Factors Influencing Employee Retention: An Integrated Perspective

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Introduction

Turnover is a big problem for many organizations. It is a misperception that all turnover is bad and must be avoided. But actually if an organization does not have a balanced level of turnover, it will result in monotonous system and that organization will not have access to new ideas, change, dynamism and creativity. Turn over influences profitability and customer satisfaction (Koys, 2001). Our concern is that the required turnover must exist but the unwanted voluntary turnover should be reduced or avoided.

In today's competitive environment employees leave their organization for various reasons. As the knowledge of employees have become highly important in gaining competitive advantage in today's business environment (Hall, 1993). The organizations are trying to retain the best employees.

The Importance of HR and their retention is established. Initially because resources are scarce and secondly because the competition by businesses to have the best and most talented employees for their organization (Chambers et. Al., 1998) and finally because Turnover also destroys the customer confidence in the company (Koys, 2001). Customers don't want to teach about their needs to the new employees. So it is better to retain employees that can retain customers.

In the competitive environment, the retention of skilled employees is very difficult. Top management & HR department put in an extensive time, financial resources and effort in order to find out the way to retain their employees and gain competitive advantage (Bartlett & Ghoshal, 2013). Training efforts are also used to retain employees (Chen, 2014). That is why it is critical to understand what employee retention is?

Employee retention means keeping the employee in and with your organization in lay man's language. It involves taking actions that motivate and tempt employees to stay with the organization for the maximum period of time. It is a planned and organized effort. Which should result in catering the diverse needs of employees so that they remain employed in the organization. For the sake of our discussion we are going to define retention as a continuous and planned effort of taking all actions by the organization to retain the knowledgeable, skilled and competent employees selected.

Now we may be clear on what is retention of employee but merely knowing it is not enough. Why is it important? If it is so simple to retain an employee through a contract, a bond or any other legal agreement for the long period of time. It is because in that process, the recruitment takes a lot of time and we may not be able to get the talent that we wanted. Also what will happen when the contract or the legal agreement expires?

So we want to retain the employees because they want to stay not because they are forced to stay. But what are the factors that make them "Want to Stay", what factors can cause retention.

Many studies have identified different factors that if handled properly would result in employee retention. Some have studied retention from the employer's perspective and some from employees'. Our concern is that employees' perspective is more important. So we want to know what an employee considers important to retain him in an organization.

Many researchers have challenged the conventional wisdom of the people that good salary only keeps employees retained. But all different researchers have worked to analyze the impact or influence of one variable or few variables on employee retention. None of them has tried to identify an integrated set of variables or factors that, if handled properly will result in employee retention.

The purpose of our study here is to fulfill this task. We have studied literature from 1947 to 2014 and ten papers were selected from each decade through google scholar to create a set of variables from the literature. In this way 60 or more papers were studied which identified work related and non-work related factors that cause employee retention. Monetary and non-monetary factors that were identified are pay, promotion, social environment, working conditions, relationship with immediate boss, respect, location of organization, organizational justice, organizational prestige, recognition, work-life balance, job satisfaction, job involvement, job content, training, job embeddedness, flexible work arrangements, status, career development, organizational values and beliefs, organization support, Job is not what worker expected, job and person mismatch, growth opportunities, appreciation, trust and support, stress from overwork, new job offer.

The research in this area is segmented and either one or few variables have been understudy e.g. one researcher worked on impact of occupational pension on retention and the other researcher worked on how promotion, awards and supervision influences employee retention. Work has been done on organizational commitment that leads to retention. Career opportunities, work life policies, job characteristics etc. however no work of literature has tried to integrate and consolidate the various factors that have been empirically studied in a single body of work.

This paper incorporates all this segmented work into an integrated conceptual model which will help organizations to take care of all factors that influence employee retention instead of one or two of them.

Interviews were also taken to identify the variables that were not identified through literature. Public & private organization employees who have been in an organization for 10 or more years were interviewed and Ventilation was also identified as a factor.

Next in this paper, the literature review of all variables mentioned above is discussed in detail followed by the conceptual model. Finally you will see the conclusion section in which suggestions are also given for organizations to retain employee. Future research directions are also identified.

Literature review
Job satisfaction
Employee satisfaction is one of the most repeatedly studied factors and more than 5000 articles have been discussed on this particular term (Schneider and Brief, 1992; Cranny et al., 1992). To manage either employees or the customers, the purpose remains constant i.e., to satisfy the need and their wants (Berry, 1981). In an attempt to increase the employee retention, satisfaction survey (including the aspects of pay, supervision, co-workers, opportunity for promotion, and work itself) is mostly used as the measurement. Thus, improving and maintaining employee satisfaction is crucial (Smith et al., 1969). When the output attained from the organization is less than expectations, the employees become dissatisfied (Hackman and Oldham, 1980; Locke, 1976). Personal satisfaction, individual sense of attainment and realizing long term personal goals are the factors of satisfaction which enhances employee retention (Mccrensky, 1964). A study of the focus group and personal interviews of CNAs indicated that supervision, benefits, work design and work conditions are linked to employee satisfaction and retention (Rust et al., 1996). A research report on military soldiers indicated that the soldier's satisfaction with military life is also related to retention, with the awareness of existence of different community programs increases satisfaction and thus enhances retention (Etheridge, 1989). Another study on naval aviation officers indicated the strong support of satisfaction and retention which are more related to intrinsic outcomes (Mitchell & Albright, 1971). Respect, recognition, and organizational commitment are the needs of employee and they can be satisfied if provided with what they need (Mcguire et. al., 2003). Employee satisfaction derives employee retention in service profit chain (Heskett et. al., 1994). Lack of job satisfaction contributes to poor retention (Dovlo, 2003).

