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How is employee turnover related to employee retention? A systematic review on two sets of meta- analyses.

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Abstract

For years researchers have studied retention and turnover, yet there is still no single solution for the problem of balancing both these concepts in organizations. Turnover is defined as the rupture of ties between an employee and his/her organization, whilst retention is defined as the option of the employee to stay in the organization while not looking out for other job alternatives. These two concepts therefore represent the two sides of a problem that organizations face. The number of relationships between these concepts forms a wicked problem for organizations. The existence of variables in these relationships that change with time, industry and culture makes this problem more abstract and difficult to grasp for organizations. The purpose of this study was to understand how the causes of retention and turnover are related to each other and how both concepts' consequences are connected between them. Lastly, this study intended to understand how both concepts are related in general. For this purpose, a systematic review of 27 meta-analyses on turnover research and 5 meta-analyses on retention literature was conducted. A quantitative and qualitative analysis of causes and consequences of turnover and retention was performed. Information obtained from the analysis was used to elaborate a diagram of the connections between both concepts in order to provide an overview of the wicked problem. Results show that turnover and retention connections between both concepts' causes and consequences are opposing to each other. In the relations between causes of both concepts our results show that organizational commitment, job opportunities, job satisfaction and employee performance are the most relevant moderators. In the consequences connections the most relevant relation identified was between employees' behaviour on behalf of the organization and customer satisfaction. Finally, the overview of the connection between both concepts highlights the wickedness of this problem and the need for relating both concepts in research.

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Abbreviation List

Human Resource	HR
Human Resource Management	HRM
Organizational Citizenship Behaviour	OCB
Realistic Job Preview	RJP
United Kingdom	UK
United States of America	USA
Work-life Balance	WLB

1. Introduction

1.1 *Background*

Nowadays, an organization's competitive advantage can be more and more shaped by its human resources (Becker, Huselid & Ulrich, 2001), therefore it is important for companies to understand the causes and consequences of employee turnover and employee retention.

Employee retention has been defined throughout literature as the option of an employee to stay within an organization whilst not actively seeking new job positions in another organization (BasuMallick, 2020). The opposite of retention is turnover, where an employee chooses to leave an organization for different reasons. In literature, turnover is defined as the cutting of ties between an individual and an organization (Hom, Lee, Shaw & Hausknecht, 2017). Turnover can be further divided into voluntary (employee turnover) and involuntary turnover (executed by the organization). Retention and turnover have been widely studied in literature, however they have been studied separately most of the time.

Retention and turnover of employees have been increasingly important in management practice. These processes can ensure organizations success if managers focus on employees and what factors will make them stay or leave. If organizations aim at retaining competent employees and lowering the turnover rates of these, then they will end up having motivated, high performing, committed and loyal employees. However, retention and turnover are concepts hard to grasp and can be defined as wicked problems.

According to Camillus (2008) a wicked problem is defined as a problem difficult to describe, without a concrete answer and with a wide variety of causes. In the extent of turnover and retention literature a vast number of causes have correlated with both concepts. Furthermore, these causes have moderators that change with time, place and culture which adds to the problem's complexity. Therefore, in this study we assume that both concepts represent two sides of a wicked problem for organizations.

On one side, turnover has been studied since 1958 (Mossholder, Settoon & Henagan 2005) due to its importance in organization's performance, organization's budget and as a competitive advantage (Heavey, Holwerda & Hausknecht, 2013; Rubenstein, Eberly, Lee & Mitchell, 2018). Nevertheless, it is difficult to understand what makes every valuable individual in your company undergo turnover. Therefore, companies try to manage and regulate the impression of the job perceived by employees. Some methods that companies use are offering bonuses, more challenging tasks, guiding and mentoring (Deery & Jago, 2015). Thus, the key to solve turnover lies on the other side of this wicked problem, which are retention strategies and methods.

On the other side of the wicked problem is retention. A greater understanding of retention is of great importance for any organization to maintain skilled employees, since their knowledge, skills, tenure and relationships are essential for organizations' ability to gain competitive advantage (Das & Baruah, 2013; Mitchell, Holtom & Lee, 2001). Furthermore, high levels of staff turnover can lead to big financial losses which will influence the organization for a long time (Afzal, Arshad, Saleem & Farooq, 2019). An organization must understand why employees chose to stay or leave. As turnover rates have begun to rise, employee retention has become an issue for employers (Cascio, 2014).

1.2 Purpose and Research Questions

The purpose of this research is to identify how the meta-analyses literature of employee retention and employee turnover are related to each other by assessing the causes that affect these concepts and the consequences that derive from them.

Our purpose can be summarized into the following research questions:

- How are the causes of retention and turnover compared to one another?
- How are the consequences of retention and turnover compared to one another?
- How are both concepts related?

1.3 *Demarcations*

Several demarcations had to be made when completing this systematic review. The first demarcation that is essential to refer is the timeframe and deadline for the thesis hand in. With limited time to conduct our research, it was necessary to decide on further demarcations, when searching for and analysing the found data. A second demarcation is that we only included meta-analyses in our research. This might have excluded other relevant systematic reviews or research papers on turnover and retention. Furthermore, the exclusion of primary and secondary data most likely excluded more recent research of both fields. Because of the decision of making a systematic review of former meta-analyses, this demarcation was made in order to be coherent when analysing the data. A third and final demarcation that was made is that we only reviewed meta-analyses that were published in English. This demarcation might have excluded other relevant and valid meta-analyses published in other languages. The limitation of publication language is seen as necessary in order to keep a high quality and standard on the meta-analyses and to avoid inaccurate translations that would affect the result of the thesis.

1.4 *Disposition*

The following chapter, Chapter 2, includes background and theories connected to the main concepts found in our retention and turnover literature search. In Chapter 3 we clarify our methods of literature research and our inclusion criteria for the studies found. We also explain our methods for quantitative and qualitative analysis of collected data, followed by how the study was conducted. After explaining the methodology, we present our results for our qualitative analysis of causes and consequences for turnover and retention in Chapter 4. This chapter also presents the results of our quantitative analysis of secondary data from the turnover and retention literature. In the final chapter, Chapter 5, we present the results from the previous chapter, and discuss the findings. This is followed by Chapter 6, a conclusion of our results and suggestions for future research.

