



A Study on Employee Retention With Reference to Siva Sankar Motors Private Limited

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ABSTRACT

Employee retention has become a major concern for organizations seeking to maintain workforce stability, operational efficiency, and long-term organizational growth. This study examines the factors influencing employee retention at Siva Sankar Motors Private Limited, Visakhapatnam, an authorized automobile dealership operating in the areas of sales, service, and spare parts. The research focuses on understanding employee perceptions regarding compensation, work environment, job security, career growth, training and development, recognition, work-life balance, and management support. The study is based on primary data collected from employees across different departments through a structured questionnaire using a five-point Likert scale. Various analytical tools such as percentage analysis, weighted average method, ranking method, and correlation analysis were used to evaluate employee responses and identify major retention determinants. The findings indicate that management support, employee motivation, organizational pride, and job security positively influence employee retention, while concerns related to work-life balance and salary increment fairness remain significant challenges affecting employee commitment and long-term retention intention. The study concludes that employee retention requires a balanced and

integrated human resource strategy combining fair compensation practices, career development opportunities, employee recognition systems, supportive leadership, and effective work-life balance policies. The recommendations provided in this study aim to assist Siva Sankar Motors Private Limited in strengthening employee satisfaction, reducing turnover risk, and building a more committed and productive workforce

Keywords: Employee Retention, Job Satisfaction, Human Resource Management, Work-Life Balance, Employee Motivation, Organizational Commitment, Automobile Dealership



1. INTRODUCTION

According to human resource management scholarship, employee retention refers to an organization's sustained capacity to maintain a stable, skilled, and committed workforce by creating conditions under which employees voluntarily choose to continue their professional association over the long term.

The automobile dealership industry in India is a major contributor to economic growth and employment, functioning as a critical link between manufacturers and customers through sales, service, and support operations. In this sector, the ability to retain skilled and experienced employees is a decisive factor in maintaining service quality, operational efficiency, and customer satisfaction. High employee turnover entails significant recruitment, onboarding, and retraining costs, while simultaneously disrupting continuity of service delivery and eroding institutional knowledge.

This study focuses on employee retention strategies at Siva Sankar Motors Private Limited (SSMPL), an authorized automobile dealership established in 2008 in Visakhapatnam, Andhra Pradesh, offering comprehensive 3S operations Sales, Service, and Spare Parts. The study is descriptive and analytical in nature, drawing on primary data collected from 60 employees across four departments through a structured Likert-scale questionnaire. Data analysis employs percentage analysis, weighted average method, ranking method, correlation analysis, and an HR Dashboard to yield a comprehensive assessment of retention determinants within the Organization.

The present investigation is guided by the following key objectives: to assess existing employee retention policies and HR practices; to measure employee satisfaction across key retention dimensions; to identify and rank primary attrition drivers; to analyse the relationship between motivation, management support, and retention intention; and to formulate evidence-based recommendations for improving retention outcomes, with particular emphasis on compensation fairness, work-life balance, and career development.

2. REVIEW OF LITERATURE

The review of literature presents a comprehensive synthesis of prior scholarly contributions related to employee retention, job satisfaction, and human resource management practices. It provides the theoretical foundation for understanding the multifaceted factors that influence workforce stability and assists in contextualizing the empirical findings derived from the present study.

Mobley, W. H. (1977) developed the Three-Component Model of Organizational Commitment consisting of affective, continuance, and normative commitment. Their study concluded that employees who are emotionally attached to the organization are more likely to remain for a longer period.

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001) introduced the concept of Job Embeddedness, which explains employee retention through links, fit, and sacrifice. Their research highlighted that strong relationships, organizational compatibility, and the perceived cost of leaving play a major role in retaining employees.

Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000) identified job satisfaction, organizational commitment, and fairness in rewards as major factors affecting employee turnover. The researchers concluded that employees are more likely to leave when they perceive unfair treatment in compensation and appraisal systems.