Training
Training is said to be a practical education which can be used to enhance skills, experience, knowledge and to overcome inefficiencies (Gravan, 1997). Need-based training assessment is required for the organization (Al-Khayyat, 1998). Training (on-the-job training, vocational training, general and specific training, etc.) is vital for retention and development of employees (Hocquet, 1999; Ranger, 2002). A study conducted in New Zealand on workers under the age of 30 identified that the one reason employee left their employer is better training opportunities elsewhere. Thus major investment in designing and management of the training systems are required (Boxall et. al., 2003). Training is a tool for retaining employees and its impact on compensation can be important for retention (Anis et. al., 2011). A study conducted on the luxury hotel Serena, Faislabad, showed a strong positive association between training and development and retention (Khan et. al., 2011). Another study of Australian four-five star hotels showed the same result which indicated that T&D increases faithfulness and ownership of employees towards their organizations (Davidson et. al., 2010). A study of public and private sector organizations in South Africa indicated training and development as a motivational variable for retention. The result delivered strong indication of a relationship between training and development and employee retention (Samuel and Chipunza, 2009). Training and advancement opportunities are more important to the civil engineer rather than static factors (Branham, 1957). Utilization of employee training is beneficial (Mccrensky, 1964).

Job embeddedness
Job embeddedness is a comparatively new variable to identify retention which includes three factors links, fit and sacrifice (Zhang, 2013). A survey conducted on a large group of employees showed a negative relationship between job embeddedness and turnover (Zhang, 2013). Another research provides confirmation of relationship between job embeddedness and retention (Young et. al., 2013).

Flexible work arrangements
Survey conducted on post-secondary faculty indicated a prediction of dissatisfaction with work overload.

Discontentment increased with the long working hours, which resulted in decline in performance occupational welfare (Kinnunen & Mauno, 1998). A study conducted and concluded that employees enjoy flexible working hours, which leads to job satisfaction and enhances retention (Parasuraman S. & Simmers C.A., 2001). A research conducted showed that the flexible time policies reduce work-family conflict and indicated association between conflicts and benefit availability (Thompson et al., 2003). Work stress and turnover intentions are increase with an increase in working hours (Ling and Phillips (2006). Work-family conflicts increases quitting behaviors. Thus, in an attempt to retain employees, conflicts should be minimized (Hammer et al., 2003).

Career development

Career development opportunities and training have a direct effect on employee retention (Hassan et al., 2013). Career development is an aspect for revealing employee engagement and loyalty (Bhatnagar, 2007). A research conducted for the Telecom sector of Pakistan to investigate the influence of career development opportunities on retention of employees, which showed a strong positive association between them (Kim, 2005). Employees greatly value long-term career development (Mitchell et. al., 2011). The distribution of career opportunities strongly effect employee loyalty and retention (Vos & Meganck, 2009)

Organizational values and beliefs

Organizational values and beliefs is one of the non-monetary developing elements in influencing employee retention (Singh, 2013). A study conducted in public accounting firms indicated that employee retention and performance varies with organizational values and person-organization fit is substantial in defining employee retention (Sheridan, 1992). There is a need for link between individual and organizational values to enhance employee retention (Chatman, 1989, 1991; Schneider, 1987). Organizational culture is a factor for revealing employee engagement and loyalty (Bhatnagar, 2007).

Organizational support

Organizational support is a factor for revealing employee engagement and loyalty (Bhatnagar, 2007). Perceived organization support is the reason for an employee to stay and committed to their job and organization (Mitchell et. al., 2011). A study conducted which revealed that there is a negative relationship between organizational support and turnover, which eventually leads to job retention (Eisenberger et. al., 2002).

Job involvement

Managing employee involvement is challenging and hard to achieve (Zeithaml, Parasuraman, and Berry, 1985; Bowen and Schneider, 1988). An empirical analysis identified a positive effect of employee participation (personal interaction, information sharing, and responsible behavior) on retention (Ennew and Binks, 1999). Employee participation in designing jobs and planning of personal development may increase their performance (Boxall et. al., 2003). It would be difficult for an employee to leave a job and find other work, when involvement is provided by the employer (Ahmad et. al., 2010). Embedded employees have high involvement and job satisfaction (Mitchell et. al., 2011).

