, we have focused on their retention, that is, avoid that key employees in the organization leave their job position and leave to other companies looking for other opportunities or better working conditions.

Regarding talent, get hold it in organizations will depend on various factors or variables, it will not be only one. For this work, we have chosen two variables that we believe have some relevance in business today such as participation and it relationship with the culture company through a participation culture, and the work life balance. We have chosen these variables because they can be related to the two-factor theory of Hezberg representing the extrinsic and intrinsic factors which motivate and satisfy employees which will help us to define what effects have these variables in the intentions of people mobility.

One the one hand, work life balance (WLB) try to reduce the problems that arise when employees combine and balance their life inside and outside the company. The organizations provide workers a better well-being through the use of policies and practices of WLB, which initially will be reflected in greater satisfaction and commitment to the firm for which they work, so the worker will feel more link with the organization which will favor it retention and reduce their mobility intentions. Furthermore, these practices have to be accompanied by the creation, adoption and implementation in the company culture of a family-responsible culture.

In the other hand, participation and its belonging at the corporate culture of organizations, imply that decisions are not only taken by executives and high level managers of the company. Thus, base employees can give their opinion and influence

in a different way in the final decision depending on the degree and type of participation that is permitted in the company. In addition, increase the participation, includes indirectly a change of organizational structure because in hierarchical organizations it doesn't have place, so they will deal with flatter organizations where workers will be provided with greater job autonomy.

Organizations gradually will have to gradually introduce participatory tools and getting that they have a positive performance in the company, thus we will get start building a corporate culture focused on participation. Participation in decision-making, greater autonomy and responsibility in the workplace or empowerment employees initially will have a positive relation with retention of talent. Workers may give their opinion, indicate the problem that they detect, improve processes which will become in greater involvement and commitment with the organization because they will have more responsibility. In addition, usually it will be linked with satisfaction of for example, be heard in the company or contribute with ideas to improve the organization, so having committed and satisfied employees will be easier to keep them in our organization and their mobility intentions to other companies will be reduced.

The aim of this work is explain and understand the importance of the aspects previously named, in the new business world such as the human talent and his retention, through business tool to favour wellbeing, satisfaction, involvement and commitment of workers through work life balance and the creation and development a participation culture where workers have a voice and take them into account in the decisions of the company.

The motivations that have led me to make this study, is the interest about Human Resources and its evolution in recent years in organizations. In my opinion, people have a very important value and I believe that companies need to be aware and take care of their employees. In my personal belief, there is the idea of companies with strong cultures of support and participation, concerned about the welfare of their employees, about support their workers to resolve conflicts and about improve the working environment of workers, not in order to get best results and performance but about a moral and ethical beliefs. Companies are developing, participation and autonomy in job and in decision-making are aspects that I think are key for a good business working. If we implement these ideas into the company, improving the environment of workers, we will see how the results and performances of the company in general are improving and increasing, and also, we will get more involved and satisfied workers with their work that will be proud of belong to "his" organization.

2. THEORETICAL FRAMEWORK

2.2. Definition of retention of talent / retaining talent

In the XXI century, it has developed increasingly a battle for talent as a key factor in any economy. So today, retain and attract workers with unique talent, it is one of the main challenges of the business world.

Human talent can be understood as "the ability to achieve remarkable results with the exercise of intelligence" (Moliner, 2004). Therefore, human talent regardless of that is innate, it means, it is one's self or acquired through training, it will always be in continuous improvement with the support of education through teaching and pedagogical techniques, developing in young people the curiosity of learn how to learn (Vázquez, Mejía et al., 2014).

Following the definitions about what is talent, it finds descriptions like "intangible capital, intellectual capital" to refer to the creation of value in the companies (Galbaith, 1969) or as a "set of assets of a company that despite not be reflected in traditional financial statements, generate or will generate value for the company in the future" (Barreiros et al., 2003). We can say that human talent is a strategic resource since it accomplish with all the requirements requires by this qualification, scarce, valuable, not imitable, irreplaceable and moreover, it is a source of sustainable competitive advantage. It can affirm that organizations must take on retaining human talent , workers have the knowledge, experience, skill, and just as time passes they specialize in the performance of work in the organization which they work.

Furthermore, talent requires of three basic components: abilities, commitment and action (Jericho, 2008). First, the abilities are the knowledge, skills and competencies or attitudes of people. The second component of talent is the commitment, citing Steve Jobs "the only way to do great work is putting the hearth into what you do". If the abilities are the basic component of talent, commitment is the engine in order to the professional provides the best and don't go to other company. The last component is the action, which means speed, put into practice at the right moment, that is, not to fall into the delay in taking decisions. Talent requires three ingredients at the same time, if any of them lack, the top results will not achieve, and talent will not achieve.

In the organizational world, talent has developed a lot of importance, due to unlike other aspects such as products, processes among others; talent is hardly imitable by competing companies, allowing the company that owns it distinguishes from the rest

and have a sustainable competitive advantage over time in a changing and uncertain environment. Before, competitive advantages was related to the technological and financial capabilities, then the information became key element with difficult access, but the development of ITC caused a change, and finally passed to the consolidation of knowledge as a essential asset (Pietro, 2013). Talent can provide us with creativity, innovation, efficiency in work, learning ability and other elements that will allow us to differentiate ourselves and to achieve a greater customer satisfaction than our competitors.

Companies have to take advantage of the potential of its employees, their experience, know-how, always trying to achieve job satisfaction of their employees. If they are not satisfied, workers spend their time to demonstrate and criticize the company, or to search better companies where work. Organizations with dissatisfied employees are allocated to failure because in very competitive markets cannot compete with the other companies where employees are comfortable, committed and develop their talent getting new ideas and innovating as a basis for creating competitive advantages (Vasquez et al., 2014). Therefore, the company has to take responsibility for design strategies to ensure that talented people are correctly paid, recognized within the organization and they have professional development opportunities (Prieto, 2013).

As Pietro (2013) noted in their study, the establishment of strategies for staff retention is essential and needs a monitoring, continuity and integration of them because must adapt to the continuous changes in the environment. The cost of turnover enough to training new employees can impact on organizational performance, so we have to value the trained employees who have demonstrated skill development and sense of belonging to the organization. It is also important to identify the employees with talent, because they generate profitability and make that organization works; so if a key talent leaves the organization, it may have a serious problem and may not be easy find an immediate replacement. Companies cannot forget that professional, if they decide to leave the company they bring with them amount of knowledge, hardly or impossible to evaluate and collect in the company. That is why in companies, should apply a culture that the employee is first and try to encourage them to stay in the organization with investment plans that include social benefits, salary reviews, just hours or career plans among many other actions retention, to at least ensure the permanence in the medium and long term.

There are a series of **factors** that affect the retention of people, and affect both employees and organizations, among which we find (Prieto, 2013):

-Management strategy: retain the most highly regarded employees means developing a strategic framework that can work for different categories of people, while can be effective in different environments and jobs. The management strategy should be aimed at:

- Have comprehensive processes to identify key employees in the company and define a consistent and continuous process to discover hidden and valuable talents for the company.
- Good vision for the selection of new employees, important to recruit staff capable of evolving with the organization.
- Generate a sense of belonging, love and respect for the organization.
- Plan strategies of retention different from economic reference. Variable incentives, bonds linked to compliance goals or share options, but also, create and/or strengthen internal recognition programs (career opportunities and professional development programs).
- Develop controls that allow us to detect potential problems with retention.

-Costs of staff turnover: to make a calculation of this type, you must take into account the maximum limit that could support the company in turnover rate, without this affects it significantly.

-Promotion opportunities: when a person spends a lot of time performing the same work under the same conditions and in the same environment, a sense of routine is created, making the environment becomes sometimes unpleasant. Every human has innate desires of self-improvement. The feeling of improvement is a factor that affects the self-esteem of people, and to have opportunities for promotion in the organization allowing keep expectations in order to improve. In this way, the staff linked to an organization watches in it the best opportunities for personal fulfillment, creates a sense of belonging, and undoubtedly the need to always do things in the best way to maintain the attitude and thus search the best way to improve for promote.

-Acknowledgement: Human each time that does something is waiting for an acknowledgement for his actions, by the desire and concern about social acceptance and desire to demonstrate skills and abilities. We have to have like a duty the fact that always give people recognition for their good intentions and actions because it motivates and encourages them to continue behaving in this way and improving their processes.