Locke, E. A. (1976) defined job satisfaction as the positive emotional response employees experience when their job expectations are fulfilled. His study identified factors such as salary, supervision, recognition, promotions, and working conditions as important dimensions of employee satisfaction

Boxall, P., Macky, K., & Rasmussen, E. (2003) found that supportive leadership and strong supervisor relationships significantly influence employee retention. Their study emphasized that employees are more likely to stay in organizations, where management values employee development and wellbeing.



Research Gap

Despite considerable theoretical and empirical research on employee retention and HR management, limited studies specifically investigate the retention dynamics within small-to-medium automobile dealerships in Tier II Indian cities. Existing organizational studies in the Indian context do not adequately capture the interaction between non-monetary retention levers such as management quality and organizational pride, and economic dissatisfiers such as compensation inequity, within a dealership-specific HR framework. The present study addresses this gap by collecting primary data from 60 employees of Siva Sankar Motors Pvt Ltd, Visakhapatnam, to empirically assess how a combination of monetary, relational, developmental, and cultural factors jointly determines retention intention.

3. OBJECTIVES OF THE STUDY

- To assess the existing employee retention policies and HR practices at Siva Sankar Motors Private Limited, with reference to compensation structures, welfare provisions, and workforce management procedures.
- To measure employee satisfaction across key retention dimensions salary, work environment, job security, career growth, training and development, and work-life balance using a structured Likert scale administered to a sample of 60 employees.
- To identify and rank the primary factors contributing to employee turnover and attrition intent within the organization based on weighted average scores derived from primary survey data.
- To analyze the relationship between employee motivation, management support, and retention intention using Pearson correlation analysis.
- To formulate evidence-based recommendations for improving employee retention at Siva Sankar Motors Private Limited, with emphasis on compensation fairness, work-life balance, and career development.

4. RESEARCH METHODOLOGY

4.1 Need for the Study

Workforce stability is a foundational prerequisite for sustained organizational performance. In the automobile dealership sector, where service quality depends directly on the expertise and continuity of frontline employees, understanding the determinants of retention is of particular significance. There is a clear need to systematically investigate employee satisfaction, HR policy effectiveness, and turnover drivers specific to Siva Sankar Motors Pvt Ltd, enabling management to implement informed and targeted retention strategies. The rising intensity of inter-dealership competition for skilled technicians and sales staff further compounds the urgency of this investigation.

4.2 Scope of the Study

The scope of this study is confined to an analytical examination of the key organizational and human resource dimensions that influence employee retention at Siva Sankar Motors Private Limited. The study encompasses employee perceptions across Sales, Service, Technician, and Administrative departments with respect to salary and compensation, work environment, job security, training and development, career growth, work-life balance, management support, recognition, motivation, skill development, organizational pride, long-term growth, and overall retention intention. The geographical scope is limited to Siva Sankar Motors Private Limited, Visakhapatnam; findings are specifically applicable to this organizational context.

4.3 Sample of the Study

The target population consists of 70 employees across all departments at Siva Sankar Motors Private Limited. Stratified Random Sampling was employed, drawing a sample of 60 respondents (85.71% of the population) distributed across four departments: Sales Department (15), Service Department (20), Technicians (15), and Administrative Staff (10). This sample distribution ensures proportional representation of all departmental subgroups, enhancing the reliability and validity of findings.



4.4 Research Design

The study employs a descriptive research design, appropriate for systematically examining the existing state of employee retention practices, satisfaction levels, and workforce perceptions at Siva Sankar Motors Private Limited without manipulating variables. Both primary and secondary data sources are used. Primary data were collected through a self-administered structured questionnaire comprising 17 items on a five-point Likert scale (Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, Strongly Disagree = 1), administered in person across all four departments. Secondary data were obtained from company HR records, academic journals, HR management textbooks, and reputable online repositories.