Job content

Scientific and technical workers survey identified that job content effects turnover (Kochanski and Ledford, 2001). A survey of HR mangers showed that job content does affect employee retention (Vos & Meganck, 2009).

Status

Some employees are motivated by status in society rather than money (Samuel and Chipunza, 2009). A study was conducted on military officers which showed that status is not a dominant interpreter of retention and motivation (Feris, 1976). Another research identified that respected employee status was considered to have a great influence on employee retention (Huang, 2006).

Organizational commitment

Organizational commitment increases employee job commitment which in turn influences employee retention in a positive way (Nawab & Bhatti, 2011). Enhance this commitment in initial stages of will have strong influence in making the employee stay while in latter stages it will cause high performance (Bashir & Ramay, 2008). Job embeddedness having three dimensions in it (link, fit & sacrifice) increases employee retention (Mitchell et. al., 2011). Veldsman's model also certifies that organizational commitment, employee well-being, employer of choice and organization climate (Kotze & Roodt, 2005).

Work life balance

Work life policies increase employee commitment which in turn positively affects retention (Bashir & Ramay, 2008). An American study also reported that if managers don't pay attention to personal life activities and engagements of employee then retention because difficult and intention to quit arises. Too much work and responsibilities affect the personal life negatively and effects retention negatively. It is also found that factors that are not work related like burn out, unscheduled working and job stress disrupt the required Work Life Balance and negatively affects retention (Mitchell et. al., 2011).

Location

Out of the 60 research papers under consideration, there was only one research paper on Location of organization as a factor influencing retention. Where 8.2% of 24829 respondents considered it a factor

(Hausknecht et. al., 2008).

Working conditions

Working environment is also studied and reported as an important factor in retention of employees (Sohail et. al., 2011).

Relationship with immediate boss

Relationship with Immediate Boss is identified as among the top 10 most important factors that affects the retention of knowledge workers (Sutherland & Jordaan, 2004). Having a great and supportive boss is mentioned in another paper as one of the top five reasons of retention (Bhatnagar, 2007). Supervisor support is also mentioned as a significant factor of affective commitment and employee retention (Ahsan et. al., 2014).

Pay

One of the reasons of turnover of employees is compensation (Nawab & Bhatti, 2011). Poor salary is mentioned as one of the reasons to leave an organization. Merit based compensation increases employee retention. Pay is mostly ranked at no five or six when employees rank the factors of retention (Sohail et. al., 2011). Compensation is mentioned in literature as a significant factor of retention in knowledge worker of Malaysia (Ahsan et. al., 2014).

Promotion

While identifying the causes that why employees stay in the organization, extrinsic reward (including promotion) was found as one of the most mentioned reasons of staying (Hausknecht et. al., 2008).

Social environment

When looking at the employee's perspective of what they say would retain them or is retaining them, they rank social atmosphere at no two right after career development opportunities (Vos & Meganck, 2007).

Respect and recognition

A research of staff of Serena hotel reveals that they have been successful in retaining their employees for years with a most significant reason mentioned by employees and the reason was that they respected their employees. The high performers were highly respected by the management which encouraged them and made them stay with the organization for years (Khan et. al., 2011). Also in health care sector, where shortage of employees is mostly the problem, respect and recognition are identified to be significant in retaining employees (McGuire et. al., 2003).

Organizational justice and prestige

Organizational justice of both types (distributive justice of what rewards or results you receive from organization and procedural justice of what is the procedure of measuring performance or giving any extrinsic reward) is found significant in retaining employees (Ahmad et. al., 2010). For IT professional research shows that organizational justice is considered as one of the preferred strategies for employee retention (Bashir and Ramay, 2008). Prestige of the organization gives prestige to the employee for being part of it which retains them in the organization. They may be willing to stay for a little less financial benefit only because they are part of such a prestigious organization (Khan et. al., 2011). Also a study of 25000 employees of leisure and hospitality industry revealed that organizational prestige was among the most mentioned reason for retention (Hausknecht et. al., 2008).

In the last section, a table is made to show the factors and variables of retention in chronological order discussed by different authors.

Conceptual Model

After digging deep down in the literature we have found a hand full of factors that affect or are important to retain employees. There were twenty factors identified. These were from studies in different areas of business. These were from university teachers, IT professionals, management level employees, physicians, extension agents in sales, ITes sector, education sector, technical and scientific professionals, SMEs, radiology, health professionals, health care industry, nonprofit youth and recreation organization, information system workers and midwives. Some factors were found to be significant in retention of employees commonly in many sectors but a few were very specific to that particular sector or organization, for example, the study on midwives reveals that providing them with free HIV medicines will retain them in there.