-Development of people: it means that the individual grows and perfects according to their labour expectations. Giving employees the opportunity to perform a position of higher grade than the current one, with greater responsibilities and better paid based on their preparation, interest and capabilities, looking for that the employee be active, interested, satisfied and in constant training or improving procedures or processes that incurred in the scope of this fixing goal. Thus, one of the largest business motivations for workers is the ability to grow and rotate within the same company, consequently an important strategy for organizations to retain talent is to ensure that vacancies and promotion options are occupied by staff of the company.

Companies also have to occupy a very important aspect is the training which is the basis for professional growth and is also a factor of success in the retention and, if it applies in the right employees can get to form true talents.

-Remuneration: is understood like the consideration in cash and additional species evaluable in money that the worker must receive by employer due to employment contract. Nowadays, the idea of remuneration is limited almost exclusively to the payment of a sum of money in exchange for a job, and in most cases is established what type of compensation corresponding to each job depending on the number of hours that it needs, its training or professionalisation, the risks that the activity entails, its duration, etc. Labour and economic stability are essential to retain talent and help to create a sense of belonging in workers. Good contracts, economic satisfaction and organizational stability are pillars to avoid that the best talent leave your company.

-Organizational perception: generate a big impact on communication and behavior of an organization. What an individual feels, he interprets sensory in order to relate to the environment, in this way we understand it is a subjective quality of each person and is related to their training, development and upbringing. At all time, companies need to avoid a bad working environment, motivating employees to maintain good communication, relationships, sense of belonging to the organization, that they feel building something that is theirs and for them. If there are problems with the work-life balance the employee may renounce, for example if employees have job responsibilities that separate them from friends and family for continuous period of time, they will lose interest in their work.

People also want to work for companies that offer fair compensations. That includes not only competitive salaries, but also intangible rewards such as the opportunity to learn, grow and achieve goals, which will also affect employee increasing and interest to be linked with it and being satisfied to be part and help to improve.

As we have said previously, retaining talent is a priority for businesses today. It will consist in building a commitment, a sense of belonging and achieve the satisfaction of employees in the organization, through various strategies to enhance these aspects, in order to reduce maximum as possible the drain of key employees in the company and job rotation to other competing companies.

To explain what motivates and satisfies people in the workplace, various theories exist, from which we have selected **Frederick Herzberg theory** who made the two-factor theory to explain better the behavior of people at work and set out the existence of two factors that guide their behavior.

The theory states that the factors that generate dissatisfaction among workers are totally different nature to the factors that cause satisfaction. The theory depart that the man has a dual system of needs: the need to avoid pain or unpleasant situations and the need to grow emotionally and intellectually. To be qualitatively different, each type of need in the world of work requires different incentives. So we can speak of two types of factors involved in motivation at work.

-Hygienic or extrinsic factors: which are located in the environment that surrounding people and cover the conditions which you perform your work. The conditions are managed by the companies, so the hygienic factors are beyond the range of people. Dissatisfaction is mainly the result of hygienic factors. If these factors are missing or inadequate, they cause dissatisfaction, but their presence has little effect on long-term satisfaction. The main hygienic factors are: salaries, social benefits, the type of management or supervision that people receive from their superiors, physical and environmental conditions of work, policies and guidelines of the company, the climate of relations between the company and people who work there, internal regulations, status and prestige, personal security, etc.

-Motivational or intrinsic factors: related to satisfaction in office and with the nature of the tasks performed by the individual. These factors involve feelings related to personal development, professional recognition, self-actualization needs, and greater responsibility among others. In the past, the tasks have been designed and defined with the unique concern of attending the principles of efficiency and economy, eliminating the aspects of challenge and opportunity for individual creativity. With this, they lose the psychological significance for the individual who executes them and have an effect of "lack of motivation" that causes apathy, disinterest and lack of psychological sense, because the company only provides a decent place to work.

Then it be explained that to provide work motivation, Herzberg proposes the "enrichment of tasks", which consists in replacing the simplest and most basic tasks of charge for more complex tasks that offer challenging conditions and personal satisfaction, in order that the employee continues with his personal growth.

Therefore, in this study we have chosen two different ways, but away from the monetary wages and salaries commonly used, with which we believe that we can increase and retain talent and then delve into its explanation and why we believe that are linked with retention. These are work-life balance more oriented toward extrinsic factors of employee because are conditions determined by the company to not fall in dissatisfaction, and corporate culture that encourages participation and involve employees in decisions that are more oriented toward intrinsic factors due to it causes an enrichment of tasks, the option to give your opinion and be part of the project.

2.2. Participation and characteristics of a "participatory" culture

Nowadays, the concept of participation is gaining some relevance in our society, as a right of people to their opinion taken into account in different decisions. For a better understanding, we would define participation in society as "the involvement of citizens in decision-making regarding the management of resources and actions that have an impact on the development of their communities". In addition, to facilitate social participation requires a legal framework and democratic mechanisms that contribute to organized communities achieve that their voices and suggestions be heard at all levels.

In a business environment, participation would be defined as "all forms of management of production or company in which take part or are associated workers base" (Laville JL, 1991), that is, when business decisions are taken only by managers but they take into account the opinion of the rest of the company.

Work relationships are characterized as unequal relations. Participation in the company involves a problem of power and therefore in practice is characterized by conflicts of interest. So participation in the company is the result of a commitment between conflicting interests and depends on the strategies of the respective parts in different economic and social contexts, and has different forms depending on the problems and needs.

In practice there are different **forms of participation**, which can be divided into different categories:

a) Information: is the indispensable minimum level because the inequality information makes the participation impossible.

b) Enquiry: to have the viewpoint of workers but maintaining the power of decision.

c) Negotiation: specific agreements on issues that link the parts (collective bargaining agreements).

d) Co-decision: by equal structures (implies the maximum involvement of employees).

According to the named sociologist J. L. Laville, we can distinguish three **types of participation:**

A) Institutional participation: refers to forms of negotiation or co-decision agreed between management and the representatives elected by the workers. It is a representative participation, regulated by legal norms and democratic guarantees (election). Workers participate in certain general decisions (wages, working conditions, work health) but indirectly, delegating in their unions or elected representatives. The rules of the game are fixed according to the recognised rights of workers. Work Councils would be a form of institutional participation.

B) Organizational participation: are collective activities of collection and processing of information in order to prepare or take micro-decisions. It is a direct participation, without mediation and daily exercised. Usually it restricted to questions related to specific task and does not have force of law. It can take two forms:

-participatory mechanisms: meetings organized at regular intervals, more or less institutionalized, like a permanent structures ("cold") or to address specific problems at a given time ("hot").

-integrated participation: not referring to instituted procedures but to propose and discuss initiatives in the daily operation of the company.

C) Cultural participation: are ways of management to reinforce common values and to provoke the joining to the project-company (for example: collective mobilization to defend production in times of crisis). This type of participation, unlike the previous ones, is not usually expressed in standards, it is less recognizable, and affects the entire working relationships in the company.

On the one hand participation in companies requires legal standards (rights of consultation, information, representation) but, above all, needs recognition in the

practice of the autonomy of workers to defend their own views. To present systematically by the company impossible options to modify or consider unquestioned the used opinions are not ways to encourage participation.

Taking into account the classification according to the previous type of participation, for the study that we are making we will focus on organizational and cultural participation, because they are less common in business due to institutional participation is the most used in big companies through the formation of works councils where agents of workers transfer their claims and can participate in the negotiations but always in indirectly way through the agent. In addition, organizational and cultural participation has a greater impact on employees and cause a greater involvement of them in the organizations. Institutional participation on the other hand, is what is instituted in most large companies and in my opinion, not have such an important impact in the variable study that we want to analyze.

In the business world, some companies are moving participation as a tool for better performance of the company, or may even introduce it as an important element of its organizational culture. To delve into participation in organizations it can be encourage a number of tools and variables (Garcia, 2011) that will help us in improving this aspect, among which we emphasize the next:

1. Build in a collective and permanently way an exciting company project. It consists in create, blend a shared culture in each part of the business-community: departments, units, equipment and people. The project company will have to be related to a philosophy of the organization that will be formed by shared values and purpose of the global company to get benefits for customers, partners, employees and society in general. Moreover, it should be subject to some goals related to strategic priorities and management plans and a series of rules collected in social statute or internal rules. Among the styles to develop an enterprise project such as taxation, sale, verification, consultation and group creation, if we want to encourage participation in the organization we opt for consultation or co-creation because they are the ones we are that providing with a greater involvement of all the company.

