

ORGANIZATIONAL RETENTION STRATEGIES: A REVIEW OF LITERATURE

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Abstract-Employee turnover is a much studied phenomenon. There is a vast literature on the causes of voluntary employee turnover dating back to the 1950s. By developing multivariate models that combine a number of factors contributing to turnover and empirically testing the models researchers have sought to predict why individuals leave organisations. Many studies are based on only a small number of variables which often only explain a small amount of variability in turnover. Another criticism of turnover studies is that they do not adequately capture the complex psychological processes involved in individual turnover decisions. A recent study of turnover by Boxall et al (2003) in New Zealand confirmed the view that motivation for job change is multidimensional and that no one factor will explain it. However, over time there have been a number of factors that appear to be consistently linked to turnover. An early review article of studies on turnover by Mobley et al (1979) revealed that age, tenure, overall satisfaction, job content, intentions to remain on the job, and commitment were all negatively related to turnover (i.e. the higher the variable, the lower the turnover). In 1995, a meta-analysis of some 800 turnover studies was conducted by Hom and Griffeth, which was recently updated (Griffeth et al, 2000). Their analysis confirmed some well-established findings on the causes of turnover. These include: job satisfaction, organisational commitment, comparison of alternatives and intention to quit. These variables are examined in more detail below, as are a number of other factors where the evidence on the link to turnover is less conclusive.

Keywords: Human resources, employee retention, job satisfaction, literature.

I. Introduction

During the last few decades, employee retention has become a serious and perplexing problem for all types of organisation. Employee retention indicates the ability of the organisation to retain its employees. The ability to retain and attract best employees ensures customer satisfaction, satisfied staff, retention of organisational knowledge & learning and effective succession planning (Sinha and Sinha, 2012). Hill and Jones (2001) indicated that when any employees leave organisation, organisation not only lost employee but also lost customers and clients who were loyal with employee. Further, he advocated that an organisation is completely at loss when employees leave their job once they are fully trained. Thus, it is essential for an organisation to takes in to account an appropriate employee retention strategies for managing and keeping a valuable assets of the organisation i.e. employees. Despite the growing significance of employee retention, however there is still need to meet the needs of human resource managers and to provide them with an appropriate strategies and solutions to overcome the problems of high employee turnover by retaining best talented and valued employees effectively and efficiently. Therefore based on aforesaid research gap, the present study examined the effect of following employee retention strategies namely employee participation, work environment, employee motivation, employee training, and job flexibility on employee retention as well as employee performance.

Maertz & Campion (1998)[1] stated “*relatively less turnover research has focused specifically on how an employee decides to remain with an organization and what determines this attachment...retention processes should be studied along with quitting processes*”. Zineldin, (2000) [2] has viewed retention as “*an obligation to continue to do business or exchange with a particular company on an ongoing basis*”. Denton (2000) [3] has clearly stated that employees who are happy and satisfied with their jobs are more dedicated towards their work and always put their effort to improve their organizational customer's satisfaction. Stauss et al., (2001)[4] has defined retention as “*customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions*” .

II. Objectives of the study

This study on review of literature on retention initiatives undertakes the following objectives:

- i. To find out the various research works that have been done in the area of employee retention.
- ii. To highlight the various factors which affect retention initiatives in an organization.
- iii. To explore the relation between various factors and job satisfaction.

III. Methodology

The study is descriptive in nature and only secondary data has been used in it. The secondary data consist of the books and various research journals.

IV. Literature Review: Organisational Commitment, Retention Factors

4.1 Conceptualisation:

Over the years researchers have conceptualised organisational commitment in many different ways. Meyer and Allen (1991) describe organisational commitment as an inner condition that connects employees to a certain organisation. Hence, organisational commitment is regarded as a psychological connection that individuals have with their organisation, which is characterised by a strong connection with the organisation and a desire to contribute to the achievement of the organisation's objectives. This is in agreement with the view of O'Reilly (1989), who suggests that an individual's connection to the organisation includes a feeling of job engagement, devotion and an acceptance of the organisation's values. In addition, Miller and Lee (2001) describe organisational commitment as a state of existence in which employees are bound by behaviours and beliefs that sustain their activities and their participation in the organisation. Similarly, Miller (2003) views organisational commitment as a condition in which an employee associates with a particular organisation and its aims, and wishes to stay with the organisation. Commitment can also be viewed as a psychological state that represents an employee's bond with the organisation and the implications this has for his intention to stay or leave (Meyer, Allen & Smith, 1993).