For the purpose of our model we have taken factors that are more significant, are mentioned effective in different studies and will help us understand retention as a general phenomenon. Also those that can be used by all organizations irrespective of sector or industry they are related to. Further as already mentioned earlier real time interviews were taken to identify any factor that is not provided through literature.
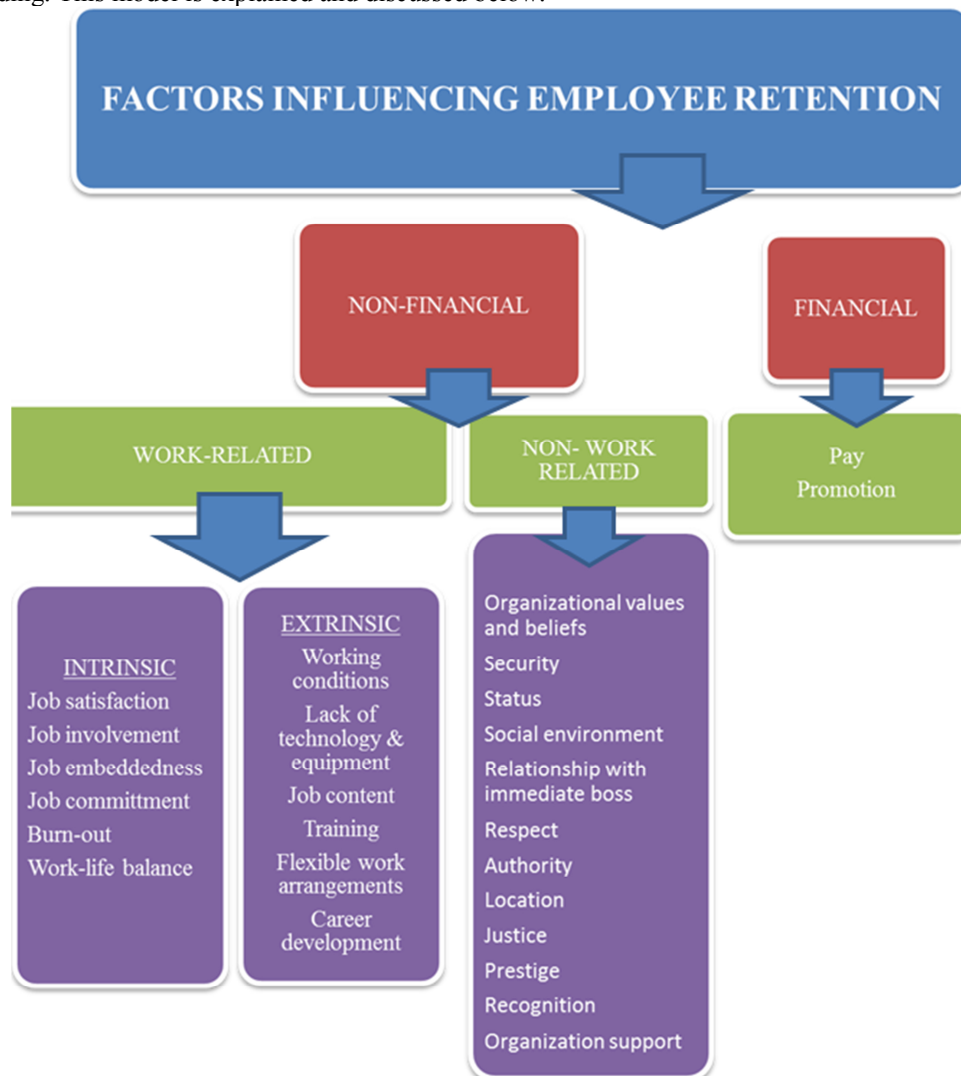
Six interviews were taken. As all the individuals were professionals of ten years or more experience so they gave us a good insight on the issue under discussion. Four of the individuals were public sector employees and two were private sector employees. It was a semi-structured format of interview. They were made clear on the variable of discussion and were asked to mention the top five factors they think can retain employees. Private sector employees gave the top five to career development, respect, financial factors, autonomy and employee involvement (in decision making) in ascending order. Other factors mentioned were relationship with immediate

boss, social environment, appreciation and ventilation. All these factors were already identified but a new factor of ventilation emerges. It was described by them as ignorance of employee's mistake or ignorance of an employee's rule violation by the boss on the notion that the employee is a great asset to the organization and has always been hardworking employee so let's not call him and discuss the issue and let's not mention what he has done wrong. The boss just pretends to overlook the doing for giving the employee ventilation to keep breathing and staying in the organization.

On contrary to the above mentioned factors of private sector employees, the interviews from public sector, although handled the same way, identified some other factors to be at top five. It was found that job security, career development, financial needs, respect and prestige were the top five factors for them in ascending order.

The common variables identified were career development and financial factors. All the people interviewed said the same thing about work-life balance variable that although it has significance but everybody becomes habitual of the imbalance created by the work and responsibilities. Also the financial factors supersede the work-life balance factor and with the passage of time if financial factors are taken care of well than the work-life balance factor is a bit ignored.