2. Distribute power. Develop cultural acceptance that every person is able to develop their own work, to have a global vision and approach and get off the ground projects. For that, it is necessary to leave the comfort for share responsibilities and be protagonists and create an atmosphere of trust inside

the company through a lot of dialogue and knowledge of the others. To help the distribution of power can be used federalism that arise from the need to unite to be big and small through cooperative groups if we are small, and small companies if we talk about large companies, and moreover the principle of subordination consisting in empowering the lowest hierarchical level, that's decides who is nearer when the problem occurs.

To solve the problems or needs that may arise each organization must create collectively guidelines that allow choosing the right framework for each decision, either through assembly, committee or governing council, management, teamwork, commission, each person. They have to maintain frequent and various meetings: shorts (daily or weekly) to organize work and solve specific problems, and longer ones (monthly, quarterly) to discuss and decide on general issues. Meetings can have different formats virtual meetings, assembly with teamwork, brainstorming sessions, etc. These meetings have two types of targets, on one hand a basic objectives of effectiveness, democratic participation and achieve personal relations of friendship and cooperation and on the other hand a relational goals to meet, unite, appear discrepancies, teamwork, manage conflicts, among others.

3. <u>Increase greatly the leaderships of service</u>. It is linked to use a participative leadership, using the power to empower others. Use the influence and initiative to achieve company goals, so that the more leaders of this type there are, we will get a better performance. This type of leadership is not only itself but it can teach, learn and develop. In addition, formal leaderships in the company can be rotating, achieving in this way a rotation of responsibilities and greater participation of different people within the company.

   In this sense the leaders of collaborative / participatory have to achieve a series of functions, among which underline:

   -Give example.

   -Promote the joint fixing in the project company and strategies.

   -Provide professional, emotional and intellectual development of people.

   -Help and motivate others to achieve the objectives.

4. <u>Design jobs with sense and autonomy</u>. Consist in have a vision of work as a source of fulfillment and learning, connecting each work with the ensemble, participate in the design of the job itself, that is, help identify gaps and improve the performance of each position in order to be more efficient and have a work autonomy. The job autonomy, is defined as the freedom that the person or team

have to decide on their activities or tasks, or on issues related to the behaviours to follow in order to carry them out. Therefore, it requires responsibility for both parts, who gives autonomy and who receives it, so it will be necessary to evaluate results, be clear about the resources that are made available and see how successes are shared so that no conflicts or demerits arise. Autonomy is a learning process that requires constant effort and helps to create knowledge through learning because if there is a situation of dependency, people say what the person in charge wants to hear. Autonomy in itself is not useful if the activity does not motivate or stimulate the worker because it will require effort and a greater involvement of people in the company.

5. <u>Organizing in self-managed teams oriented to costumers</u>. The basic organizational unit of the company would work teams around processes or products, and work teams would be made up of 10-12 people with a wide autonomy to decide goals and how to achieve them and with full contact with customers. The teams have to have a complete view of the entire process of creating value and will manage itself their own objectives within the generals, planning work, having its own budget and having their own indicators that relate their activity with the client and his contribution to the shared project.

6. <u>Provide people relevant information, permanent training and communication and discussion places</u>. Companies need to work to improve their communication, getting to be multidirectional and creating collaborative frameworks, in order to promote cooperation and ensure that information spreads everywhere in the organization through a simple and transparent information system that provides to people the information that needs to know. As information, according to the Cranfield Report. Strategic Human Resource Management of ESADE "In Spanish companies, 71% of information are one way." Also for the purpose of communication, we need open spaces to discuss, work together, collaborate across teams and thus we achieve to create new ideas, innovate and improve as a company. Moreover, has to work on the training of people because their organizational performance will be a direct consequence of them.

To conclude this section, say that to establish a company promoting participation and culture related to this aspect will not be easy and can't be made in a short time. They have to work within companies and follow a roadmap to go working the different mechanisms of participation and get that all members are passing on it, for in this way achieve greater efficiency in the group. The process will be costly but the results can

make a difference with our competitors and to become a company in which all members feel like an important piece and with responsibility in the group.

2.3. Work-life balance

Also, years ago in business area has worked and improved to achieve a better balance between work and family workers. This concern stems from the conflict that a lot of workers suffered because they could not combine family life and work.

Work-family conflict refers to the difficulties that employees experience to can take on their professional responsibilities and their family and personal tasks in a appropriate way. So, when the indicator of conflict is high, according to various investigations, it affects other aspects relevant to the employee and the organization in a negative way. Due to this, organizations will be interested in reducing this indicator to a minimum so that from them will be adopted and promoted a series of practices to achieve a balance and conciliation among these conflicting variables. Practices of work-life balance are defined as "any benefit sponsored by employer or employment condition that helps an employee to balance work and non-work demands" (Cascio, 2000).

These practices and measures are usually grouped in a plan or program for its implementation. According to some studies, highlight four factors that drive the implementation of work and family programs in companies: the size of the company, the percentage of employees, the competitiveness of the labour market and the degree of concern for recruiting and retaining their workforce (Chinchilla and Poelmans, 2001). In this sense, in the last years it has been improved a lot when implement in companies practices and programs to facilitate the conciliation of members of organizations due to the greater awareness that organizations has acquired about this problem that could affect in the performance of their employees and the company itself.

However, we have to be aware of the literature indicates that the availability of WLB practices is related to the size of the company and must be examined in the national context in which these practices are offered. In addition there are authors who affirm that large companies offer their employees WLB practices more often than SMEs (Dex and Scheibl 2001;. From Luis-Carnicer et al, 2002). Some of the differences between large companies and SMEs in terms of WLB are the characteristics of managers in organizations, the existence of different reasons for the introduction of practices WLB, costs associated with some practices WLB, economic dependence on working hours of other companies and formalization of WLB practices.

When formulating and implementing these practices or programs, we also have to take into account the different structures of the home that we can find among our employees so that its application has a positive effect as if, for example, we apply only facilitative measures for people with children, in single people, will not have positive effect, and moreover can arise certain feeling of exclusion or dissatisfaction towards non beneficiary groups.

To do this, we can organize employees into three structures of different household: singles (workers without partner and without children), couples (workers with partner and without children) and parents (workers with a couple and children) (Brummelhuis & Van der Lippe, 2010). In this way, we have to be aware that the demands about their personal life required by each group will be different.

Furthermore, we also found two different theories about when WLB policies improve employment outcomes. On the one hand the approach of conflict, which assumes that the combination of work and family role is demanding and therefore leads to conflict (Edwards & Rothbard, 2000), so the support is more effective when is targeted to workers with high family demands. And on the other hand, the enriching approach argues that family life can maintain employment outcomes because it produces several resources such as compliance and skills (Greenhaus & Powell, 2006), so that, in this approach the support will be more helpful to who have shortage of these family resources.

So to resolve these differences, we have to compare different conciliation policies in terms of improvement of outcomes at work in the three different family structures, taking into account and distinguishing between two types of outcomes, job performance (based on the productive results of the effort of the employee) and helping behavior (based on voluntary cooperation with team mates).

In addition we will take into account in the conciliation policies both formal and informal. Formal, we refer to institutional organization policies guided at integrating the multiple roles such as providing flexible working conditions, and informal, which support employees to achieve a balance including support from supervisors and organization in general through the culture of family responsibility.

Then we will expose the kinds of policies of conciliation and its reinforcement that can take companies.

When we talk about conciliation practices necessarily involves talk of flexibility that allows workers to combine and balance both environments of his life, work and family.

Flexibility can be considered from different perspectives; flexibility in working time for the performance of the work; flexibility in work spaces, facilitating the possibility of teleworking in those activities where possible; and flexibility in remuneration, establishing a suitable balance between work time and salary by using social benefits to sustain the family unit.

After the review of the literature and due to there is no consensus on the matter and basing on the nature of the practices and classification of Evans (2001), we divide the **practices** into two groups depending on the character that they have:

-Flexible labour practices are principally pointed to facilitate the temporary flexibility to the employees so that can pay attention to household responsibilities. In this group include practices related to the change of working hours for personal reasons, such as are flexible working hours and part-time work; practices related to the possibility of leaving the company for personal causes, such as are the abandonment of the job by a child's illness and the extension of maternity or paternity leave; and practices related to work outside the company, such as teleworking or videoconferencing.