2. Theory

2.1 *Employee Retention*

Employee retention within organizations has been studied for almost 50 years. Lefkowitz (1970) made one of the first studies where retention was mentioned. The study was made to see what effects training had on productivity and tenure among sewing machine operators. The result was that the group with the longest on-the-job training had the best balance between employee retention and productivity.

The concept of employee retention was further studied by Deutsch (1982), who analysed the relationship between retention and productivity within organizations. He studied the Japanese industry, where employees stay within the same organization for a lifetime, compared to the American industry where employees were changing jobs to a greater extent. It was stated that retention was of great importance for organizations, especially retention of specialists within specific areas. He also pointed out retention as a key problem for managers since the retention rates only would be improved if the attention were given by the top management.

The focus on the importance of the managers understanding of employee retention was still a current subject to study 20 years after Deutsch (1982) did his research. Curtis and Wright (2001) said that in order to be able to compete with other employers, it is significant that managers have an understanding of the value of retention and commitment. Factors suggested to be a fast track to commitment by the authors were affective commitment, group cohesion, feedback on performance, employee involvement and participation. Furthermore, dissatisfaction and conflict with managers pose as a negative influence on commitment and might be a reason to resign.

In the 2000's other factors were further studied regarding employee retention. Kyndt, Dochy, Michielsen and Moeyaert (2009) focused on the importance of both personal and organizational factors, where the interplay between these factors is what is found interesting. They also examined the importance of appreciation, stimulation, and leadership skills for retaining employees. Other

studies that have been made in the last 10 years have also been centred around both personal and organizational factors being important when studying employee retention. Examples of these factors are the relationship between the employee and the supervisor, work life balance, and organizational commitment (Sivashanmugam & Krishnan, 2015; Kadiresan, Amurugam, Jayabalan, Binti Ab Rahim & Ramendran, 2019; Hausknecht, Rodda & Howard, 2009).

Studies on employee retention is still a current research topic, and new causes of retention have been found. The last 10 years conducted studies have found factors such as organizational culture and family support (Afridi & Irshad, 2011), as well as job satisfaction, promotional opportunities and rewards or compensation (Bibi, Pangil, Johari & Ahmad, 2017; Terera & Ngirande, 2014; Hausknecht et al., 2009) as causes of employee retention.

2.2 Employee Turnover

Turnover research started in the mid-1930s, however turnover literature fully started booming in 1958, with March and Simon introducing the first turnover theory focused on the turnover moderators of job satisfaction and job alternatives (Hom et al., 2017). The theoretical model elaborated by March and Simon served as a base for many future models such as Mobley's model from 1977 which introduced a path through which dissatisfaction leads to turnover (Hom et al., 2017). March and Simon proposed a sequence for employee's thoughts and actions until turnover (Hom et al., 2017). The sequence starts with employees being dissatisfied with the current situation, they would then think of quitting before judging between the utility of job searching and the costs of quitting. If the search for job alternatives was deemed valuable employees would then search for job alternatives and compare them to their present job which might lead to intention to quit followed by voluntary turnover (Hom et al., 2017). The intention to quit or turnover intention as it is commonly referred to nowadays, is a concept that still is held firm by researchers. This concept is considered as the most closely antecedent correlated to turnover and is used as a replacement in studies when turnover is difficult to access (Hom et al., 2017).

Mobley would then present a more complex model in 1979, which highlighted different moderators of turnover such as job dissatisfaction, job satisfaction, presence of alternative jobs in

the job market and subjective expected utility (Hom et al., 2017). Subjective expected utility designates the process of comparison of the costs of leaving the current job and the costs and utility of searching for alternatives, which means the easiness of finding an alternative (Mobley, 1977).

Turnover moderators were then further researched by Price in 1977, as well as by Price and Muller in 1981 and 1986 (Hom et al., 2017). Price and Muller highlighted moderators from workplace such as salary and organizational integration, and labour market moderators such as job opportunities (Hom et al., 2017). They also highlighted community moderators such as responsibility and occupational moderators such as professionalism (Hom et al., 2017). The work done by Price and Muller early on is connected to current research on work-life balance and family environment moderators as determinants for turnover, such as children and marriage (Hom et al., 2017). These findings of important drivers of turnover were crucial to develop practical models that allowed managers to gain insight on how to reduce turnover, therefore promoting retention (Hom et al., 2017).

Steers and Mowday in 1981 built upon the models of Mobley and Price and designed a more complex turnover process that added turnover antecedents such as job performance and job attitudes and moderators like the success of the job search (Hom et al., 2017). Steers and Mowday also incorporated different ways of employees to cope with dissatisfaction such as other types of withdrawal, like absenteeism, cognitively re-evaluating the job in a more favourable way or trying to change their situation. The authors also redesign the sequence that leads to turnover presented by March and Simon through the incorporation of paths between the steps before assessing job alternatives and turnover, since they noted that some employees quit without having any job offers (Hom et al., 2017).

The unfolding model of Lee and Mitchell from 1994 was an important shift in turnover research. “In order to formulate a more concrete theory the authors introduced novel concepts such as “shocks”, which are spontaneous events that cause employees to think about leaving and provide a different path to turnover than the conventional one put forth by Mobley.” The unfolding model is currently the most endorsed and the most used model in turnover literature (Hom et al., 2017).

Current turnover scholars try to extend or attempt to make the model more efficient at predicting how turnover occurs.

The latest developments in turnover literature have occurred in recent years and the 21st century of turnover research is more dedicated to analysing turnover in group, unit, and organizational levels. This research area is designated as collective/unit-level turnover and it emerged due to researchers recognizing that individual-level research was not able to account for collective outcomes of organizations. The most comprehensive meta-analysis on this subject was made by Heavey et al. in 2013 (Hom et al., 2017). The authors conducted a meta-analysis on different moderators and antecedents of turnover as well as outcomes at the collective level (Heavey et al., 2013). The moderators and antecedents analysed could be described as both causes of turnover and retention such as job satisfaction, salary, internal job mobility opportunities, turnover intentions, and usage of human resource management practices.