Combining the factors from literature and interviews the following model was conceptualized to understand the variables that can retain employees. Also they are grouped in different groups to enhance the understanding. This model is explained and discussed below.

FACTORS INFLUENCING EMPLOYEE RETENTION

NON-FINANCIAL

FINANCIAL

WORK-RELATED

NON- WORK RELATED

Pay
Promotion

INTRINSIC
Job satisfaction
Job involvement
Job embeddedness
Job committment
Burn-out
Work-life balance

EXTRINSIC
Working conditions
Lack of technology & equipment
Job content
Training
Flexible work arrangements
Career development

Organizational values and beliefs
Security
Status
Social environment
Relationship with immediate boss
Respect
Authority
Location
Justice
Prestige
Recognition
Organization support

FINANCIAL FACTORS

The financial factors considered in this model are pay/compensation and promotion. This paper reveals that if organizations are not paying well than they cannot retain employees. Although it is at number five or six of importance overall but still when employees have an equal or competitive pay package to the other organizations than the significance of pay as a retention factor reduces and other nonfinancial factors take its place. So to retain the employees you don't want to lose your organization must be paying them better than the market. Promotion

is also a reward that is valued for retention but not only promotion is important but speed of promotion also must be appropriate.

Proposition 1: Financial factors are positively related to employee retention.

NONFINANCIAL FACTORS

Nonfinancial factors are found to be even more significant than the financial factors. Organizations these days differentiate for employees greatly on nonfinancial factors. For clarity and ease of discussion we have further grouped these factors into work related and non-work related factors which are mentioned in the model

Work related factors are further categorized as intrinsic and extrinsic factors. The extrinsic factors of work are like the basic needs of employees work. Job content at the top followed by training, working conditions and flexible work arrangements are all important for retention of employees but the factor of career development is found to be the most significant of all extrinsic work related factors. It is identified through this research paper that all the extrinsic factors are positively related to employee retention.

Proposition 2: All extrinsic work related factors are positively related to employee retention.

The intrinsic work related factors are also mentioned in the model. They intrinsically vary from employee to employee in level of these factors. Job involvement in decision making about job tasks and others increases employee retention and job satisfaction as well. Whereas job satisfaction alone is a significant factor. Job embeddedness and its three subcomponents are links to the other employees in the organization, employee's perception of its fit with the organization and the third, the sacrifice employee perceives he will make if he turns over to another organization are all significant for employee retention. Finally this paper also identifies that work-life balance also has got a secondary significance to the financial factors but none the less significant in employee retention.

Proposition 3: intrinsic work-related factors are positively related to employee retention.

Non work related factors are the last and most significant part of the model. This research identifies that these factors are important for all industry and all sectors of employees. Most significant among these is relationship with immediate boss. If the manager or any immediate boss wants to retain employee, he should be more than a dictator, he should be a mentor, guide, communicator, grievance handler and also must help the employee in creating a work- life balance. More ignorant the boss is, the more assertive he is, lesser are the chances of retention. Manager must try to maintain a friendly and pressure free cooperative relation with employees. Other than this variable respect, recognition, justice and prestige of organization rank at number two while the others at three. But none the less all are important in creating employee retention.

Proposition 4: Non work related factors are positively related to employee retention.

Implications for future research

For future research there should be research in identifying the personality of employees and retention factors' relation as in interviews very different results were found from person to person. Secondly this model could be empirically tested using factor analysis and other statistical techniques to identify the most significant variable. Thirdly industry wise analysis of the findings can be performed to help organizations to focus on their industry specific variables for retaining employees.