-The family responsibility practices refer to the provision and / or financing of the services related to family responsibilities by the company, such as nurseries in the company or aids for nursery, dining in the company or aids to dining and transport.

Also related to this aspect, the large part of the literature includes among the conciliation practices <u>the supply of information and training</u> to employees on the different practices that the company offers.

For example, flexible work agreements: used to contribute and improve the dedication and motivation at work. They allow employees to use time more efficiently by the programming of their activities so that they can adapt to their situation (Hill, Ferris, & Martinson, 2003). Within this area we can find different agreements:

- <u>Telework</u>: it use saves time employees, especially for those who are far away from the workplace and that time can be used to make both work activities and family.
- <u>Flexible work schedules</u>: its use can help achieve a balance between the different obligations and roles that have employees and thus, get adapt to different situations.

To know if these policies are effective it has been made a series of studies, but these also are determined by the type of approach of the study either conflict or enriching.

Since the conflict approach, these policies help those with more family responsibilities and that need time, but nevertheless, according to studies, may have disadvantageous side effects because they help to blur the boundaries between family and work, improving the conflict work-family. For example, Peters and van der Lippe (2007) showed that flextime and telework led to increased pressure of time in the long-term among employees with children. On the other hand, since an enriching approach, employees without other members in the family may have more need for flexibility because when unexpected situations emerge have to solve for themselves, and telework for example can be more efficient because they have less family tasks that can enter in conflict, although also could cause a limitation in the behavior with work mates and their helping behavior, but this policy does not usually apply day to day with a lot frequency therefore will not affect the results in this sense.

Making an analysis of what just listed, from my point of view, flexible working agreements with employees can be positive for the organization, regardless of the approach. The possibility that companies give to workers to adopt them, indicate that the organization cares for the welfare of its employees and therefore they receive a support from the company which will impact positively on their attitude and performance within the organization. Individuals who have a greater conflict in work-family conciliation will be more attracted by the possibility of obtaining flexible working hours in order to can combine better their different obligations and can enjoy their children and those who have less conflict perhaps will be attracted by both flexible hours and the opportunity to telework in order to deal with their life outside of work.

In addition, the organizations can support conciliation measures and their employees through the following means:

-Supervisor Support: emotional support at work can help employees to balance work and family roles as it contributes in their energy level (van Daalen et al., 2006). In this sense a supervisor support can help the employee and can provide with positive things to discuss about issues related to family, reinforcing the positive self-image and giving feedback and reducing stress showing understanding towards family problems that can arise to the employees.

In relation to different approaches, since an enrichment approach this emotional support will help to reinforce positively employees and within groups, singles will be the most beneficiary because they lack more than one support from family members outside of work. Since the conflict approach, it will be the opposite, parents and

couples need more support because they have a greater conflict and demand of support for family responsibilities.

Having these guidelines, in my opinion emotional support will be positive, but should be directed towards who more need it, regardless of household structure group which they belong, in this case I don't think that it is appropriate to analyze them from different perspectives. Those with fewer resources and support or more conflicts at home need more attention and giving help to them, we get more performance and satisfaction in them.

-**Family-Responsive Culture**: it is an organizational culture focused on combining work and family roles. Thus a favorable environment support at work will help provide workers with emotional resources such as understanding, counsel and recognition (van Daalen et al., 2006). So when organizations have an attitude of understanding towards employees who combine work and family, employees don't care so much about their careers if they reduce their working hours due to their family responsibilities (Thompson, Beauvais & Lyness, 1999).

Also we have to take into account the negative consequences that may suffer the professional development of employees who take conciliation measures or spend too much time on their personal obligations, as it is a fundamental aspect that employees value at the time to take conciliation measures. A considerable number of companies still operating under the assumption that the employee's presence in the workplace and the time spent on work activity are indicators of their contribution, their commitment to the organization and even their efficiency (Thompson et al, 1999;. Eaton and Bailyn, 2000; Bailyn, 2006). When these thoughts prevail in organizations, the employee who have recourse to conciliation measures, especially which have an influence on working hours or on labor flexibility, may be limited in his professional career in the company (McDonald et al., 2005).

We consider that when the culture is positive to conciliation (that is, when managers and direct supervisors support employees who exercise and their professional development is not limited), the offer by the company of conciliation measures will get decrease work-family conflict. However, when the culture is unfavourable, the offer of measures will have not influence on work-family conflict (de Sivatte & Guadamillas, 2014).

Most of studies have analyzed the influence of culture work-family on outcome indicators such as family work-conflict (but also other as employee commitment, job

satisfaction, his intention to leave the company or stress) they conclude that exerts a positive influence (Anderson et al., 2002; Mennino et al., 2005; Thompson et al., 1999; Allen, 2001; Dikkers et al., 2007; Grandey et al., 2007; Shockley and Allen, 2007, Major et al, 2008)

From the conflict approach, parents will be the main beneficiaries of this culture, and from the viewpoint of enrichment is not applicable in this case because singles have not need for this resource, but we must achieve that the simple fact that this kind of culture don't have impact to them, they don't feel excluded in the organization.

Implementing in the organizational culture the family responsibility in my opinion will have a positive effect on the overall organization. Workers will realize that the company cares about to provide and to give them tools to combine and balance their work and personal life and this obviously will impact positively to the results, satisfaction and commitment to the company. On the other hand, although not all employees have family responsibilities, I don't think it will affect in a negative way, whenever don't have a negative deal with who haven't got children. Overall, see that an organization cares about its employees, although does not affect the employee itself, will be favourable for the view towards it, and therefore it will create a good working atmosphere and camaraderie, which will help to promote good business results.

2.4. Contribution of participation and participatory culture to retaining talent

In this part, we will describe whom is the relationship between participation and retaining talent in companies and we introduce the hypothesis on which we want to conduct the study.

First, a company that has a participatory culture or use mechanisms to encourage employee participation in advance will have a positive effect on workers. This is due to the fact that they allow them to give their opinion, provide them with autonomy and responsibility, supply relevant information, distribute responsibilities and power, and build jointly a project company among other practices to encourage participation (García, 2011).

Related to the talent of our employees, participation affects the three basic components of talent. Capabilities, previously defined as "knowledge, skills and competencies or attitudes of people" will be affected by an improvement, due to the fact that among some things, greater autonomy at work will do to acquire diverse knowledge and skills,

obtaining information that most likely without a participatory culture in the organization that would be unattainable for a large part of employees, or work in self-managed teams can bring workers to other capabilities that could not develop in static jobs. Regarding the commitment, if employees detect that the organization is worrying to know the opinion, take into account what think their workers for decision-making and involve them in its business plan, it will strengthen and reinforce the commitment of employees to the organization which they belong (Jericho, 2008; Garcia 2011). Finally, regarding to action refers that the participation mechanisms have to be implemented at the time and in a correct way and be prone that employees use them when they want. In this way, we can say a priori that participation helps to encourage the talent of people who belong to the organization. (Jericho, 2008, Pietro 2013).

On the other hand, regarding the factors that affect the retention of staff in the organizations that we have explained in section 2.1. of this study, a participatory culture can encourage and help some of these factors to have a positive effect on employees retention. Having participation mechanisms, will have an effect on improving some of the factors that affect the retention of talent.

For example, will improve the organizational perception of employees because will help to maintain good communications in the company and lead employees to feel more involved and feel an important part of the organization, or contribute in the development of people as participatory culture will allow the organization meet the concerns of its workers and thus they may act consistently with the information received and using tools for participation as allowing design new positions independently, work in self-managed teams, use leaderships rotating or to give permanent training and communication places. The organization will get motivate employees and get them to maintain active and interested with what we contribute to their retention (Pietro 2013; Garcia 2011).

It will also affect the participative culture to the promotion opportunities. In organizations that use participatory mechanisms and have instituted a participatory culture, perhaps promotion opportunities are not as important as they will be treated more horizontal and less hierarchical than traditional organizations (Pietro 2013), but I think that it is important to note that the participation will contribute to reduce the feeling of routine and give the opportunity for workers to work in teams managed by themselves, participate in business projects and have more power in the organization thus achieving greater personal fulfilment and the need to continue improving due to the responsibilities that the organization has delegated on workers, so we let to create

new expectations for employees through different projects in which workers can be absorbed, thus getting that do not fall into the same old routine, which will favour their satisfaction and self-fulfilment, and therefore will favour its retention (Pietro 2013; García 2011). In this respect, we must take into account that if there are not promotions in the organization will have to reward through other mechanisms either by economic or non-economic compensation, recognition or other options.