Research has indicated that the attitudinal approach to conceptualising organisational commitment indicates the strongest correlations with the variables linked to commitment (Meyer & Allen, 1997; Suliman & Ilse, 2000). Attitudinal commitment refers to both a process and an approach in terms of which individuals consider their values and goals in relation to those of the organisation (Meyer & Allen, 1997). Similarly, Sheldon (1971) views commitment as a positive evaluation of the organisation, which includes the intention to work towards the organisation's goals. In addition, Morrow (1993) characterises organisational commitment by means of attitude and behaviour. Furthermore, Morrow (1993) views organisational commitment as an attitude that reflects emotional states such as a bond and an association with, and devotion to, the organisation. Hrebiniak and Allutto (1973) considered commitment as the unwillingness to leave the organisation for increments in pay, status, or professional freedom or for greater collegial friendship. Thus, when employees feel that there is too much to lose when leaving their organisation they may choose to stay despite their discontent, which is congruent to the continuance dimension of commitment. On the other hand, Wiener (1982, p. 471) defined commitment as the "totality of internalised normative pressures to act in a way which meets organisational goals and interests", and suggested that individuals exhibit behaviours solely because "they believe it is the "right" and moral thing to do".

Meyer and Allen's (1991) view of organisational commitment has received a large amount of modern-day focus and will be relevant to this study (Suliman & Iles, 2000). Table 2.1 provides an overview of the various definitions of organisational commitment.

Author	Definition
Becker (1960)	Commitment is the tendency to persist in a course of action.
Kanter (1968)	Commitment is the willingness of social actors to give energy and loyalty to the organisation.
Sheldon (1971)	Commitment is a positive evaluation of the organisation and the intention to work toward the organisation's goals.
Hrebiniak & Allutto (1973)	Commitment is the unwillingness to leave the organisation for increments in pay, status, or professional freedom or for greater collegial friendship.
Mowday, Steers and Porter (1979, p. 226)	Organisational commitment is "the relative strength of an individual's identification with and involvement in a particular organisation".
Wiener (1982, p. 471)	Commitment is the "totality of internalised normative pressures to act in a way which meets organisational goals and interests", and suggested that individuals exhibit behaviours solely because "they believe it is the "right" and moral thing to do" (p. 421).
Reichers (1985, p. 468)	"Organisational commitment as behaviour is visible when organisational members are committed to existing groups within the organisation".

Table 2.1: Organisational commitment definition

4.2 Meyer and Allen's three-component commitment model

Meyer and Allen (1991) adopted a multidimensional approach by integrating attitudinal and behavioural approaches to commitment in order to create three distinct dimensions, namely, affective, normative and continuance commitment. Affective commitment refers to an employee's connection through an emotional bond, linkage to and engagement with the organisation. Normative commitment refers to an employee's sense of indebtedness toward the relevant organisation; accordingly, employees may feel obligated to stay at their organisation. Continuance commitment refers to the employee's observation of the benefits and advantages that may be lost when one leave the relevant organisation (Meyer & Allen, 1991). The affective and normative components reflect employee's attitudinal dispositions, whereas the continuance component indicates their behavioural orientation (Meyer & Allen, 1997). Meyer and Allen (1997) argue that this approach includes factors associated with positive work experiences, personal characteristics and job characteristics, while the outcomes include increased performance, reduced absenteeism and reduced employee turnover.

Meyer and Allen (1991) argue that one can achieve a better understanding of an employee's attachment to the organisation when all three forms of commitment are taken into consideration. Allen and Meyer (1990) view affective, continuance and normative commitment as different psychological components, each of which can be experienced by differing degrees. Consequently, Meyer and Allen (1991) hypothesise that each component develops as a result of different experiences and has different implications for on-the-job behaviour.

4.3 Affective commitment

Meyer and Allen (1984) view affective commitment as the positive feelings that help employees to form a bond with, and to participate in, the organisation. The development of affective commitment is based on the exchange principle. Employees commit themselves to the organisation in return for the rewards received or the punishments avoided (Meyer & Allen, 1997). However, employees with strong affective commitment remain because they want to (Meyer, Allen & Gellatly, 1990). Affective commitment is relevant to this study as it may help to determine employees' feelings of attachment to the organisation.