3. Method

3.1 Choice of Method

When collecting data for a research project there are several ways to gain knowledge. First, there is primary data which is data collected by a researcher from first-hand sources such as surveys, experiments, and interviews (Church, 2002). Second, there is secondary data, which attempts to expand on the knowledge gained from data collected by another researcher(s) (Church, 2002). Finally, there is meta-analysis, which according to Bullock and Tubbs (1987 cited in Larsson, 1989) can be described as “a study of studies”. This method is defined as a statistical analysis of a wide array of articles, where the researcher(s) study patterns across many previously published studies. In our study the method used will be a systematic review of already existing meta-analyses as explained in Figure 1.

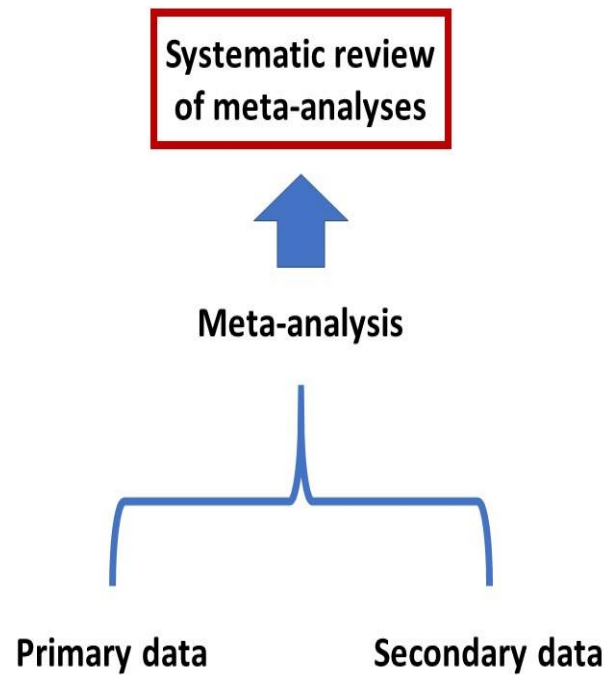


Figure 1. Schematic representation of where a systematic review of meta-analyses draws sample data from.

Using meta-analyses as a source of data has various advantages. One advantage is that meta-analyses will allow us to make use of former research and gather knowledge more extensively, therefore promoting more reliable statistics. A second advantage of using meta-analyses is that by comparing different researchers with different research methods, we have potential to reduce the limitation of common method variance. Common method variance means that primary research studies are being made by the same researcher with the same research method. The final and third advantage of using meta-analyses is that it will allow a greater field of knowledge to be represented in the sample data. This is because meta-analyses already compare studies with different years of publication, within different industries and from different countries.

Meta-analysis has become a strong methodology when summarizing and finding patterns between different studies, because of the increased amount of published research studies. Larsson (1989)

says “One can simply contrast one primary researcher stating “this is what I found in my study of X00 snapshot observations or single case” with a meta-analysing researcher stating “this is what I found based on X00 studies of a total of X0000 observations or X0 case studies across X years”, which confirms the strength of using meta-analyses.

With the advantages of using meta-analysis as a method in mind, and the fact that the number of meta-analyses is increasing, we decided to make a systematic review of former meta-analyses as a new methodology as recommended by Larsson (2020)¹. Regarding our findings, we might state that “this is what we found based on X0 meta-analyses of X000 studies of a total of X00000 observations across X0 years”¹. This systematic review of meta-analyses will therefore allow us to gain a wider perspective of our research areas.

3.2 Literature Search and Inclusion Criteria

To gather literature background on turnover and retention research an online search on Scopus was made. The search was restricted by using the terms turnover, retention, meta-analysis, and employee. The choice of using a small number of terms as search words was mainly influenced because of time limitations, however the terms were selected in order to ensure that research results were better oriented towards our purpose. These search words removed potential undesirable studies not related to turnover or retention research and it also allowed screening for voluntary turnover studies in the turnover research. Together these terms allowed for a wide variety of results more specific to turnover and retention research which were screened and carefully selected. To select articles, we reviewed abstracts from the results of the search. Articles were eliminated from our search results if they were not about turnover or retention and if they were not meta-analyses. Meta-analytical research in which abstracts were connected to terms in the turnover and retention literature but did not make a turnover or retention correlation, were further analysed by proofreading the article. In case a correlation was established by the articles in their body text the research was added to our analysis. The opposite excluded the research from our collected data.

¹ Larsson, 2020, Online Advice by Thesis Supervisor

To summarize, an article included in our constructed turnover and retention research database had to satisfy three criteria. First, its content had to be related to employee turnover or employee retention. Second, it had to be a meta-analysis representative of the turnover and retention literature. Third and final, it had to make a connection/correlation to turnover or retention throughout the article, so that we could bridge factors to this central aspect of our research.

3.3 Conducting a Systematic Review of Meta-Analyses

To ensure the validity and reliability of the systematic review the literature research was conducted in separation with one author responsible for the turnover literature and the other responsible for the retention literature. The authors followed the method described in section 3.2 in order to gather meta-analyses studies. From the reviewed literature this study gathered 31 studies in total. 26 of these studies were present in the turnover literature whilst 5 were present in the retention literature. The results of turnover and retention online search can be seen in Figure 2a and Figure 2b respectively. To ensure replicability the results have been saved by the authors and can be shared upon request.

The 31 studies relevance was analysed by consulting Scimago Journal & Country Rank (SCImago, 2020). The studies relevance was classified based on the quartile information present in Scimago Journal & Country Rank websites. Studies relevance was classified into “high”, “average to mediocre”, “low to mediocre” and low if the study was published in a year that was classified as quartile 1 (Q1), quartile 2 (Q2), quartile 3 (Q3) and quartile 4 (Q4) respectively. If the study was published in a year prior to the years in the data displayed in the Scimago database then the study was classified into the “high” category if citations exceeded the mean journal citation value displayed in Scimago’s database and classified into the “low” category if the opposite was observed. Each study relevance classification can be found in Appendix A and B.