Finally the participation and culture have to be related to executive strategy. The culture must be promoted throughout the organization and get that employees identify with it and form an active part of it. If we succeed, we will generate a sense of belonging and cultural identity by members of the organization (Pietro, 2013). Its implementation will have to be measured, and in various phases because if we suddenly try to introduce a culture, probably does not work because the great change occurred. To that cultural changes can succeed, its have to expand in descending order, that is, should start in the upper layers of the organizational structure moving to lower levels; supporting during the process in the change agents who with their leadership style will facilitate the reception of such change in work teams.

Changing a culture should be a thorough work, well think, planned and should responds to real needs of the organization (Mary, 2007). If we get the cultural change and that workers are part of it, we contribute to retaining talent, because if people identify with the company and its values, the workers depart will be much more difficult. To check the effects of the executive strategy and results regarding retention which is the variable that interests us for the study, the organization will have to implement a series of monitoring to detect if the mechanisms used work or if on the contrary it is emerging some kind of problem (Pietro, 2013). Thus, participatory mechanisms can give us much information about the concerns, problems or causes of the leave of key employees.

Using two-factor theory of Herzberg, we analyze how participatory culture and the use of mechanisms to encourage participation can motivate and satisfy employees of an organization and define their behavior. Have a participatory culture in the company affect extrinsically and intrinsically to workers. Firstly, in an extrinsically way because that are conditions, they will be marked by the company and the mechanisms used for participation will be selected by the organization, so have at your disposal will avoid that employees are dissatisfied. On the other hand it affects the intrinsic factors of motivation, in which will have a greater effect, probably because participation will produce an enrichment of work and tasks, functions performed by the workers and the

whole organization. This will allow employees to acquire greater responsibility and autonomy in their jobs, workers feel more self-fullfilment and that in day-to-day they develop new knowledge and skills through decisions made and taken at each moment.

That people feel part of a joint project company, having autonomy, power and responsibility is distributed throughout the organization, that there was good communication and discussion areas, working in self-managed teams, that is, that the main mechanisms used to establish a participatory culture in an organization (Garcia, 2011) will help employees are more motivated, specially intrinsically considering Herzberg's theory, which will also affect employees that are more satisfied and therefore, the talent will be much more difficult to leave to the companies that have in their way of functioning and in their culture the participation as a reference. So to a lesser or greater degree, participatory culture a priori I think that will contribute to the retention of talent in organizations.

To conclude, the hypothesis that we will analyze in the project related to the participation and retention will be the following:

H1: Does participation has a positive effect on retention?

In addition, in connection with the two-factor theory of Herzberg, we analyze if the motivation also has an effect on retaining talent through the following hypothesis:

H2: Is there a positive relationship between work motivation and retention?

2.5. Contribution of work-life balance to retaining talent

In the next point of the study, we try to explain the relationship and how it contributes the use of measures for work-life balance to retain talent in organizations and we select the hypotheses that we want to analyze in the study.

First, companies that use conciliation mechanisms initially will get that their employees are more satisfied considering the two-factor theory of Herzberg and will notice that the company cares about the welfare of their workers, so initially would be positive for staff retention in organizations. But conciliation measures, as we stated in the section where we talked about it, we must be careful when using them because we have to know until what kind of employees they are addressed and we also have to avoid causing a feeling of exclusion to different household structures that we found among the different members of an organization.

Compared to participation, WLB not affect the development of talent as the three components of talent unlike the previous case will not be affected. But that WLB doesn't encourage talent development doesn't mean that can help or contribute to retention.

To learn how to affect conciliation measures to retain talent, we analyze the factors related to retention of people (Pietro, 2013) are influenced by the use in organizations of mechanisms and measures of work-life balance.

The first factor will be the executive strategy within it the organization may be viewed as important variable for retention the conciliation, for example integrating into the corporate culture, a family-responsive culture, extending a positive and empathic thinking in the organization towards people with problems for conciliation and applying possible measures to achieve them. This will help to create a sense of belonging to the organization and its members will detect that the company cares about their problems, and although some of the members have not family charge will not affect negatively if a family-responsive culture prevails. Flexibility policies are tool retention. Experience shows that the financial payment is not the only element that value workers when choosing a job. Without doubt, the flexible hours and workplace has a direct impact on the quality of life of company professionals and their families. The usual difficulties in any family life as picking up or taking the kids at school, go to the doctor, do sports, pay attention on the needs of the elderly, shopping or managing any other matters of a personal nature can be reduced considerably. In addition, there are measures inside labor flexibility, dining rooms in the company or transport aids that can be used by all even without family charges to in this way, facilitate life in general outside the company. People are increasingly seeking flexibility between work and family life, and companies that can offer this alternative will have greater ability to retain employees (Pietro, 2013). It will also be appropriate for the company, to keep control mechanisms in order to appreciate whether conciliation measures implemented have a positive impact in terms of overall retention strategy.

Another factor to highlight are the opportunities for promotion as exists the thinking that benefit from the conciliation measures may cause a brake on the careers of members who use them. Since the business management will have to highlight that in no way affect the development of their careers, moreover since top managers would have to lead by example and also embrace in order to demonstrate and promote their use. When culture is positive to conciliation and professional development of employees is not limited, the offer by company of conciliation measures reduce work-family conflict

and improve other aspects as satisfaction, reduced mobility among others. However, when the culture is unfavorable, the range of measures will not have influence on work-family conflict (de Sivatte & Guadamillas, 2014). In this way, with the support of the company workers may reduce their conflicts having the certainty that is not going to affect and that may continue in a stable way in the company and continue growing next to it, and they may aim for higher positions of responsibility, thus will reduce the mobility of employees.

The retention factor of recognition, in the field of WLB could be related to supervisor support linked to informal conciliation policies and measures to support the conciliation that we find in organizations. They do not refer exactly the same, but the two are emotional support that target employees in order to strengthen them. The difference reside in that perhaps the recognition is more positive reinforcement directed to good performance, good actions or attitudes, and supervisor support is directed more towards understanding the problems of employees and talk about them showing support and understanding their family problems. Through support by supervisors, employees will sense the support of the organization to their problems and are more likely to expose their problems and concerns to his superiors that will allow the organization to gain valuable information in order to improve. The support will become in most cases in more happy and committed employees with their work, so staff retention will be more positive.

Regarding compensation, we will focus on the non-monetary aspects, to relate to conciliation. In this sense, we could refer for example to have contracts with flexible working hours for workers, so that in this way they can organize in the best possible way their life outside of work, either through allow telework someday or combine flexible hours or part-time work to pay attention to their responsibilities. You can also encourage by company the practices family-responsive, that is, services related to family responsibilities such as childcare service in the company or aids for nursery school, dining rooms in the company or help to dining and transports aids. This whole series of facilities directed to employees will be positive for retention setting monetary compensation aside (Pietro, 2013). For example with the same salary, employees prefer companies that allow them to find a balance in their life outside the workplace and provide them with facilities and opportunities for greater welfare.

Finally, organizational perception as a factor for retention will be linked to conciliation. Workers will be aware of the concern of the organization for their work and family well-being and that will always be positive. Moreover, if we introduce into business culture

and supervisors show their support on these issues to employees, we will get to expand in the organization the idea of conciliation, and also it can get all employees accept to these facilities and services and those who do not, have a positive feeling in organizational approach to family-responsive culture (de Sivatte & Guadamillas, 2014). Organizations will have to avoid provoking a feeling of exclusion to those employees without household at home, because this could cause poor perception towards the company and therefore could cause an escape of talent. Due to this, the organization has to allow these workers flextime or to provide assistance in certain services such as transport assistance or canteens at work in order to can organize better their daily lives and pay attention to their needs outside the labor environment.

Then we going to analyze how work-life balance, and the mechanisms and actions used by companies for their achievement, affect motivation and satisfaction of workers and influence their behaviour, have as a reference the two-factor theory of Herzberg. The work-family balance is only related to hygiene or extrinsic factors because the mechanisms and practices carried out to achieve balance are decided by the company and made available to workers for use. Making improper use of them or their shortage within the organization can involve employee dissatisfaction and in a long term will not involve great personal satisfaction for people, that is, their absence causes dissatisfaction and lack of motivation on workers and their presence keeps workers satisfied at the time they need to use. Intrinsically have not any relationship because those are practices that do not involve any personal development, not even generate a sense of self-fullfilment, not even more responsibility at work, are merely mechanisms that are made available to their workers to facilitate their workplace and do not imply any creativity, not even make something "big" that would be arise intrinsic motivation in people.