4.4 Continuance commitment

Continuance commitment is viewed as the degree to which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving (Meyer & Allen, 1984). Thus, employees do not want to lose certain benefits or advantages that the organisation may offer and will therefore remain at the organisation. Continuance commitment is expected to be related to anything that increases the cost associated with leaving the organisation (Meyer & Allen, 1997). Employees with a strong continuance commitment remain with the organisation because they feel they need to (Meyer et al., 1990). Continuance commitment is relevant to this study as it may help to determine employees' intention to continue working at their current organisation.

4.5 Normative commitment

Normative commitment is regarded as the employee's feelings of obligation to remain with the organisation (Allen & Meyer, 1990). Normative commitment develops as a result of beliefs that are internalised through socialisation processes, both familial and cultural, that occur both before and after entry into the organisation (Meyer & Allen, 1997). Thus, employees with a strong normative commitment remain in the organisation because they feel they should (Meyer et al., 1990). Normative commitment is relevant to this study as it may help to determine employees' sense of duty and responsibility towards their organisation.

Affective commitment creates emotional bonds that can make the employee develop a sense of responsibility and duty (normative commitment) towards the organisation. On the other hand, employees may behave correctly because they have an obligation to do so, even though they do not feel affection for the organisation and are unhappy there. In addition, normative commitment can lead to continuance commitment owing to the emotional involvement with the organisation, which may lead to the desire for continuation (Martin, 2008).

4.6 Variables influencing organisational commitment

In general, research indicates that overall job satisfaction is a significant predictor of organisational commitment, and that individual dimensions of job satisfaction influence organisational commitment to varying degrees (Rutherford, Boles, Hamwi, Madupalli & Rutherford, 2009). Job satisfaction can be viewed as an attitudinal variable which reflects how people feel about their jobs overall, as well as about various aspects of the jobs. Thus, job satisfaction is the extent to which people like their jobs, while job dissatisfaction is the extent to which they dislike them (Spector, 2000). Commitment, on the other hand, is related to how employees respond to dissatisfaction with events at work (Meyer & Allen, 1997). Sheldon (1971) found that commitment was related to social involvement with colleagues and to such personal investments as length of organisational service, age and hierarchical position. Hrebiniak and Alutto (1973) found that the best predictors of commitment for their sample were role tension, years of organisational service (Buchanan, 1974), and dissatisfaction with the bases of organisational advancement. According to Meyer and Allen (1991), employees tend to develop a stronger affective attachment to the organisation if their experiences within their organisation are consistent with their expectations and their basic needs are satisfied, than those employees whose experiences are less satisfying. Moreover, continuance commitment may develop as employees recognise that they have accumulated investments (Becker, 1960). For example organisational benefits such as a car allowance, medical aid or study leave that may be lost if they leave their current organisation, or if alternative employment possibilities are limited. Also, normative commitment develops as the result of socialisation experiences that emphasise the appropriateness of remaining loyal to one's employer (Wiener, 1982). Ferreira and Coetzee (2010) found older employees to be affectively and normatively more committed to their organisations than their younger counterparts. Coetzee, Schreuder and Tladinyane (2007), Ferreira and Coetzee (2010) and Lumley (2009) did not find significant differences between the organisational commitment levels of the various race groups. On the other hand, Coetzee et al. (2007) found that black participants in the service industry appear to be more committed to an organisation that provides them with the opportunity to express their sense of service or dedication to the people component of the business. Coetzee et al. (2007) found that male participants in the service industry appear to be committed to the organisation that provides them with the autonomy to do their job in an independent fashion, while female and white participants seemingly tend to be especially committed to the organisation that respects personal and family concerns. On the other hand, women who seem to perceive less access to opportunities for job development and mentoring in male-dominated occupations (Lai, Lin, & Leung, 1998; Ohlott, Ruderman, & McCauley, 1994) may as a result be less committed to their organisations (Martins & Coetzee, 2007). However, Coetzee et al. (2007) and Marshall and Bonner (2003) found that females are just as committed as males. Meanwhile, research findings by Pretorius and Roodt (2004) also indicate that gender is an important variable in predicting and explaining organisational commitment. Research findings by Martin and Roodt (2008) indicate that marital status can be related to commitment, since married people may have greater financial responsibilities towards their family commitments. Research findings indicate that tenure relates positively to organisational commitment, more specifically tenure and affective commitment are related (Döckel, Basson, & Coetzee, 2006; Meyer & Allen, 1997).