PAY & COMPENSATION

Authors	Variables discussed	Outcome
Branham (1957)	Wage and salary schedules, training, promotion And transfers, etc.	Wage and salary schedules, training, promotion And transfers, working hours, holidays, annual leave or vacation, and Other techniques lead to satisfaction and retention.
Smith et al., (1969)	Pay, supervision, co-workers, opportunity for promotion, work itself, satisfaction and retention.	To increase retention; pay, supervision, co-workers, opportunity for promotion, and work itself are to be satisfied.
Locke (1976)	Work, pay, promotions, recognition, benefits, working conditions, etc.	Work, pay, promotions, recognition, benefits, working conditions, supervision, coworkers, company and management creates job satisfaction which may impact on employee behavior like absenteeism, complaints and grievances, frequent labor unrest and termination of employment.
Chan (2000)	Inadequacy of staffing, poor salary and welfare, intention to leave, retention.	Inadequacy of staffing, poor salary and welfare as primary influences on their intention to leave.
Taylor (2000)	Pensions, staff turnover, retention.	There is a relationship between employee retention and the provision by employers of occupational pension schemes.
Kochanski (2001)	Job content, direct financial (cash), benefits, careers, and affiliation, turnover, retention.	Types of rewards that affect turnover: job content, direct financial (cash), benefits, careers, and affiliation.
Renger (2002)	Wages, on‑the‑job training, training, experience, job satisfaction.	Wages, on‑the‑job training, experience leads to job satisfaction.
Mulvey (2002)	Pay, loyalty, effectiveness of the organization, retention.	Pay leads loyalty which contributes to effectiveness of the organization and retention.
Subcommittee (2003)	Direct compensation (base pay, merit pay, incentive pay, and deferred pay), indirect compensation (protection programs such as health and other insurance, pay for time not worked, and other services)	Compensation leads to satisfaction and retention.
Dovlo (2003)	Incentives and motivation systems, salary level, retention.	Incentives and motivation systems, salary level creates retention.
Huang (2006)	Marriage, gender, honored employee status, relative pay (both inter‑firm and intra‑firm wages), etc.	Individual‑based, firm‑based, and market factors effects job retention.
Kim (2007)	Mission attachment, employee retention, pay and career advancement.	Role of mission attachment as a factor in nonprofit employee retention by reducing dissatisfaction with pay and career advancement.
Davidson et al., (2010)	Better pay, working conditions, training, career prospects, generational change, etc	Better pay, working conditions, training, career prospects, generational change, emotional labor, burnout, organizational culture, climate and commitment drive turnout.
Anis (2011)	Compensation packages, employee training and development practices, retention.	Increasing compensation packages after employee training and development practices increases retention.
Nawab (2011)	Employee compensation, job satisfaction, employee's organizational commitment employee commitment, retention.	The impact of employee compensation on their job satisfaction and employee's organizational commitment that eventually result in higher employee commitment, enhancing retention.
Singh (2013)	Monetary strategies such as performance linked incentives, rewards, increment in salary; yet good number of innovative non-monetary practices, etc	Monetary and non-monetary strategies lead to retention.
Ahsana (2013)	Compensation, career opportunity, training and development, supervisor support, job autonomy, work life policies and skill varieties, affective organizational commitment, retention.	Compensation, career opportunity, training and development, supervisor support, job autonomy, work life policies and skill varieties leads affective organizational commitment which effects retention.

TRAINING & DEVELOPMENT

Mccrensky (1964)	Training, recognition, supervisor employee relations, etc	Training, recognition, supervisor employee relations, personal satisfaction, individual sense of attainment and realizing long term personal goals are the factors of satisfaction which enhances employee retention.
Garavan (1997)	Education, employee development, learning, training, retention.	Education, employee development, learning, training leads to retention.
Al- khayyat (1998)	Development, training, retention.	Development, training leads to retention.
Hocquet (1999)	Vocational training	Vocational training creates satisfaction.
Shoaib et al., (2009)	Career and development opportunities, supervisor support, working environment, rewards, work-life policies, retention.	Career and development opportunities, supervisor support, working environment, rewards, work-life policies leads to retention.
Samuel (2009)	Training and development, challenging/interesting work, etc.	Intrinsic and extrinsic motivational variables influence employees' retention and turnover.
Chee (2012)	Employee empowerment, training and development, appraisal system, compensation, employee retention.	Employee empowerment, training and development, appraisal system compensation are the main factor for the success of a firm on employee retention.
Hassan (2013)	Job training, rewards, supervisory support, retention, job satisfaction.	Supervisory support and rewards are the key variables that lead to job satisfaction and employee retention.
Paillia (2013)	Perceived job alternatives, intention to search, intention to leave and organizational citizenship behavior, retention.	Perceived job alternatives provided a better account of ocb towards the organization (sportsmanship and civic virtue) than ocb towards individuals (helping and altruism).
Farooq (2013)	Intrinsic motivational variables (need for achievement, need for affiliation, need for power and training and development), etc.	Intrinsic and extrinsic motivational factors influence employee retention
Beynon et al., (2014)	Training, satisfaction, loyalty, turnover, retention.	Satisfaction with training impact retention and employee loyalty.

JOB EMBEDDEDNESS

Mitchell (2001)	Perceived organization support, long-term career development, high involvement and job satisfaction, job embeddedness (link, fit & sacrifice)	Perceived organization support, long-term career development, high involvement and job satisfaction, job embeddedness (link, fit & sacrifice) increases employee retention and burn out, unscheduled working and job stress disrupt the required work life balance negatively affects retention.
Young (2013)	Job-embeddedness links, fit, and sacrifice, intent to stay, job satisfaction, employee engagement, and organization commitment.	Job-embeddedness links, fit, and sacrifice, job satisfaction, employee engagement, and organization commitment leads to retention.
Zhang (2013)	Job embeddedness, retention, and turnover.	Jo embeddedness leads to retention.