4.5 Research Tools

The weighted average method is applied to each of the 17 survey questions to convert five-point Likert-scale responses into a single composite score per variable. Weighted Average = $[\Sigma(\text{Response Value} \times \text{Frequency})] \div \text{Total Respondents}$. Scores above 4.00 indicate high satisfaction; 3.50–3.99 indicate moderate-to-high; 3.00–3.49 indicate moderate; below 3.00 indicate critical concern.

Pearson Product-Moment Correlation Coefficient (r) is employed to measure the strength and direction of linear relationships between key variable pairs. The formula applied is: $r = \frac{\Sigma[(X_i - \bar{X})(Y_i - \bar{Y})]}{\sqrt{[\Sigma(X_i - \bar{X})^2 \times \Sigma(Y_i - \bar{Y})^2]}}$. Values from 0.80–1.00 indicate very strong positive; 0.60–0.79 strong positive; 0.40–0.59 moderate positive; below 0.40 weak or negligible. Computations were performed using Microsoft Excel's =CORREL() function on the complete 60-respondent dataset.

The ranking method prioritizes retention factors based on their weighted average scores. Rank 1 is assigned to the highest-scoring factor (Management Support, WA: 4.18), proceeding in descending order to the lowest-scoring factor (Work-Life Balance, WA: 2.63). This ranking enables management to identify which factors require immediate attention and which represent organizational strengths to be sustained.

An HR Dashboard consolidates all 17 retention factors, their weighted average scores, satisfaction classifications (High, Moderate-High, Moderate, Low, Critical), and recommended management actions into a single decision-support reference. This tool is designed to assist the HR department of Siva Sankar Motors Pvt Ltd in making data-driven, prioritized decisions for workforce retention improvement.

5. DATA ANALYSIS & INTERPRETATION

Primary data from 60 respondents across four departments at SSMPL were analyzed using the weighted average method on a five-point Likert scale (SA=5, A=4, N=3, D=2, SD=1). Each of the 17 retention dimensions was assigned a weighted average score, which was then ranked from highest to lowest to identify organizational strengths and critical concern areas. The analysis reveals that management-related and security factors dominate the top-ranked positions, with Management Support (WA: 4.18) and Employee Motivation (WA: 4.10) recording the highest scores, reflecting strong relational and cultural strengths within the organization. At the lower end, Work-Life Balance (WA: 2.63) and Salary Increment Fairness (WA: 2.70) fall critically below the neutral threshold of 3.00, indicating active employee dissatisfaction requiring urgent HR intervention. The detailed ranking of all 17 retention factors is presented in Table 1, the comparative analysis of key variable pairs in Table 3, and the consolidated action framework in the HR Dashboard (Table 4).

5.1 Ranking of Retention Factors

The following table ranks all 17 retention factors by weighted average score in descending order. A higher weighted average indicates greater employee satisfaction. Factors scoring above 3.00 are above the neutral threshold; those below are in critical or low-satisfaction territory.



Table 1: Ranking of Retention Factors by Weighted Average Score

Rank	Retention Factor	Weighted Average	Status
1	Management Support	4.18	High
2	Employee Motivation	4.10	High
3	Job Security	3.98	High
4	Organizational Pride	3.98	High
5	Recommendation as Good Place to Work	3.77	Moderate-high
6	Skill Development Opportunities	3.70	Moderate-high
7	Adequacy of Job Training	3.62	Moderate
8	Career Growth Opportunities	3.55	Moderate
9	Overall, Job Satisfaction	3.53	Moderate
10	Long-Term Growth Opportunities	3.50	Moderate
11	Work Environment	3.38	Moderate
12	Salary Satisfaction	3.38	Moderate
13	Training & Development (General)	3.33	Moderate
14	Retention Intention	3.27	Moderate
15	Recognition of Efforts	3.17	Low
16	Salary Increment Fairness	2.70	Critical
17	Work-Life Balance	2.63	Critical

The ranking reveals a clear stratification among retention factors. Management support (4.18), employee motivation (4.10), job security (3.98), and organizational pride (3.98) are the Organization's top-performing retention assets, reflecting robust relational and cultural strengths. The middle tier comprising skill development, training, career growth, overall satisfaction, long-term growth, work environment, salary satisfaction, and general training suggests moderate satisfaction requiring progressive improvement. Critically, work-life balance (2.63) and salary increment fairness (2.70) fall below the neutral threshold, indicating active dissatisfaction that poses a direct threat to workforce stability and demands priority intervention.