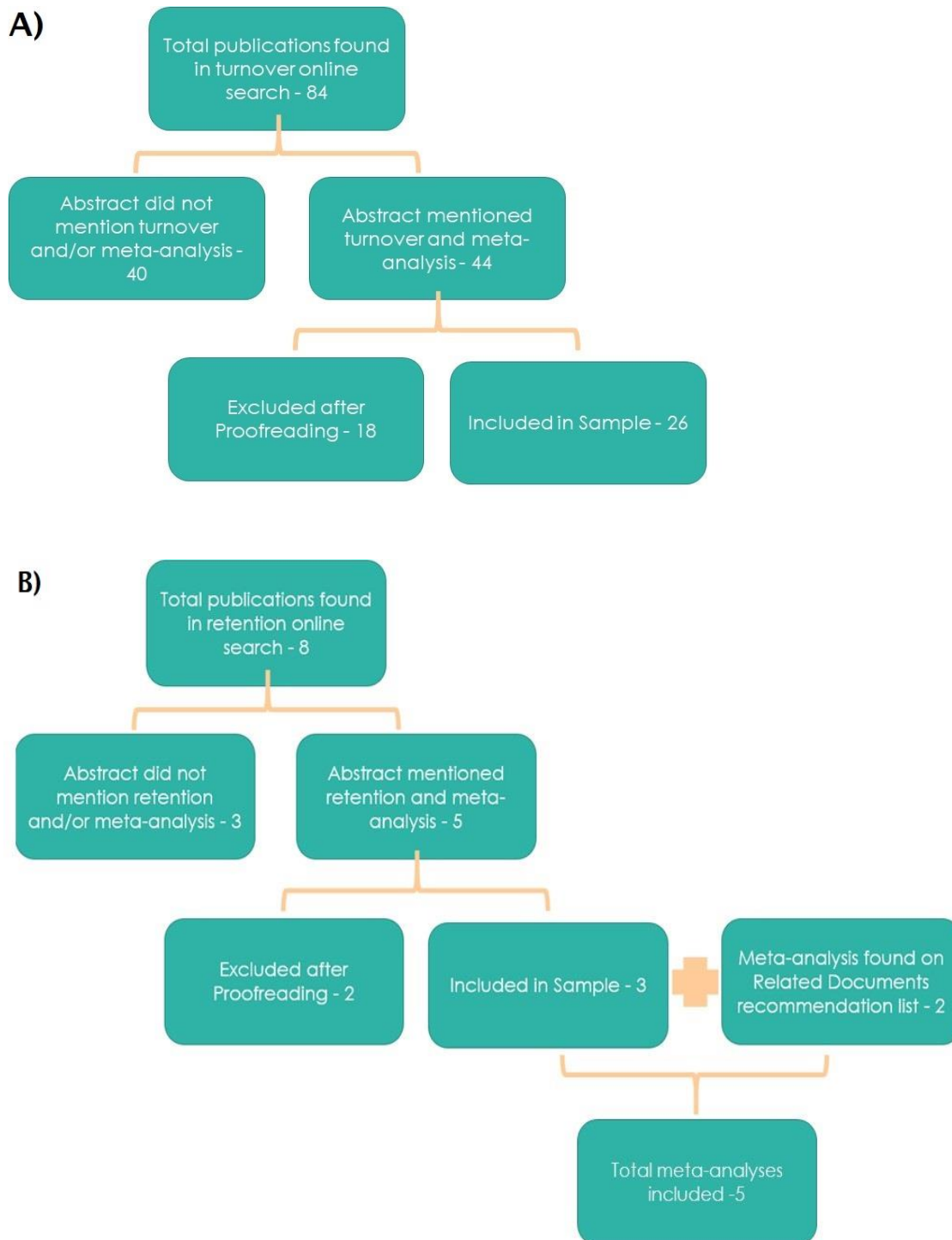


Figure 2. Diagram representation of conducted exclusion criteria for literature research. A) exclusion criteria applied in turnover literature online search. B) exclusion criteria applied in retention literature online search.

In order to provide an answer to the formulated research questions a qualitative analysis was performed by screening for antecedents and outcomes correlated to either turnover or retention in the meta-analyses. Causes and consequences of both concepts were quantified and subjected to a statistical analysis. In turnover literature causes that had a very close relationship were grouped together under the categories job alternatives variables, younger employees, low proportion of unionized employees, low employee organizational commitment, and high female employee proportion. A table with the different causes that were included in these categories can be found in Appendix C.

To provide an answer to the third research question the causes and consequences of both turnover and retention were further analysed and compared to assess any potential relations.

The connections were categorized into four categories “relevant”, “fairly relevant”, “recent” and “non-relevant”. Relevant connections were connections between two causes or consequences that were the most represented in the turnover literature (representation >10%) and were present throughout the literature in different years. Fairly relevant connections were connections that had a decent representation in the turnover literature (representation between 5 and 10% of total turnover literature). Connections labelled “recent” were connections between causes or consequences that were under-represented in the turnover literature (representation <10%) but the meta-analysis studies were conducted in the last 15 years (2005 onwards). “Non-relevant” connections were the category that labelled links between causes or consequences that were under-represented, and their studies were performed in the beginning of the turnover meta-analyses’ literature (before 2005). The full list of the categorization of the connection can be found in Appendix D.

Finally, the data obtained was further analysed in an exploratory fashion for the presence of different topics that researchers had underlined as future recommendations in their literature, as well as labelled crucial to be present in the turnover and retention studies. The data was therefore screened for the presence of analysis or mention of country, sector/industry, turnover type, turnover in retention studies, and retention in turnover studies. The full data for each study included in this systematic review can be consulted in Appendix A and B

The collected data for countries was divided into the name of each country present in the literature. For meta-analyses that mentioned the regions of the studies included in their sample but did not specify their data into countries were assigned the category “not specified”. Meta-analysis that divided the origin of their analysed studies into the United states of America (USA) and non-USA were categorized as the USA if this country was represented in $\geq 60\%$ of their studies, otherwise they were labelled “not specified”. Lastly, for meta-analyses that did not show any data referring to the origin of their analysed studies the category “not evaluated” was attributed.

The cumulative data for sector/industry was divided into the different sectors and industries described in the research literature. For meta-analyses that did not describe different sectors or industries present in their sample size they were labelled under the “not evaluated” category. In meta-analyses that included a small agglomerated portion of their sample under a generalized category, the agglomerated category was not included.

Finally, from the data retrieved for the turnover type review we divided the meta-analyses into four categories. Meta-analyses studies were categorized as “voluntary turnover” if they only included voluntary turnover in their sample, “involuntary turnover” in case they included involuntary turnover data in their study and “total turnover” if they included both types of turnover or did not discern between turnover type in their study. Literature data was also classified into “collective turnover” if the meta-analysis collected data from collective turnover or unit-level turnover.