In short, the WLB doesn't impact in a great personal motivation of workers, but more than anything affect your satisfaction. Still, it can contribute effectively to the retention of staff of the company, because if as an organization we don't work to get the work-family balance of our employees and help them to solve their problems can generate a dissatisfaction that can take its toll on the departure of talent that has formed in the company and is not easily be substituted by another person in an immediate way. So launch a series of practices that do not have an excessive cost for the organization, we can save that key employees depart due to dissatisfaction caused by its absence of these practices in the company, which in the case of key employees, the cost of abandonment of the company would be very large and difficult to quantify.

To conclude this section, we are going to define the hypothesis that relates the work-life balance with retention of workers, which will be the following:

H3: Does work-life balance contribute to employee retention?

In addition I think it is interesting to see if the different household structures have a different effect on retention, so I have included in the project also the following hypothesis:

H4: Do different household structures impact in a different way on retaining talent?

3. METHODOLOGY AND RESULTS

3.1. Sample and data collection

3.1.1. Description of the unit of analysis

The company I have chosen for the study has been Decathlon, which is a chain of large stores establishments dedicated to the sale and distribution of sports equipment. I have chosen this company as for the study was necessary a large company in which it had high volume of workers.

In Spain there are many Decathlon stores so that the study is only focused on his shop in Castellón.

Decathlon Castellón store currently has around 115 workers, of which 20 of them have replied to the questionnaire (Appendix) through which we analyse the different study variables. The percentage of employees who responded to our questionnaire was (20/115)*100= 17,4% of Decathlon answered our questionnaire. In addition, we are going to calculate the answer rate of the workers, being answer rate= (number of questionnaire obtained/number of questionnaire distributed)*100, that is, answer rate=(20/30)*100= 66,67% is our answer rate.

Among survey respondents are men and women between 18 and 45 years, with an average age of 28,25 years old (Table 1), so we can say that our sample mainly represent young people. Furthermore, there are different kinds of level studies among the workers, but mainly Decathlon employees' that have responded the questionnaire are people with high studies as the 60% of the survey respondents have medium or superior degree university studies as we can see in the table 2 related to variables 7

and 8 of the table. Also about all of survey respondents, 70% are female gender and the other 30% are male gender (table 3)

Table 1, Age

	N	Minimum	Maximum	Mean	Standard deviation
V2	20	21	43	28,25	5,514
N valid	20				

Source: own elaboration

Table 2. Level of studies

		Frecuency	Percentage	Valid percentage	Accumulate percentage
Valid	2	1	5,0	5,0	5,0
	3	2	10,0	10,0	15,0
	5	3	15,0	15,0	30,0
	6	2	10,0	10,0	40,0
	7	7	35,0	35,0	75,0
	8	5	25,0	25,0	100,0
	Total	20	100,0	100,0	

Source: own elaboration

Table 3. Gender

		Frecuency	Percentage	Valid percentage	Accumulate percentage
Valid	F	14	70,0	70,0	70,0
	M	6	30,0	30,0	100,0
	Total	20	100,0	100,0	

Source: own elaboration

3.1.2. Procedure for data collection

To carry out the study in the first place, I contacted by e-mail with the director of Decathlon store in Castellón and I exposed to him my intentions to do the job with his company. He did not put any problem and we decided to have a meeting to explain in more detail what would consist of the study.

A few days later, I went to the store Castellon for a meeting with the store manager. The meeting lasted 30 minutes, in which I explained my idea for the work and I showed

him the questionnaire that I wanted to fill out their employees. The idea seemed right to him and he told me to launch the questionnaires in meetings with his team in the pre-workday meeting, and their middle managers would launch the questionnaires among workers. The only thing that he highlighted was the fact to answer the questionnaire was voluntary for workers, so he could not guarantee a specific number of completed questionnaires. After the meeting I gave him 30 questionnaires in order to the workers fill out its.

After two weeks, I returned to the store to pick up the questionnaires, and the number of workers who had completed was 20. With these, they are the ones that I'm going to carry out the study.

3.2. Measurements

3.2.1. Participation

To carry out an analysis of the participation, in the questionnaire has included a section of participation where employees had to respond to 6 statements that can be found in Annex in the section related to this variable. We used the scale developed by Wood and Albanese (1995).

In the questions, the respondents had to indicate the degree of agreement or disagreement that they have with each of the statements that were presented in the questionnaire. To do this, it has used the Likert scale of 1 to 7, being 1 strongly disagree and 7 totally agree. These items refer, for instance, to the extent to which the employee engages in formal participation groups such as quality circles or the participation between employees in different departments.

3.2.2. Motivation

We used Warr et al. (1979)'s scale of intrinsic work motivation to measure this variable. The variable that indicates the degree of employee motivation has been questioned workers through 5 questions that relate to the typical behaviour of employees at work. These questions can be found in Annex inside the section of work motivation.

This variable is included in the theoretical framework through the two-factor theory o Herzberg. I think it may be interesting variable to include in the analysis as participation and conciliation can help their development and get more motivated employees, so I think it might be interesting look at their effects on retention.

To answer the questions, employees have had to choose between a Likert scale ranging from 1 to 7, indicating the degree of agreement that they have with the statements. The number 1 indicates that they strongly disagree and 7 totally agree. These items refer, for instance degree of personal satisfaction when employees do well their work or the frequency which the workers imagine ways to perform more efficiently their job.

3.2.3. Conciliation

The work-life balance is contained in the questionnaire through a series of questions about the extent to which the employee can ask for permissions for family reasons, or which is the opinion of workers related to the satisfaction degree with their work-life balance, or what kind of social services provide to them the organization, or how affect them the maternity or paternity to their professional career and ask for permissions for family reasons. We measured these questions based on the scale proposed by the Encuesta de Calidad de Vida en el Trabajo (ECTV, 2010), developed by the Spanish Ministerio de Trabajo.

We have chosen two measures of WLB conciliation. The first is related to the degree of difficulty for balancing work and family with questions such as the difficult degree for request free days and without salary for family reasons or the extent to which employee can request a reduction in working hours for family reasons. These questions were measured through a Likert scale ranging from 1 to 7, and they refer to the degree of difficulty that the employee finds when using WLB practices in the firm, being 1 no difficult and 7 very difficult.

The other measure is the degree of satisfaction with their work-life balance with one question to which employees show their opinion about their conciliation in the company. This question is measured through a Likert scale ranging from 1 to 7, and they refer to the degree of satisfaction that the employee has with the WLB in the firm, being 1 absolutely dissatisfied and 7 absolutely satisfied.

3.2.4. Household structure

Workers indicate that modality corresponds to their home with this variable. According to that I said previously in theoretical framework we have 4 types of modalities of household structures: live alone, with couple and children, couples without children and other cases.

This variable is different from the other because it not uses the Likert scale, but we analyze in an independent way if each of them affects in a different way other variables or otherwise they don't have significant difference.

The questions asked in the section of household structure have been obtained from the *Encuesta de Calidad de Vida en el Trabajo* (ECTV, 2010).

3.2.5. Retention

To measure employee retention, we used Kehoe and Wright's (2013) scale. Retention is our dependent variable, on which we want to see if the other variables have positive relationship and contribute to its improvement. Retention has been calculated through 4 statements about the intention of the employees to remain in the company. The questions can be found in the Annex in the section of retention.

As in previous variables we used the Likert scale from 1 to 7. With their answers, workers have indicated the degree of agreement with statements making number 1 if they strongly disagree and 7 if they are totally agreement. The questions that workers had to respond were for example the degree of agreement with statements like if they refuse a work with more salary in order to staying in their firm or if they anticipate that looking for a job out of the company in the next six months.

3.3. Statistical procedure

To carry out the analysis of the questionnaires and the study variables, we use different statistical procedures.

First, following Martin Pliego (1994), we analyze the correlation between the averages of the study variables, that is, the degree of mutual dependence. Analyzing the correlation we determine the intensity with which two variables are related. In addition to the correlation, we also analyze the regression between the averages of the variables. The regression have the aim, to show from the information available, the dependence structure that best explains the behaviour of the dependent variable through the set of independent variables that are supposed that are related.