5.2 Correlation Analysis

Pearson correlation analysis was performed on five strategically significant variable pairs to determine the strength and direction of linear associations between key retention determinants. Computations were performed using Microsoft Excel's =CORREL() function applied to the complete 60-respondent dataset. The step-by-step calculation for the Management Support vs. Retention Intention pair was verified manually using the formula $r = \frac{\sum[(X_i - \bar{X})(Y_i - \bar{Y})]}{\sqrt{[\sum(X_i - \bar{X})^2 \times \sum(Y_i - \bar{Y})^2]}}$.

Calculation Summary Management Support (Q7) vs. Retention Intention (Q10), N = 60: Mean of X (Q7) = 251 ÷ 60 = 4.1833; Mean of Y (Q10) = 196 ÷ 60 = 3.2667; $\sum(X - \bar{X})^2 = 32.9833$; $\sum(Y - \bar{Y})^2 = 45.7333$; $\sum(X - \bar{X})(Y - \bar{Y}) = 3.0667$. $r = 3.0667 \div \sqrt{(32.9833 \times 45.7333)} = 3.0667 \div 38.8424 = +0.0790$.

Table 2: Correlation Analysis of Key Retention Variables

Variable Pair	Correlation Coefficient (r)	Strength	Inference
Management Support Vs. Retention Intention	r = +0.0790	Weak Negligible	Positive direction; no single-factor dominance
Employee Motivation Vs. Retention Intention	r = +0.1396	Weak Negligible	Positive; motivation alone insufficient



Salary Satisfaction Vs. Overall Job Satisfaction	$r = +0.2831$	Weak Positive	Strongest pair; non-monetary factors compensate
Work-Life Balance Vs. Retention Intention	$r = +0.2134$	Weak Positive	WLB improvement linked to higher retention
Career Growth Vs. Retention Intention	$r = +0.0738$	Weak Negligible	Positive; career clarity needed

All five variable pairs show weak to negligible positive relationships. Salary Satisfaction vs. Overall Job Satisfaction ($r = +0.2831$) is the strongest pair, though still weak. Work-Life Balance vs. Retention Intention ($r = +0.2134$) confirms that employees reporting better work-life balance also tend toward higher retention intention. All coefficients are positive, confirming directional alignment with the study's theoretical framework. These results indicate that retention at Siva Sankar Motors Pvt Ltd is not strongly predicted by any single factor, reinforcing the need for a multi-dimensional, integrated HR strategy rather than isolated interventions.

5.3 Comparative Analysis of Key Variables

This section compares paired retention variables to illuminate how they interact and jointly influence employee retention at Siva Sankar Motors Pvt Ltd.

Table 3(A): Salary Satisfaction vs. Overall Job Satisfaction

Dimension	Salary Satisfaction (WA: 3.38)	Overall, Job Satisfaction (WA: 3.53)	Inference
% Satisfied (SA + A)	40.00%	56.67%	16.67% gap; non-monetary factors compensate
% Dissatisfied (D + SD)	16.67%	18.34%	Salary gap remains significant
Weighted Average Score	3.38 (Moderate)	3.53 (Moderate)	0.15 point gap; strength of intangibles evident

The 0.15-point gap between salary satisfaction (3.38) and overall job satisfaction (3.53), accompanied by a 16.67% differential in positive response rates, confirms that non-monetary factors including management quality, organizational culture, and job security are actively buffering the adverse impact of compensation inadequacy on aggregate satisfaction. Consistent with Herzberg's Two-Factor Theory, salary functions as a hygiene deficiency; however, this compensatory effect has inherent limits, and sustained salary inequity will progressively erode the motivational strengths currently sustaining overall satisfaction levels.