3.4 Limitations of Methodology

The inclusion criteria and conduction of this method brings some limitations to the research. One limitation of the methodology is that relatively few search words were used: Employee, Turnover, Retention and Meta-analysis. This gave a limited amount of search results that could have resulted in exclusion of other relevant studies made about the concepts. Nonetheless, the limitation of the amount of search words was needed, since it selected studies that better fit our

preferred terms. Another limitation with this methodology is that meta-analyses were chosen by reading the abstracts to see if they contained the search word. This might have given our study a biased sample of meta-analyses. In order to reduce the bias, studies that included turnover and retention were proofread, in case a correlation between the concepts was missing in the abstract. A third limitation with the methodology is that we only used studies published in English, this might have made us exclude other relevant studies published in another language. Though, it was made to assure a certain quality of our thesis regarding translation errors. Another limitation was the categorization of different causes in the turnover literature since this might have an influence in the results. This was performed in order to facilitate the comprehension of the numerous antecedents of turnover and was only applied to terms that could be interchangeable or here connected in the literature. Finally, the last limitation with the methodology was the number of databases that were used. Scopus was used to find the meta-analyses since it could provide the greatest amount of search results within our area. This database was seen as a secure choice since it could contribute with relevant meta-analyses within an extensive amount of years.

4. Comparison of meta-analyses

Chapter 4 will present the causes and consequences of employee retention as well as the causes and consequences of employee turnover that were found when reviewing the meta-analyses. The subchapters 4.1 and 4.2 includes descriptions about the meta-analyses reviewed, both regarding causes and consequences of retention. These descriptions are followed by figures presenting the publication year, number of publications and the causes' and consequences' percentages. Finally, in chapter 4.2, there are figures showing the representation of countries and sectors found in the retention literature. Chapter 4.3 and 4.4 contains descriptions of the causes and consequences of turnover which are followed by figures presenting the number of publications and the percentage of each cause and consequence, as well as the publication year. These parts are followed by figures presenting the representation of countries, sectors and turnover type found in the turnover literature. Figures of the number and percentage of the causes and consequences are providing a wider understanding of the difference between the concepts regarding the number of meta-analyses that were reviewed. The year of publication is presented to show what causes or consequences were found in specific years, and if they were studied over time. The figures of countries and

sectors are included to show how the causes and consequences are covered over the world and if research is made within the same or different sectors. Chapter 4.5 presents the links between both the causes and the consequences of retention and turnover. We believe this is important in order to help the reader to get a better understanding using visualization.

4.1 Causes of Employee Retention

The earliest reviewed meta-analysis is from 2012 and is written by Martin and MacDonnell. They were studying if telework had a positive outcome for organizations, since it had positive benefits for both individuals and society. In this study telework is defined as working from home or from another workstation outside of the main office at least once a week. The authors believed that telework would lead to organizational outcomes such as retention, productivity, organizational commitment, and performance. They made a hypothesis that “Telework will be positively associated with perceptions of employee retention” and 22 studies met all their inclusion criteria. The countries that were represented in the study were Australia, Belgium, Ireland, Spain, and the USA, four studies did not specify the country where they were made. When testing their hypothesis, they found a small but positive effect size between telework and employee retention. This means that there is a relationship between telework and retention, and that telework in organizations will lead to employee retention. This meta-analysis also showed a positive relationship between telework and productivity, organizational commitment, and performance. The industry where this study was made within is not evaluated. Since this is the earliest study reviewed, they have not referred to the other studies included in this research.

The second earliest meta-analysis that was reviewed was from 2015 and written by Deery and Jago. They aimed to examine the themes talent management, work-life balance (WLB) and retention strategies within the hospitality industry. 37 meta-analyses were used in this meta-analysis, and the study had a large geographic scope where the countries included were: Cyprus, Spain, Portugal, Estonia, Latvia, Lithuania, the USA, India, Taiwan, the Netherlands, Cameroon, China, Israel and Pakistan. They found that it was of great importance to manage WLB in order to retain the employees within organizations, since WLB is found to be a key variable when addressing issues of employee retention. The purpose was to examine retention strategies and the

finding was that WLB is a key variable when addressing retention. Earlier studies reviewed in this research are not referred to.

In 2018, Holtom and Darabi published a study where they wanted to see if Job Embeddedness Theory could be used as a tool for retaining employees. Job embeddedness includes three dimensions – links, fit and sacrifice. Link is related to the social ties within the organization, fit relates to the association an employee has with the organization and sacrifice refers to what an employee will lose or have to give up if they would leave their job. This theory is said, by the authors, to go beyond traditional paradigms like organizational commitment and job satisfaction and will therefore be a greater advantage when creating retention strategies. They found that the key dimensions of job embeddedness are working together to strengthen employee retention within organizations. Neither the country nor sector where the study was made were evaluated. Earlier studies included in this research are not referred to.

In 2018 Pandita and Ray published a meta-analysis that was made in order to see what impact talent management and employee engagement had on talent retention. The authors analysed existing literature within the areas of talent management, employee engagement and talent retention, to assess how the first two affected employee retention. The findings from this meta-analysis showed that the relationship between the mentioned areas are cyclical rather than linear. They proposed that talent attraction, talent management, employee engagement and the employee's relationships within the organization were working together to secure employee retention. The country where the samples were found was not specified and neither was the amount of studies reviewed. The authors do mention that the aim was to look at talent management in a global context, yet they focused on Western countries. The industry where this meta-analysis was made was not evaluated. Earlier studies included in this review were not referred to.

Guzeller and Celiker conducted a meta-analysis in 2019, where they examined the relationship between organizational commitment and turnover intention in the hospitality industry to provide a new perspective for future research. The total amount of studies that met the inclusion criteria was 13, with 4047 samples and the country of origin of their studies in their research was not specified. The authors found that there were several factors that would guarantee employee

retention, these were: the right personal selection, performance evaluation techniques, promotion, training and development opportunities, career opportunities, and talent management. In this study they referred to Deery and Jago (2015), where they concluded that work-life balance was important in order to make employees stay within the organization.