JOB SATISFACTION

Proctor et al., (1976)	Job satisfaction, retention.	Job satisfaction leads to retention.
Berry (1981)	Internal customers, satisfying needs and wants, job satisfaction.	Viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers.
Schneider (1992)	Employee satisfaction	Employee satisfaction leads to retention.
Cranny et al., (1992)	Employee satisfaction	Employee satisfaction leads to retention.
Rust et al., (1996)	Employees as customers, job satisfaction, job retention, turnover	The metaphor of employee as customer increases satisfaction and thereby retention.
Mak (2001)	Retention, motivation, turnover intent, loyalty, burnout, job satisfaction, perception of management, career development.	Latent motivation has an impact on latent retention, with job satisfaction and perceptions of management on career development as indicator variables for the former, and burnout, loyalty, and turnover intent as indicator variables for the latter.
Goodson (2002)	Loyalty, customer satisfaction and retention, employee service, satisfaction and retention.	A loyalty link that ensures customer satisfaction and retention through employee service, satisfaction and retention.
Mcguire (2003)	Job satisfaction, money, benefits, respect, recognition, and organizational commitment, retention.	Job satisfaction is not all about money, or even benefits. Respect, recognition, and organizational commitment are what employees want in their jobs and that satisfaction leads to retention.
Mackintosh (2003)	Push and pull factors, job satisfaction, and retention.	Push and pull factors and job satisfaction leads to retention.
Ahmad et al., (2010)	Personal, push, pull factors, turnover, satisfaction, retention	Personal, push and pull factors influences job satisfaction and ultimately retention and turnover.

FLEXIBLE WORK ARRANGEMENTS

Aryee (1998)	Satisfaction, work schedule flexibility and supervisor work-family support, retention.	Satisfaction with work schedule flexibility and supervisor work-family support is related to retention-relevant outcomes.
Thompson et al., (2003)	Flexible time policies, work-family conflict, retention.	Flexible time policies, reduce work-family conflict leads to retention.
Ling (2006)	Family-friendly employment policies, flexibility to work, work-life balance, job satisfaction.	Work-life balance, flexibility, friendly policies lead to job satisfaction.
Goud (2014)	Trust, transparency, flexibility, feedback, talent transformation, employee engagement, job satisfaction, retention	Trust, transparency, flexibility, feedback, talent transformation leads to retention & job engagement leads to job satisfaction and retention.

ORGANIZATION SUPPORT & WORK-LIFE BALANCE

Hackman (1980)	Redesign of jobs and work systems, organizational productivity, quality of the work experiences, satisfaction.	The redesign of jobs and work systems is frequently carried out to increase organizational productivity and/or to improve the quality of the work experiences of organization members and hence satisfaction.
Kinnunen (1998)	Work family conflict, occupational wellbeing, satisfaction, turnover, retention.	Work-life balance leads to satisfaction and retention.
Parasuraman (2001)	Work life balance, autonomy, schedule flexibility at work, job involvement, job satisfaction, retention	Work life balance, autonomy and schedule flexibility at work, job involvement and job satisfaction leads to retention.
Eisenberger (2002)	Perceived organization support, perceived supervisor support, employee turnover & retention	Pss leads to pos and, ultimately, to job retention
Boxall (2003)	Employee turnover, employee retention, work–life balance, employee commitment, employee expectation, pay, career development, promotion, security, relationships with co-workers and supervisors.	Work–life balance, employee commitment, employee expectation, pay, career development, promotion, security, relationships with co-workers and supervisors leads to retention.
Hammer et al., (2003)	Work to family and family to work conflict, turnover.	Work to family and family to work conflict leads turnover, balance creates retention.
Bhatnagar (2007)	Employee engagement, loyalty, organizational culture, career planning, incentives, organization support, etc	Employee engagement, loyalty, organizational culture, career planning, incentives, organization support, employee satisfaction, employee commitment and employee involvement leads to retention.
Aslam (2011)	Work-family conflict (wfc), family-work conflict (fwc)), turnover intention, retention.	Positive but insignificant relationship between work-family conflict (wfc), family-work conflict (fwc) and turnover intention of employees.
Irshad (2011)	Organization fit (employee personal value match), organization culture, family support and flex time culture, etc.	Organization fit (employee personal value match), organization culture, family support and flex time culture, compensation, reward and recognition, training and career development, promotion opportunities, work environment, organizational justice (distributive justice and procedural justice) leads to motivation then retention.
Mignonac (2013)	Employee voluntary turnover, perceptions of organizational support, organizational commitment, turnover intention, retention.	Perceptions of disinterested support decrease employee voluntary turnover through enhancing perceptions of organizational support and organizational commitment, and lessening turnover intention. Support perceived by employees is related to employee retention.

JOB INVOVLEMENT

Zeithaml et al., (1985)	Employee involvement, satisfaction	Employee involvement creates satisfaction
Bowen (1988)	Employee involvement, satisfaction	Employee involvement creates satisfaction
Caillier (2011)	Motivation, participation in decision making, mission-contribution, and a fair reward system, turnover intentions, retention.	Motivation is positively associated with employee turnover intentions. On the other hand, participation in decision making, mission-contribution, and a fair reward system are not associated with employee leave intentions.