In our case, our dependent variable will be the retention about which we find out how it behaves in relation to other independent variables such as participation, conciliation and motivation.

On the other hand, to analyze whether household structures affect in a different way the retention, we may use the distribution T, also known as" t student distribution"

(Gujatari, 2006). In our case, analyzing the questionnaires we have two independent samples to be analyzed within household structures, couples with children and couples without children, as they are the only ones we found in our sample.

This distribution must meet two principles, the principle of normality and equal variance. If the two conditions are achieved we can calculate and analyze the p-value of two independent samples.

To carry out these statistical procedures we have used the computer program IBM SPSS Statistics in order to getting right results.

3.4. Results

Firstly, we are going to focus on the first hypothesis that connects **participation and retention.**

The hypothesis is the following; H1: Does participation has a positive effect on retention?

To know if we can accept this hypothesis we are going to use a lineal regression with SPSS to know the results that we can see in the following table.

Table 4. Results of the regression analysis about the influence of participation on retention

Coefficients[a]

Model		Non standardized coefficients		Standardized coefficients	t	Sig.
		B	Standard error	Beta		
1	(Constant)	-1,334	2,591		-,515	,613
	media_part	1,094	,397	,545	2,757	,013

a. Dependent variable: media_ret

Source: own elaboration

The significance level is 0.013 <0.05, so must to accept the hypothesis and we can affirm that participation will have a positive effect on retention, that is, the more participation, the more retention of workers.

Secondly, we are going to analyze the correlation and the regression between the **motivation and the retention.** The hypothesis that we are going to analyse is H2: Is there a positive relationship between work motivation and retention?

To know if we can accept this hypothesis we are going to use a correlation study ans a lineal regression with SPSS to know the results that we can see in the followings tables.

Table 5. Correlation between motivation and retention

Correlations

		media_ret	media_mot
media_ret	Pearson's correlation	1	,335
	Sig. (bilateral)		,149
	N	20	20
media_mot	Pearson's correlation	,335	1
	Sig. (bilateral)	,149	
	N	20	20

Source: own elaboration

Table 6. Results of the regression analysis about the influence of motivation on retention

Coefficients[a]

Model		Non standardized coefficients		Standardized coefficients	t	Sig.
		B	Standard error	Beta		
1	(Constant)	2,925	1,911		1,531	,143
	media_mot	,476	,316	,335	1,508	,149

a. Dependent variable: media_ret

Source: own elaboration

The correlation between personal motivation and retention is not very strong. Pearson's correlation (r = 0.335) indicates that this is an average relation to be close to 0.25 and indicates that the motivation and retention are not too related.

Relating to the regression of these variables, the level of signification is 0,149 more than 0.05, so must to refuse the hypothesis and we can say that there is not a strong relationship between motivation and retention, and the more motivation don't involve the more retention of employees. We refuse the H2.

Thirdly, we are going to analyze the regression between **conciliation and retention.** The hypothesis that we analyse is H3: Does work-life balance contribute to employee retention?

We have chosen two different variables to analyze the effect of conciliation on retention how we have explained in the section of measurements.

The first variable is about the extent to which the employee can ask for permissions for family reasons.

Table 7. Results of the regression analysis about the influence of get permissions for family reasons on retention

Coefficients[a]

Model		Non standardized coefficients		Standardized coefficients	t	Sig.
		B	Standard error	Beta		
1	(Constant)	5,983	,483		12,382	,000
	media_conc	-,084	,154	-,128	-,545	,592

a. Dependent variable: media_ret

Source: own elaboration

According to the table, the level of signification is 0,592 more than 0.05. With these results we can affirm that the difficult to ask permissions for family reasons in the firm don't affect the retention in the company.

The second variable is about the opinion of workers related to the satisfaction degree with their work-life balance.

Table 8. Results of the regression analysis about the influence of satisfaction with work-life balance on retention

Coefficients[a]

Model		Non standardized coefficients		Standardized coefficients	t	Sig.
		B	Standard error	Beta		
1	(Constant)	3,642	1,225		2,974	,008
	V21	,365	,204	,388	1,787	,091

a. Dependent variable: media_ret

Source: own elaboration

According to the table, the level of signification is 0,091 more than 0,05. With these results we can say that the satisfaction with the work-life balance doesn't have effect on the retention for 0,05 significance but it has an effect for a 0,1 level.

So we can conclude that the degree of satisfaction with the work-life balance contributes in the retention of workers for a 0,1 level.

Thus, we can't totally refuse the H2 because one of the studying variables confirms the hypothesis.

And finally, we are going to analyze if the different **household structures** affect in a different way on the **retention**. The hypothesis that we are going to analyze is H4: Do different household structures impact in a different way on retaining talent?

We are going to use the t student distribution for the analysis. First we have to check whether the principles of normality and equal variance are achieved.

Table 9. Normality test

Normality test

	V23	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistical	df	Sig.	Statistical	df	Sig.
media_ret	2,0	,258	7	,174	,818	7	,062
	3,0	,279	8	,066	,891	8	,238
	4,0	,241	5	,200[*]	,902	5	,421

*. This is a lower limit of the true significance.

a.   correction significance of Lilliefors

Source: own elaboration

We use Shapriro-Wilk for small samples (<30)

The p-value for answer 2 (couples with children)) =0,062 > 0,05

The p-value for answer 3 (couples without children))=0,238 > 0,05

We can affirm that the data come from a normal distribution

Table 10. Statistics of different groups

Statistics of groups

	V23	N	Mean	Standard deviation	Mean of standard error
media_ret	2,0	7	6,5714	,44987	,17003
	3,0	8	5,3750	1,57548	,55702

Source: own elaboration

Table 11. t student distribution of different household structures

Independents samples test

		Test of Levene of variance quality		test t for equal means					95% confidence interval of the difference	
		F	Sig.	t	df	Sig. (bilateral)	Mean's difference	Difference of standard error	Inferior	Superior
media_ret	Equal variances are assumed	8,984	,010	1,933	13	,075	1,19643	,61889	-,14060	2,53345
	Equal variances are not assumed			2,054	8,281	,073	1,19643	,58239	-,13866	2,53152

Source: own elaboration

According to Levene test quality variances the level of significance is 0,010

p- value = 0,01 < 0,05

So the variance is not equal and we can't use the procedure t student.

In addition, the levels of signification 0,075 and 0,073 are more than 0,05, so we can refuse the hypothesis. We can affirm that the different household structures don't impact in a different way on the retention of workers.

4. CONCLUSIONS

In this project, we have wanted to analysis the effect of participation and work-life balance on the retention of talent in the companies. In the last years, human talent has acquired more importance in the companies and his retention is one of the main priorities for the managers. Participation and work-life balance also are two factors that have acquired more importance in the last years because nowadays is known that participation of employees is positive for the work performance and contribute to achieve better results, and WLB is a claim that workers reclaim for a long time and if the employees have a good welfare, the performance on their jobs will be better. For this reasons, we have thought that study their relationship was a good option to carry out the final project. On the one hand, we have carried out a theoretical review through the study of different authors about retention of talent, participation and the participatory culture, work life-balance and the contribution of these two factors on the retention of talent, and moreover we have defined the hypotheses of this study. On the other hand, we have carried out an empirical study, which have consisted of the realization of a questionnaire to Decathlon Castellón employees about the main factors of the study. With these answered questionnaires, we have used the IBM SPSS Statistics program to achieve the results about the hypotheses. This program aids to check the relationship between selected variables; we have made correlations, lineal regressions and a t student distribution. In this way, we can check if our hypotheses were right or on the contrary we were wrong in their formulation, that is, if participation, motivation, work-life balance and household structures are related to the retention of workers.

Analysing the results obtained to the questionnaires, we can affirm that participation of workers in the company have a positive effect in the retention of employees, so the more participation involves the more retention of workers and their talents. Knowing this, the organizations should encourage participation mechanisms, involve them in the decision-making process and give more job autonomy to their workers in order to retaining them in the company. However, the work-life balance presents different results depending on the different selected measures. If we analyse the extent to which the employee can ask for permissions for family reasons with the retention we could affirm that the conciliation doesn't contribute to the retention, but if we analyse the satisfaction degree with their work-life balance with the retention of employees we could say that conciliation contributes to employee's retention. So we have two opposite results, but in my opinion I think if a company provide to their workers work-

life balance practices and take care about their welfare I think that it contributes to the retention of them in the firm.