Data Analysis of the Causes of Employee Retention

The most common causes of retention, presented in Figure 3, were employee engagement and commitment, relationships within the organization, talent management and right personal selection/talent attraction, each were published in two meta-analyses. Furthermore, only right personal selection/talent attraction and talent management were studied in different years. The remaining causes were represented in one meta-analysis each. From the collected meta-analyses data on causes of retention it is shown that all were published after 2010.

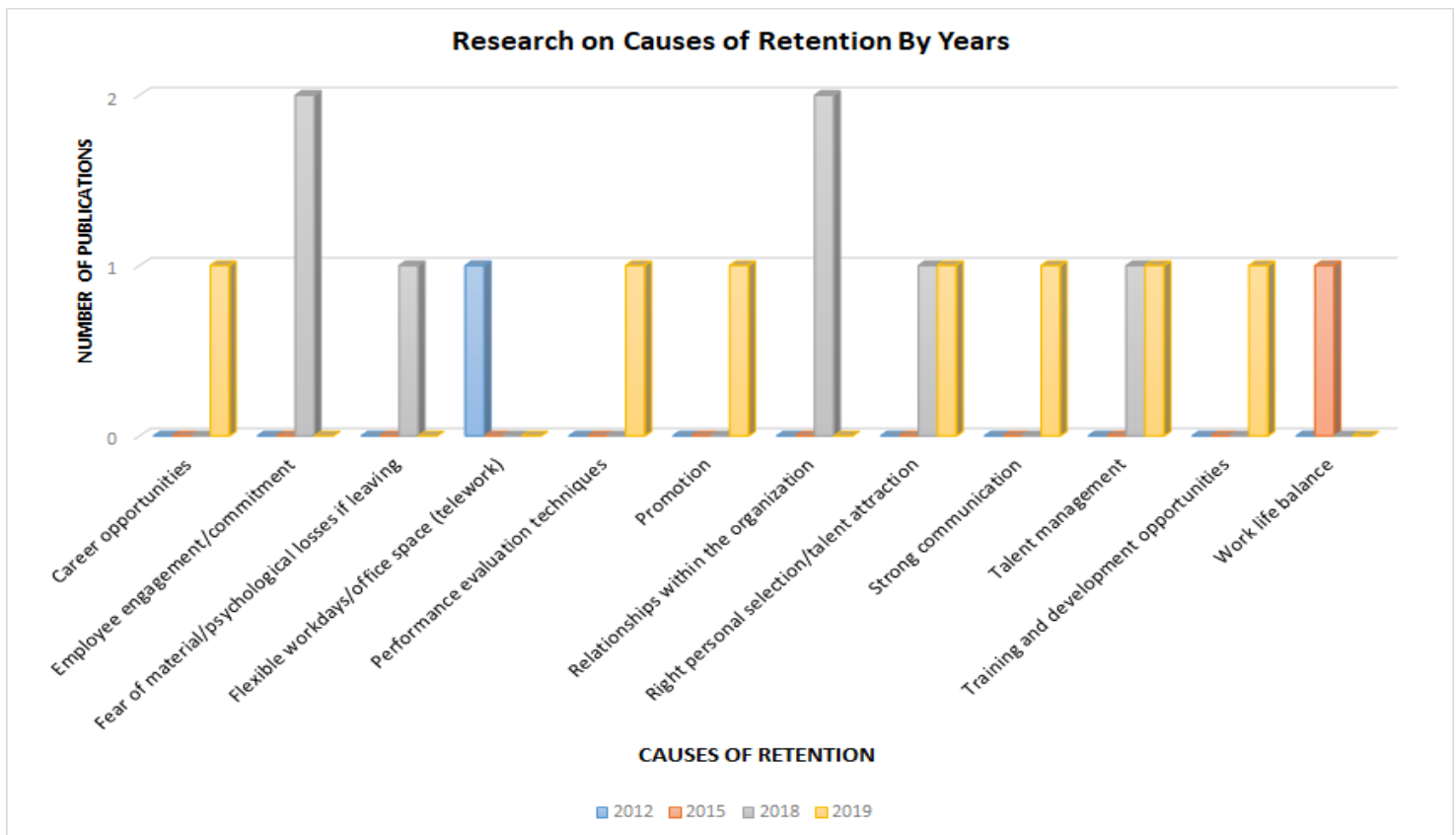


Figure 3. Distribution of different causes of retention analysed in the retention meta-analyses literature throughout the years.

In Figure 4, the causes from the retention meta-analyses are presented in percentage. There was a total of five meta-analyses included when finding the causes of retention in this research. This means that the most common causes, employee engagement and commitment, right personal selection and talent attraction, talent management, and relationships within the organization, were present in 40% of the reviewed studies. The remaining causes were represented in 20% of the meta-analyses.