JOB CONTENT

Heskett (1994)	Internal quality of a working environment, loyalty, productivity, satisfaction, retention.	Internal quality of a working environment contributes most to employee satisfaction. Employee satisfaction drives loyalty and retention. Employee loyalty drives productivity.
Ramlall (2003)	Location of the company, job itself, compensation, reputation, career development, job security, organization culture, challenge, t&d, empowerment, attractive benefits, rewards and recognition, job satisfaction, retention	Location of the company, job itself, compensation, reputation, career development, job security, organization culture, challenge, t&d, empowerment, rewards and recognition and attractive benefits leads to job satisfaction which creates retention.
Kim (2005)	Job characteristics, work environment, and human resource management practices, participatory management, and opportunities for advancement, salary, turnover intentions and retention.	Job characteristics, work environment, and human resource management practices, participatory management, and opportunities for advancement, salary satisfaction influences their turnover intentions and retention.
Vos (2009)	Career opportunities, financial rewards, social atmosphere, job content, work-life balance, employee loyalty, turnover, retention.	Career opportunities, financial rewards, social atmosphere, job content, work-life balance impact on employee loyalty that leads to retention.
Khan (2011)	Hr strategies, work place environment, training and development, compensation, turnover, employee retention.	Hr strategies, work place environment, training and development, and compensation are more effective in employee retention.
Bigdeli (2013)	Organization retention, motivational factors, internal environmental factors, external environmental factors.	Internal environmental factors, external environmental factors, and finally motivational factors influence the employee's retention in the decreasing order.

ORGANIZATION COMMITMENT

Feris (1976)	Organization commitment, personnel retention, job satisfaction, organization climate	Degrees of commitment are successful predictors of retention and motivation. Individual's length of service and the perception of the command's concern for human resources are more powerful predictors than the concern for salary, status, and educational opportunities.
Etheridge (1989)	Degree of organizational commitment, satisfaction, retention, family support	Awareness of the existence of community programs, family support, degree of organizational commitment, and satisfaction are related to retention.
Sutherland (2004)	High levels of individualism, need for challenge and focus on personal development, job satisfaction and organizational commitment, turnover, retention.	High levels of individualism, need for challenge and focus on personal development, job satisfaction and organizational commitment leads to retention.
Kotze (2005)	Organizational commitment, retention, employee well-being, employer of choice and organization climate, job satisfaction.	Employee well-being, employer of choice and organization climate leads to job satisfaction which eventually leads to commitment. Organizational commitment leads to retention.
Bashir (2008)	Career opportunities, work-life policies, job characteristics, organizational commitment, retention.	Career opportunities, work-life policies, job characteristics will lead to organizational commitment which ultimately influences retention.
Deery (2008)	Job attitudes such as job satisfaction and organizational commitment, personal attributes such as positive and negative affectivity, the role of wlb, employee turnover and retention.	Job attitudes such as job satisfaction and organizational commitment, personal attributes such as positive and negative affectivity, the role of wlb in employee turnover and retention.
Brown (2013)	Job satisfaction, organizational commitment, organizational culture and values, feelings of being valued and lack of time to complete tasks, work/life balance, retention.	Job satisfaction, organizational commitment, organizational culture and values, feelings of being valued and lack of time to complete tasks leading to work/life imbalance impacts retention.

RELATION WITH SUPERVISOR

Nimir (1992)	Working conditions, pay, supervision, promotion, co-worker, social environment, job satisfaction, retention	Working conditions, pay, supervision, promotion, co-worker, social environment leads to job satisfaction which drives retention.
Dipietro (2004)	Employment characteristics such as nice people to work with, humane approach to employees, and hourly wages, turnover, retention.	Employment characteristics such as nice people to work with, humane approach to employees, and hourly wages lead to retention.
Brown (2004)	Organizational mission, communications and the role of supervisors and managers, pay, job satisfaction and employee retention, turnover.	Organizational mission, communications and the role of supervisors and managers, pay increase job satisfaction and employee retention.

ORGANIZATION VALUES, BELIEFS & CULTURE

Schneider (1987)	Organizational climate and culture, retention	Organizational climate and culture creates retention.
Chatman (1989)	Person-organization fit, organizational and individual values, job satisfaction.	Organizational and individual values, leads to job satisfaction.
Chatman (1991)	Person-organization fit, organizational and individual values, job satisfaction.	Person-organization fit, leads to job satisfaction.
Sheridan (1992)	Organization climate and culture, satisfaction, retention.	Organization climate and culture leads to satisfaction and then retention.

ORGANIZATION JUSTICE AND PRESTIGE

Mitchell (1971)	Intrinsic outcomes (self-esteem, independent thought and action, etc.) and Extrinsic outcomes (authority, prestige, security, opportunity to develop close friendships, etc.	Satisfaction and retention estimates seem to be related more strongly to intrinsic outcomes than extrinsic ones.
Hausknecht (2009)	Job satisfaction, advancement opportunities, organizational prestige, and retention.	Job satisfaction, extrinsic rewards, constituent attachments, organizational commitment, advancement opportunities and organizational prestige are reasons for retention.

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