Table 3(B): Work Environment vs. Retention Intention

Dimension	Work Environment (WA: 3.38)	Retention Intention (WA: 3.27)	Inference
% Positive Response	55.00%	35.00%	20% gap; environment does not guarantee retention
% Negative Response	21.67%	13.33%	Parallel negative rates
Weighted Average Score	3.38	3.27	0.11 difference; WLB improvement critical

Analysis: The weighted averages for work environment (3.38) and retention intention (3.27) show a 0.11-point difference, with a notable 20-percentage-point gap in positive response rates. Positive workplace perceptions do not automatically translate into firm retention commitment a finding consistent with Job



Embeddedness Theory, which requires multiple reinforcing factors to drive stay decisions. The Pearson correlation coefficient for work-life balance vs. retention intention ($r = +0.2134$) confirms that employees reporting better work-life balance show a corresponding tendency toward higher retention intention, reinforcing that targeted workplace improvements constitute a strategically worthwhile HR investment.

5.4 HR Dashboard: Retention Factor Health Monitor

The HR Dashboard consolidates all 17 retention variables into a single decision-support reference, providing the management of Siva Sankar Motors Pvt Ltd with a comprehensive, data-driven view of the current state of workforce retention and the priority actions required.

Table 4: HR Dashboard Employee Retention Health Indicator

Factor	Score (WA)	Status	Recommended Action
Management Support	4.18	High	Sustain; conduct leadership development programs
Employee Motivation	4.10	High	Strengthen through incentive and recognition systems
Job Security	3.98	High	Maintain through transparent HR communication
Organizational Pride	3.98	High	Sustain and leverage through employer branding
Recommendation as Good Place to Work	3.77	Mod-high	Reinforce through recognition and salary improvements
Skill Development Opportunities	3.70	Mod-high	Expand OEM-certified cross-functional upskilling programs
Adequacy of Job Training	3.62	Moderate	Standardize role-specific on-the-job training across departments
Career Growth Opportunities	3.55	Moderate	Introduce Individual Development Plans (IDPs)
Overall Job Satisfaction	3.53	Moderate	Monitor regularly; address WLB and recognition gaps
Long-Term Growth Opportunities	3.50	Moderate	Communicate career maps; conduct stay interviews
Work Environment	3.38	Moderate	Improve workspace; focus on Service department
Salary Satisfaction	3.38	Moderate	Conduct salary benchmarking and structured revision
Training & Development	3.33	Moderate	Design structured department-wise training calendar
Retention Intention	3.27	Moderate	Address salary increment fairness and WLB urgently
Recognition of Efforts	3.17	Low	Formalize Employee of the Month and spot recognition awards
Salary Increment Fairness	2.70	Critical	URGENT: Implement transparent merit-based increment policy
Work-Life Balance	2.63	Critical	URGENT: Introduce flexible hours and comp-off policy immediately

6. KEY FINDINGS

- Salary satisfaction yielded a weighted average of 3.38, with 16.67% dissatisfied and 43.33% neutral. Compensation inadequacy is identified as a primary economic driver of attrition risk within the Organization.
- A total of 55.00% of respondents affirmed that the organizational work environment is positive and supportive, with a weighted average of 3.38. Physical and interpersonal working conditions at SSMPL constitute a meaningful, though improvable, retention enabler.



3. Approximately 78.33% of respondents reported strong job security, yielding a weighted average of 3.98. Consistent with Job Embeddedness Theory, strong job security functions as a significant organizational anchor reducing voluntary turnover intention.
4. While 51.67% rated training programs as adequate, 21.66% expressed dissatisfaction (WA: 3.33). The low Strongly Agree percentage of 6.67% indicates that current training provisions require structural enhancement to meet broader employee developmental expectations.
5. Career advancement opportunities scored a weighted average of 3.55. Notably, 16.67% expressed dissatisfaction, signaling latent attrition risk among mid-career employees seeking long-term professional development.
6. Work-life balance registered the lowest weighted average in the study at 2.63, with 45.00% dissatisfied the most critical retention concern, particularly acute in Service and Technician departments where irregular hours and weekend duties compound employee stress.
7. An exceptional 80.00% of respondents affirmed that management is supportive and approachable (WA: 4.18, the highest of all 17 variables), with zero dissatisfaction. Management quality is the Organization's most prominent competitive HR strength.