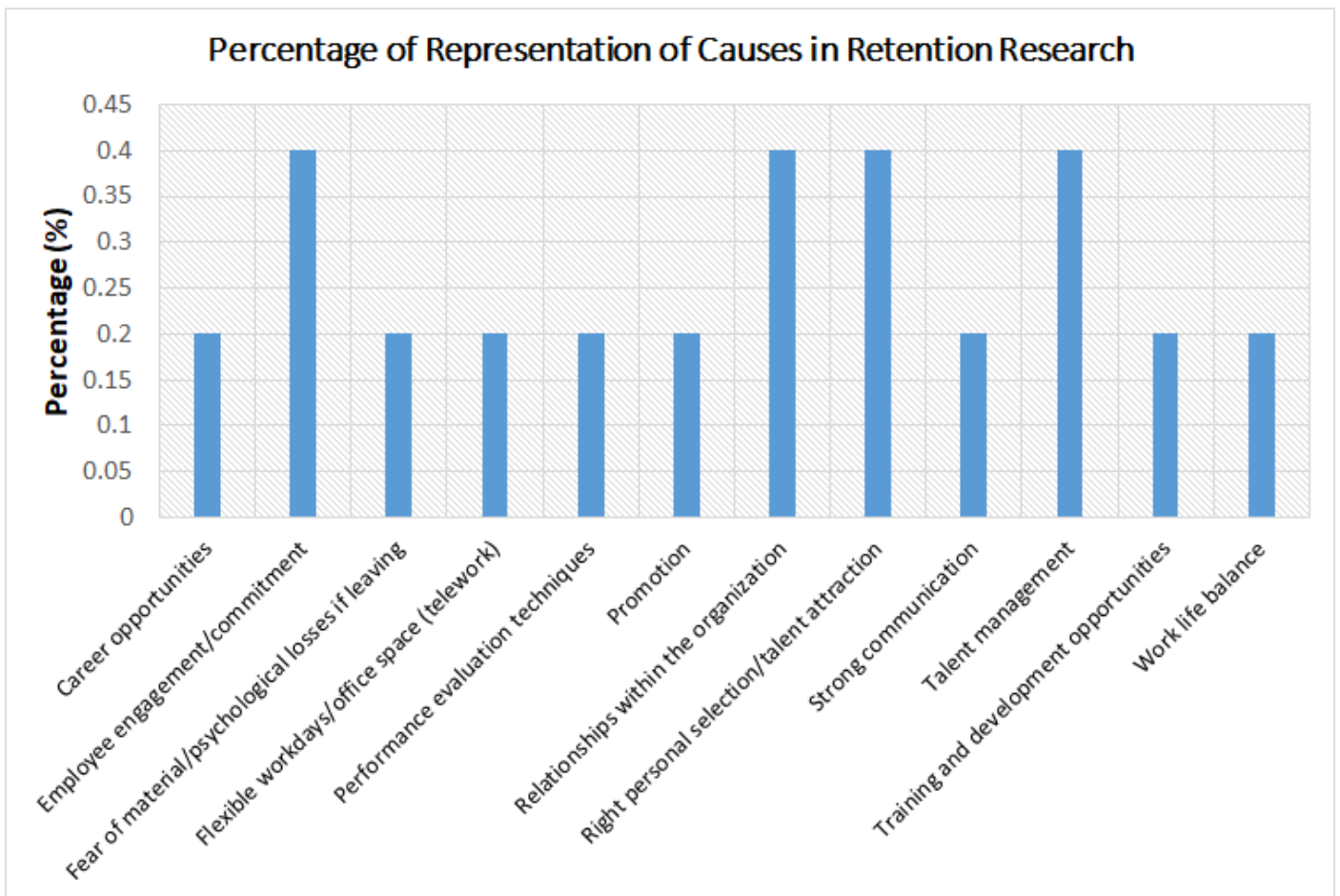


Figure 4. Representation of each cause of retention in the meta-analyses' literature. Percentage value scale from 0 to 100.

4.2 Consequences of Employee Retention

In 2012 Martin and MacDonnell conducted a meta-analysis where they wanted to see if telework was effective for organizations and what organizational outcomes it might have. Telework is defined as working from home or from another workstation outside of the main office at least once a week. The authors believed that telework would lead to several positive organizational outcomes such as retention, productivity, organizational commitment, and performance. As mentioned in Chapter 4.1, 22 studies met the inclusion criteria. The countries that were represented in the study were Australia, Belgium, Ireland, Spain, and the USA, four studies did not specify the country where the study was made. The sector where the studies were performed was not evaluated. This meta-analysis found that retention will lead to a decreased turnover intention among employees. This study is the earliest one reviewed in the retention literature, therefore they have not referred to the other studies included.

Holtom and Darabi (2018) published a meta-analysis where they wanted to see if Job Embeddedness Theory could be used as a tool for retaining employees. The authors found that by retaining employees using adequately retention strategies, organizations might benefit from several consequences. They will get more embedded employees, a possibly increased task performance, an increased positive behaviour on behalf of the organization and decreased counterproductive work behaviour. Neither the country of origin nor sector of the studies in this meta-analysis were evaluated. The former meta-analysis made by Martin and MacDonnell (2012) was not used as a reference in this study.

A second meta-analysis made in 2018 was conducted by Pandita and Ray, who wanted to examine what impact talent management and employee engagement had on talent retention. The authors state that by using the right talent management practices, employee retention will increase. Consequences of retaining talented employees by using talent management practices are increased positive behaviour on behalf of the organization and increased organizational commitment. The country from the studies in this meta-analysis sample was not specified. Pandita & Ray do mention that they intended to look at talent management in a global context, yet the focus was on Western countries. The amount of studies reviewed was not shown and the sector of the studies in the

sample was not evaluated either. Furthermore, meta-analyses that were made before this meta-analysis were not referred to.

Data Analysis of Consequences of Employee Retention

The collected secondary data on consequences of retention research shows that all the publications were mostly made recently, in 2018, as seen in Figure 5. The most studied consequence was the employees' behaviour on behalf of the organization, which was included in two studies. The other consequences were present in one of the studies each.