4.7 Implications for talent retention

In general, it is expected that organisational commitment reduces abandonment behaviours, which include tardiness and turnover. In addition, employees who are committed to their organisation may possibly be more willing to participate in “extra-role” activities, such as being creative or innovative, which frequently guarantee an organisation’s competitiveness in the market (Katz & Kahn, 1978). Research by Martin (2008) indicates that affective commitment positively influences normative commitment, and continuance commitment is determined by normative commitment and affective commitment. Nevertheless, affective commitment made a stronger impact than normative commitment on the desire and intention to continue working in the organisation. Research by Ferreira, Basson and Coetzee (2010) indicates that employees who prefer a managerial and freedom/autonomy career tend to feel emotionally attached to their organisation. Similarly, Beck and Wilson (2000) suggest that individuals who are dedicated on an emotional level usually remain with the organisation because they see their individual employment relationship as being in harmony with the goals and values of the organisation for which they are currently working. Ferreira et al. (2010) suggest that participants, who perceive themselves as having the skills to plan, implement and manage their career goals in innovative ways, tend to feel emotionally attached to the organisation. Moreover, people who are emotionally well educated are able to form supportive social networks, which increase their sense of belonging to the organisation (Sinclair, 2009). Manetje and Martins (2009) conclude that respondents who are affectively committed to the organisation are more willing to maintain their relationship with the organisation than those who are normatively and continuance committed. Affectively committed employees may therefore portray feelings of identification with, attachment to and involvement in the organisation. In addition, Martin (2008) argues that when employees trust their organisation; are satisfied with their job and the labour conditions; feel there is flexibility to adapt to changing conditions; feel their opinions are valuable to the organisation and the relevant information is provided, then employees will commit affectively to the organisation, will be responsible at work (normative commitment) and will have a desire to continue working in the same organisation (continuance commitment).

4.8 Retention Factors

This section discusses Döckel’s (2003) retention factor framework, the variables influencing retention factors and the implications for talent retention. Retention refers to an organisation’s efforts to keep in employment those employees of whom the organisation has a positive evaluation, and who would normally only leave the organisation through voluntary resignation (Mengel, 2001). Thus, employers need to retain their high performers who have knowledge and skills that are critical for the organisation to maintain a competitive advantage. In addition, Cascio (2003) describes retention as initiatives taken by management to keep employees from leaving the organisation, such as rewarding employees for performing their jobs effectively; ensuring harmonious working relations between employees and managers; and maintaining a safe, healthy work environment. Netswera, Rankhumise and Mavundla (2005) refer to retention factors as factors that would facilitate the stay or exit of employees and the decision to leave or stay, depending on the perceived direction of an individual’s priorities. Döckel (2003), in a literature survey that considered the retention of high technology employees, identified six critical factors. These factors are relevant to this study and include compensation, job characteristics, training and development opportunities, supervisor support, career opportunities and work–life policies. To summarise, while the importance of employee retention to organisational effectiveness and efficiency is clear, there is currently no single framework that guides research and practice (Cardy & Lengnick-Hall, 2011). Regardless of which theoretical model is considered, there are situations in which voluntary employee turnover may be unavoidable and beyond the control of management (Dalton, Todor, & Krackhardt, 1982). Hence, the focus of this study is on factors that management can control and that may influence workers to stay with the organisation. In order to improve our understanding of the effectiveness of retention factors it is important to relate them to employees’ views on their importance, as such views may indicate how and which retention factors influence their decision to stay or leave.

4.9 The Retention Factor Framework of Döckel

Döckel (2003) identified 8 factors to retain valuable employees as summarised in Table 2.1. The following 6 factors are relevant to this study: compensation, job characteristics, training and development opportunities, supervisor support, career opportunities and work/life balance.

4.9.1 Compensation

Compensation can be divided into monetary and non-monetary rewards. According to Döckel (2003), monetary rewards are extrinsic financial rewards that organisations pay to their staff for the services they deliver. Monetary rewards may include the base salary, incentives and stock options. Non-monetary rewards, on the other hand, are indirect financial rewards employees receive for their labour (Döckel, 2003), which may include flexible working hours, medical aid and pension. Döckel’s (2003) research findings indicate that employees in the high technology industry are not very satisfied with the way their raises are determined. Accordingly, it would seem that employees prefer to know how their compensation is determined and how they can increase their salary (Döckel, 2003). Thus, employees want to feel that they have an influence on their compensation.