7. SUGGESTIONS

1. Management must commission an immediate salary benchmarking exercise comparing current pay scales against at least five competing automobile dealerships in the Visakhapatnam region.
2. A formal Work-Life Balance Policy must be introduced immediately, mandating a maximum of six working days per week for Workshop Technicians and Service Advisors, with documented Compensatory Off credited within the same calendar month for any Sunday or holiday duty.
3. A rotational shift system for the Service department should be implemented within 90 days to equitably distribute peak-season workload.
4. The HR Manager should develop and publish a department-wise Annual Training Calendar specifying a minimum of four structured modules per department annually.
5. A formal Career Progression Map should be designed for every functional designation. For example, the Technician path: Junior → Senior Technician (3 years) → Lead Technician (5 years) → Workshop Supervisor (7+ years).
6. Individual Development Plans (IDPs) co-prepared by employees and supervisors during annual appraisals should document targeted competencies and development timelines, directly addressing the long-term growth perception gap (WA: 3.50).
7. A three-tier Employee Recognition Program should be instituted: an "Employee of the Month" departmental award; a quarterly "Performance Excellence Award" and organizational recognition; and an annual "Best Employee of the Year" celebration.
8. A two-tier formal grievance system must be implemented. Tier 1: complaint acknowledged within 24 hours by the Department Head and resolved within 48 hours. Tier 2 (escalation to HR Manager): acknowledged within 24 hours, resolved within seven working days with written closure documentation.

8. CONCLUSION

The study on Employee Retention at Siva Sankar Motors Pvt Ltd has yielded comprehensive and analytically grounded insights into the organizational factors that govern employees' decisions to remain with or depart from the Organization. Grounded in primary data from 60 employees across Sales (15), Service (20), Technicians (15), and Administrative Staff (10) departments, and analyzed through percentage analysis, weighted average method, ranking method, Pearson correlation, and HR Dashboard, the study reveals a nuanced retention landscape defined by notable organizational strengths coexisting with critical areas requiring urgent intervention.



The current retention level is moderate, with an overall retention intention score of 3.27. While approximately 35.00% of employees affirm intent to continue, a significant 51.67% remain neutral neither firmly committed nor planning immediate departure and 13.33% actively expressed intent to leave. This represents a quantifiable at-risk segment that, if unaddressed, threatens service delivery continuity and institutional knowledge preservation, particularly in the skilled Technician and Sales segments.

The most critical concerns are clearly identified: salary increment unfairness (WA: 2.70) constitutes the most acute economic concern, while work-life balance (WA: 2.63) is the lowest-performing factor across all 17 dimensions. These findings align precisely with Herzberg's Two-Factor Theory, which establishes that hygiene factor deficiencies generate active dissatisfaction regardless of the strength of motivating factors. The Organization simultaneously possesses powerful retention assets organizational pride (WA: 3.98), management support (WA: 4.18), employee motivation (WA: 4.10), and job security (WA: 3.98) that reflect a strong organizational culture and meaningful psychological bonds between employees and the company.

The final recommendation of this study is a structured, phased, data-driven Human Resource Retention Strategy. In the short term (0–6 months), urgent action on salary benchmarking, increment policy revision, and compensatory-off arrangements is imperative. In the medium term (6–18 months), a formal Career Development Framework, departmental training calendar, Employee Recognition Program, and engagement survey mechanism should be implemented. In the long term (18+ months), a culture of continuous feedback, mentoring, and internal mobility should transform retention from a reactive HR function into a proactive strategic advantage.

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