On the other hand, with the analysis of the results about motivation of workers and the different household structures with the retention we have refused the two suggested hypotheses, so we can affirm with our sample data that there is not positive relation between motivation and retention, and the different household structures affect in the same way to the retention although I wanted to say that in the questionnaires we only have two of the three possibilities that we have suggested because among the questioned Decathlon workers there are not singles and we have only analyse the effect of couples with children and couples without children . Thus, we must refuse the two hypotheses that we formulated related with these factors. Personally, I agree with the statement that the different household structures don't affect in a different way the retention, but however I think that the motivation could have a positive relation with the retention, maybe if the sample was bigger we had other results. I believe that motivated employees are comfortably in the company and it is difficult that they move to other companies.

Finally, I wanted to show my general opinion about what had the companies do. I believe that talented workers are an important resource for today's business world as they create a differentiation with competitors. Therefore, companies have to work to retain their workers and avoid that they go to other companies because we don't consider their demands and don't take care of their welfare. In a business environment less and less hierarchical, participation acquires an important relevance and organizations must work to provide mechanisms in order to their employees can participate in decisions, bring new ideas and have work autonomy in their jobs. In addition we must be aware of the importance of having happy and motivated employees in our organization and outside it, for it will have to facilitate practices and mechanisms to help reduce work-family conflict and thus get employees to provide us positive things in day to day. The workers will be aware if their company take care about their welfare, therefore we cannot forget to always work to improve it. In conclusion, our employees are the greatest asset that we have for achieve great business results, and it is our duty to worry about them and help them for in this way they provide us the best of them.

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6. APPENDIX

Questionnaire for employees of Decathlon Castellón.

CUESTIONARIO PARA TRABAJO FIN DE GRADO DE LA UNIVERSIDAD JAUME I

DATOS PERSONALES

Edad: _____ años

Género (masculino, femenino): _____

¿Cuál es su nivel de estudios? Si está estudiando actualmente, indique el último que ha completado.

1. Menos que estudios primarios
2. Enseñanza primaria (educación primaria LOGSE, 5 cursos de EGB, Certificado de escolaridad o equivalentes)
3. Enseñanza secundaria (ESO, Graduado escolar, EGB,)
4. Ciclos formativos de grado medio (Formación profesional FPI)
5. Ciclos formativos de grado superior (Formación profesional FPII)
6. Bachiller superior, BUP, COU o equivalentes
7. Estudios universitarios de grado medio (Diplomatura, Ingeniería Técnica, Arquitectura Técnica; normalmente de tres años de duración) o graduado actual (Grado Administración de Empresas, Grado en Psicología)
8. Estudios universitarios superiores de grado superior de segundo o tercer ciclo (Máster, Doctorado, Licenciatura, Arquitectura, Ingeniería; normalmente de cuatro años o más)

CONCILIACIÓN LABORAL-FAMILIAR

1. ¿Su empresa u organización proporciona a los trabajadores algún tipo de los siguientes servicios sociales? Marque con una X la respuesta.

	Sí	No	No sabe
a) Ayudas para la vivienda			
b) Planes de pensiones o complementos de pensiones			
c) Ayudas para la formación			
d) Comedor para empleados o ayudas para manutención			

e) Ayudas de transporte			
f) Ayudas para gastos en área de salud			
g) Ayudas para enseñanza a hijos o familiares del trabajador			
h) Guarderías o ayudas para guarderías			
i) Ofertas de ocio			
j) Algún otro tipo de servicio social. ¿Cuál?			

2. Valore y seleccione el nivel de dificultad que usted tiene para:

Ninguna dificultad						*Mucha dificultad*
1	*2*	*3*	*4*	*5*	*6*	*7*

Solicitar días sin empleo y sueldo por motivos familiares	1	2	3	4	5	6	7
Solicitar excedencias por motivos familiares	1	2	3	4	5	6	7
Solicitar una reducción de la jornada laboral por motivos familiares	1	2	3	4	5	6	7
Ausentarse del trabajo para resolver asuntos particulares esporádicos	1	2	3	4	5	6	7

3. Marque con una X la opción que considere a la pregunta, ¿Cómo ha afectado o cree que afectaría?:

	1.Negativamente	2.Positivamente	3. No ha afectado/no afectaría
a) La maternidad/paternidad a su trayectoria profesional?			
b) Solicitar una excedencia o reducción de jornada por motivos familiares?			

4. Indique su grado de satisfacción con la conciliación entre su vida laboral y su vida familiar, siendo:

Totalmente Insatisfecho			Ni satisfecho ni insatisfecho			Totalmente satisfecho
1	2	3	4	5	6	7

1	2	3	4	5	6	7

ESTRUCTURAS DEL HOGAR

5. Dígame, por favor el número total de personas que residen en su hogar:

_____ miembros

6. Especifique que modalidad de las siguientes corresponde a su hogar

1. Vive solo
2. Vive con su cónyuge o pareja con hijos
3. Vive con su cónyuge o pareja sin hijos
4. Otros. ¿Cuál?_____

____

(vive solo con hijos/familia monoparental, vive con padres u otros familiares, comparte piso con otras personas, vive con su cónyuge o pareja con hijos y con otras personas, vive con su cónyuge o pareja sin hijos y con otras personas…)

7. ¿Tiene usted o su cónyuge o pareja hijos con edad igual o inferior a 14 años que vivan en su hogar?

1. Sí, ¿cuántos? _____
2. No

PARTICIPACIÓN

8. Señale su grado de acuerdo o desacuerdo con las siguientes afirmaciones relativas al grado de participación en la empresa y autonomía que tiene usted en su trabajo, siendo:

Totalmente en desacuerdo			Ni acuerdo ni desacuerdo			Totalmente de acuerdo
1	2	3	4	5	6	7

	1	2	3	4	5	6	7
La empresa pone a mi disposición procedimientos justos y razonables para emitir mis quejas	1	2	3	4	5	6	7
La empresa me involucra en procesos de participación formales tales como círculos de calidad, sistemas de sugerencias o grupos de mejora	1	2	3	4	5	6	7
En mi trabajo colaboro con personas de otros departamentos de la	1	2	3	4	5	6	7

empresa para resolver problemas o cumplir con los plazos							
Recibo frecuentemente comunicaciones formales por parte de la empresa relativas a los objetivos o a los resultados organizativos	1	2	3	4	5	6	7
Mi puesto de trabajo está descrito de una forma flexible, enfatizando la variedad de tareas	1	2	3	4	5	6	7
Mi desempeño laboral depende fundamentalmente del trabajo en equipo	1	2	3	4	5	6	7

MOTIVACIÓN LABORAL

9. Las siguientes preguntas hacen referencia a cómo se ve usted. Las preguntas se relacionan con su comportamiento típico en el trabajo. Por favor, seleccione la opción que mejor le describa, siendo:

Totalmente en desacuerdo			Ni acuerdo ni desacuerdo			Totalmente de acuerdo
1	2	3	4	5	6	7

Siento una satisfacción personal cuando hago bien mi trabajo	1	2	3	4	5	6	7
Mi opinión sobre mí mismo empeora cuando hago mal mi trabajo	1	2	3	4	5	6	7
Me enorgullezco por el hecho de hacer mi trabajo lo mejor que puedo	1	2	3	4	5	6	7
Me siento triste cuando desempeño mi trabajo peor de lo habitual	1	2	3	4	5	6	7
Me gusta terminar la jornada con la sensación del trabajo bien hecho	1	2	3	4	5	6	7
A menudo intento imaginar formas de desempeñar más eficientemente mi trabajo	1	2	3	4	5	6	7

RETENCIÓN

10. Señale su grado de acuerdo o desacuerdo con las siguientes afirmaciones relativas a su intención de permanecer en esta empresa, siendo:

Totalmente en desacuerdo			Ni acuerdo ni desacuerdo			Totalmente de acuerdo
1	2	3	4	5	6	7

Rechazaría un trabajo con mayor salario para poder seguir en esta empresa	1	2	3	4	5	6	7
Tengo previsto desarrollar mi carrera profesional en esta empresa	1	2	3	4	5	6	7
Tengo previsto permanecer en esta empresa al menos durante los próximos 12 meses	1	2	3	4	5	6	7
No tengo previsto buscar un trabajo fuera de esta empresa en los próximos 6 meses	1	2	3	4	5	6	7