4.9.2 Job characteristics

In this study, job characteristics will include skill variety and job autonomy since highly specialised knowledge workers prefer jobs where they can use a variety of skills and experience challenging assignments and job autonomy. The term “knowledge workers” refers to employees who have critical knowledge and skills of core products and services (Coetzee & Roythorne-Jacobs, 2007). In this context, autonomy in the workplace refers to employees’ abilities to make decisions about how and when to undertake workplace tasks (De Jonge, 1995). Job autonomy can refer to employees who: (a) value the opportunity to be independent; (b) prefer working on their own; (c) create new ideas to make work easier or more efficient (creativity); (d) or prefer to make decisions on their own (Sharf, 2010). Task variety is the extent to which a job requires many different things using a variety of skills and talents (Thatcher, Liu, Stepina, Goodman, & Treadway, 2006). Job complexity and job control are considered to be two important work characteristics (Frese, Garst, & Fay, 2007; Hackman & Oldham, 1976; Karasek & Theorell, 1990). Low-complexity jobs are monotonous and repetitive in nature, whereas more complex jobs demand high levels of knowledge,

skills, and abilities. Job control refers to the possibility of choosing one's actions from multiple options and to have an influence on various dimensions of work, such as its sequence and pace, content of goals, quantity and quality of production, techniques and strategies, working conditions and feedback (Frese, 1989). Job complexity has been defined as "the level of stimulating and challenging demands associated with a particular job" (Fried, Melamed, & Ben-David, 2002, p. 133). Job characteristics may include varied work; opportunities to solve challenging problems; opportunities to work with the best people; freedom; flexibility and being able to pursue interesting assignments (Döckel, 2003). Döckel (2003) states that job characteristics will increase the retention of employees and feelings of increased competence and meaningfulness of work may develop more organisational commitment.

4.9.3 Training and development opportunities

Kraimer, Seibert, Wayne, Liden and Bravo (2011) state that organisations can provide programmes and opportunities that support employee growth and development. Employees can participate in formal development activities provided by the organisation as well as informal experiences of quality developmental relationships with senior managers (e.g. career mentoring). Training is intended to provide opportunities for advancement and can also make employees feel that they are valuable to the organisation and may also provide a sense of self-worth, thus increasing affective commitment (Meyer & Allen, 1997). Döckel (2003) argues that development opportunities should be seen as essential and invaluable to the organisation. Organisations can encourage, plan and invest in employees' development and investments in education can make employees more committed to their careers. Organisations should view these investments as their social responsibility to build a better South Africa (Döckel, 2003).

4.9.4 Supervisor support

Supervisor support refers to how much support employees feel they receive from their supervisors. In this study, supervisor support will include recognition and feedback from supervisors to employees since various research studies indicate the importance of recognition and feedback in the retention of valuable employees (Allen, Shore & Griffeth, 2003). Perceived supervisor support is a construct that describes the extent to which a supervisor values a follower's contributions and cares about the wellbeing of that follower (Rhoades & Eisenberger, 2002), while job feedback is the degree to which a job provides the employee with information about his or her job performance (Thatcher et al., 2006).

4.9.5 Career opportunities

Career opportunities may include the internal and external career options that an employee may have. Internal career opportunities may be in the employee's current organisation; for example a promotion or be moved to a different position inside the same organisation. External career opportunities, on the other hand, may be to obtain a position at another organisation (Coetzee & Roythorne-Jacobs, 2007). These career orientations of employees may have important implications for their organisational commitment, retention factors and perceived job embeddedness.

4.9.6 Work/life balance

Parkes and Langford (2008) describe work-life balance as an individual's ability to meet both their work and family commitments, as well as other non-work responsibilities and activities. In addition, Munsamy and Bosch-Venter (2009) state that the focus of work/life balance is on the notion of a flexible and stress-free work environment by making provision for childcare facilities and access to families. Location is important, as is the amount of travel away from home, recreational facilities in distant locations and hours of work, leave time, overtime and flexi time. Increasing flexibility around work has therefore become more important to dual income families. Döckel (2003) argues that organisations need to accommodate employees by providing remote access for telecommuting, childcare centres, referral programmes and employee assistance programmes. As a result of this organisations may then be perceived as concerned employers; which positively influences employees' attachment to the organisation. Employees will then have more positive attitudes towards their organisations (Döckel, 2003).

Retention Factors	Frequency Of Factors In High Technology Literature	Rank Order of Frequency
Training and development opportunities	32	1
Supervisor behaviour/ support or feedback	25	2
Career opportunities	23	3
Skill variety	20	4
Quality of life/ work/life policies	19	5
Job autonomy	17	6
Job challenge	15	7
Base salary	14	8
Total	339	Range 1 to 19

Table 2.2 Factors identified by Döckel (2003).

V. Conclusion

The conclusions derived from the findings indicate that practitioners can benefit from understanding the relationship between organisational commitment, retention factors and perceived job embeddedness in order to inform talent retention practices. In the following chapter practical recommendations are made on the basis of the argument that satisfied and committed employees display increased job performance, remain attached to their organisation, and are more embedded in their job and organisation. There were three main aims of the literature review: Firstly, it was intended to critically explore the relationship between organisational commitment, retention factors and perceived job embeddedness. Secondly, it attempted to determine whether individuals from different gender, age, race, marital status, and tenure and job level groups differ significantly with regard to their organisational commitment, retention factors and perceived job embeddedness. Thirdly, it endeavoured to determine the implications of the theoretical relationship for employee retention practices. These general aims were accomplished by addressing and realising the specific aims of the study. From the literature review it is concluded that, despite available research on

organisational commitment, retention factors and perceived job embeddedness, additional refinement of the conceptualisation of these concepts is required, especially for employee retention purposes.

For the purposes of this study, Allen and Meyer's (1991) multidimensional approach to organisational commitment was utilised. From the literature review it may be concluded that organisational commitment is conceptualised according to several approaches (normative, affective, continuance, attitudinal, behavioural, multi-dimensional, and motivational). The conclusion is drawn that organisational commitment is an inner condition that connects employees to a certain organisation (Meyer & Allen, 1991). Meyer and Allen's (1991) multidimensional approach integrates attitudinal and behavioural approaches to commitment to create three distinct dimensions, namely, affective, continuance and normative commitment. The antecedents of the three components differ.

Retention factors can be viewed as factors that would facilitate the stay or exit of employees and the decision to leave or stay, depending on the perceived direction of an individual's priorities (Netswera et al., 2005). Döckel (2003) identified eight retention factors, six of which were used in this study, namely compensation, job characteristics, training and development opportunities, supervisor support, career opportunities and work/life balance. It is concluded that there is currently no single framework that guides research and practice regarding employee retention (Cardy & Lengnick-Hall, 2011).

Research has focused on each of the concepts of organisational commitment, retention factors and perceived job embeddedness separately or in relation to other variables; however, there appears to be a paucity of research in the South African medical and IT services environment. From the literature review it can be concluded that there appears to be a relationship between organisational commitment, retention factors and perceived job embeddedness. Hence, employee commitment can be influenced by retention factors such as compensation, job characteristics, training and development opportunities, supervisor support, career opportunities and work-life balance (Döckel, 2003; João, 2010; Lumley, 2009). Human resource practices may also affect the extent to which employees feel their values match those of the organisation, which, in turn, enhances organisational commitment. In addition, negative perceptions of the human resource system may affect employees' perceptions of their job-fit (job embeddedness) which is, in turn, related to their intention to leave the organisation (Boon et al., 2011).

From the literature review it can be concluded that biographical variables (gender, age, race, marital status, and tenure and job level groups) are the antecedents of organisational commitment, retention factors and perceived job embeddedness. This research found that the most consistent theoretical relationship existed between organisational commitment, retention factors and perceived job embeddedness levels in relation to the various gender and age groups. When determining the relationship that exists between the biographical variables of race, marital status, tenure and job levels and organisational commitment, retention factors (intention to stay) and perceived job embeddedness, the literature findings were inconsistent. When determining the relationship that exists between retention factors (intention to stay) and the various race, marital status and tenure groups, there appeared to be a lack of research literature. This was also the case when determining the relationship that exists between perceived job embeddedness and the various race, marital status, tenure and job level groups.

The literature review elaborated on the way voluntary turnover and retention strategies were influenced by the relationship that exists between organisational commitment, retention factors and perceived job embeddedness. Thus, it was found that individuals who are attached to their organisations and embedded in their jobs may experience less anxiety, stress, job dissatisfaction and intention to leave their organisation. Both organisational and employee perspectives should be taken into account when developing and delivering a 21st century talent management strategy. An understanding of the relationship that exists between organisational commitment, retention factors and perceived job embeddedness can be useful for planning organisational interventions such as career development and talent retention strategies. The study found that there is a relationship between organisational commitment and retention factors, as well as between perceived job embeddedness and retention factors, which suggests that organisational commitment and perceived job embeddedness may be important in the development of talent retention strategies.

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