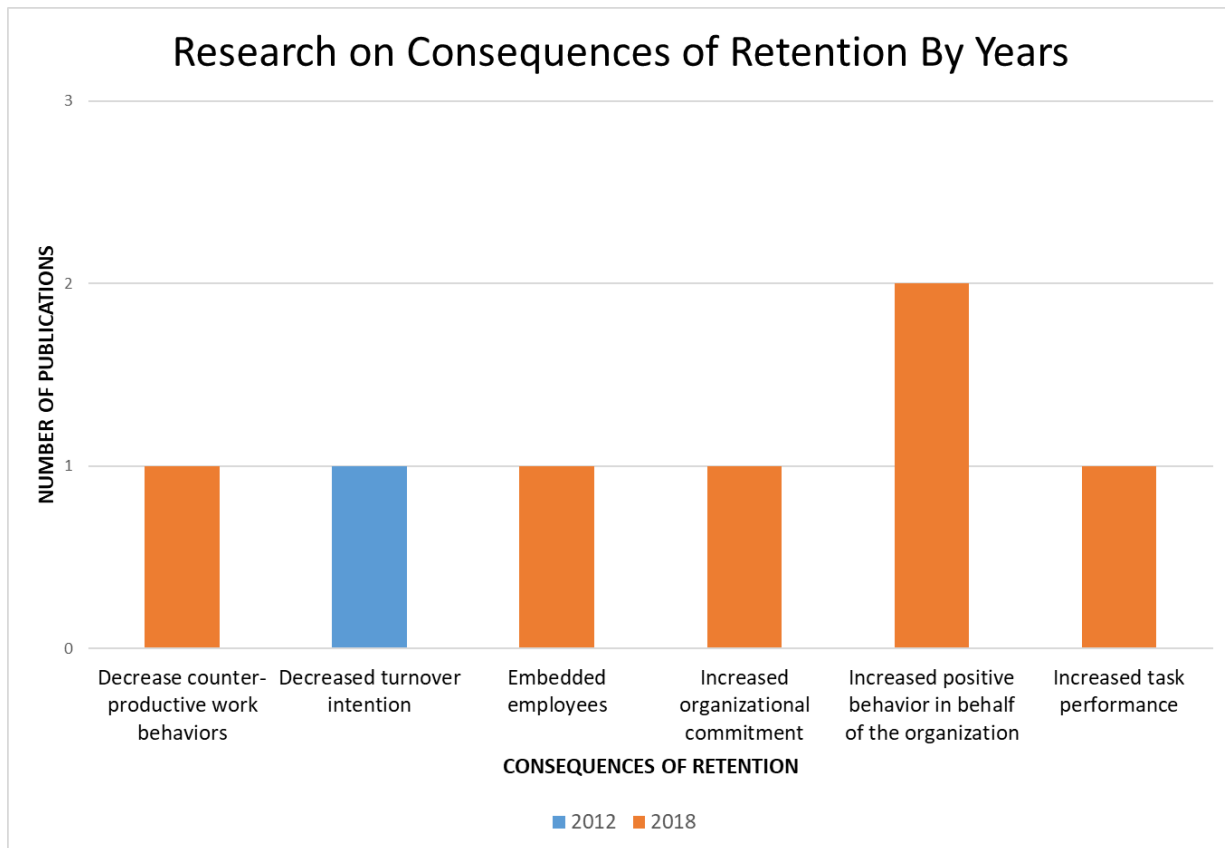


Figure 5. Distribution of different consequences of retention analysed in the retention literature throughout the years.

In Figure 6 the consequences of retention are presented in percentage. The most represented consequence of retention was increased positive behaviour of employees on behalf of the organization, which was representing 40% of the studies. The other consequences of retention only had a single representation on all the studies with each representing 20% of the consequences found in the collected data.

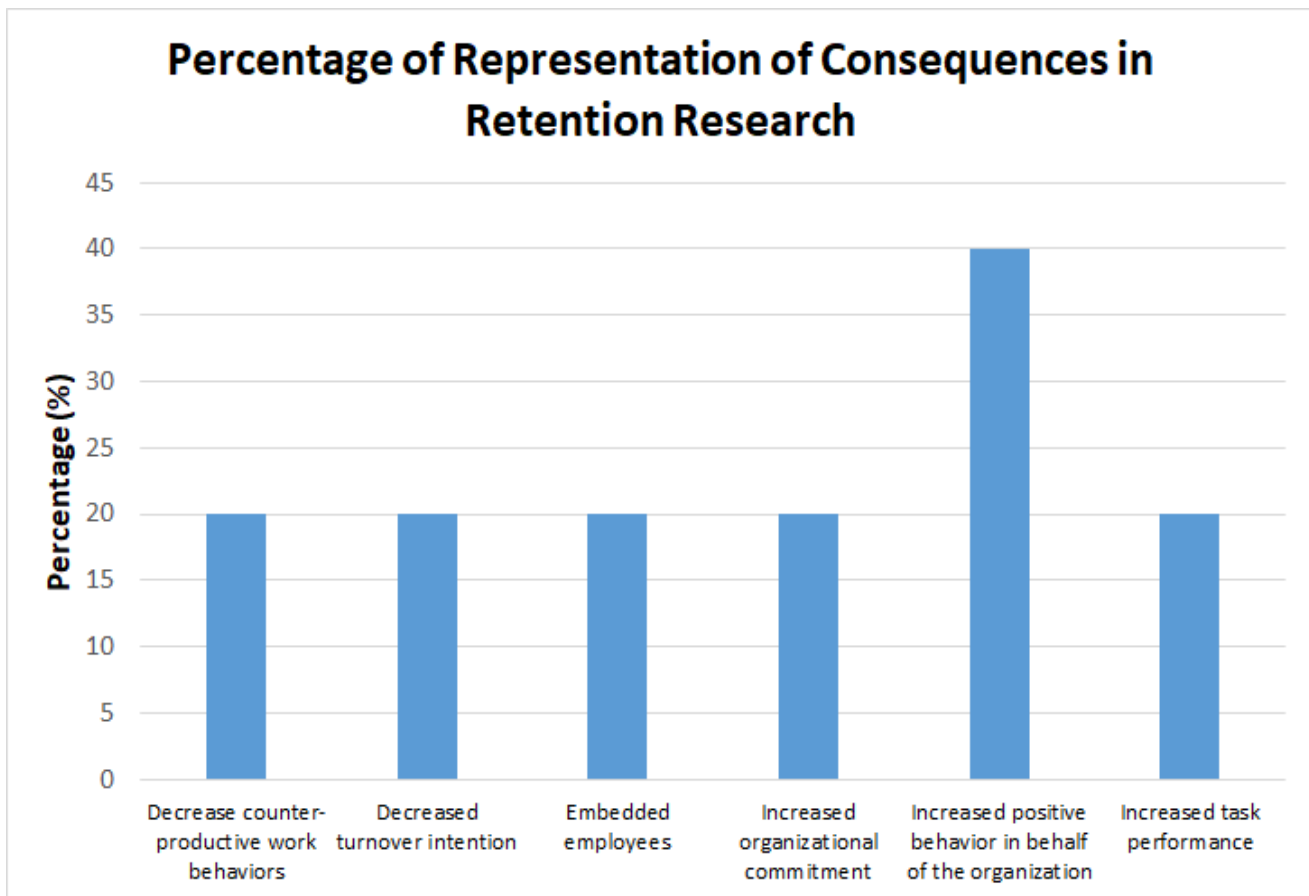


Figure 6. Representation of each consequence of retention in the literature. Percentage value scale from 0 to 100.

Country Representation in Employee Retention Secondary Data Literature

In Figure 7 the most represented countries from the meta-analyses in the retention literature is shown. The most represented countries were the USA and Spain, each were present in 40% of all meta-analyses data from the research. However, the majority 80% of the total studies of the research on retention did not specify or evaluate the countries in which the samples were made, or

the parameter was not evaluated by the authors. The remaining countries were mentioned one time which represents 20% of the total amount of studies.

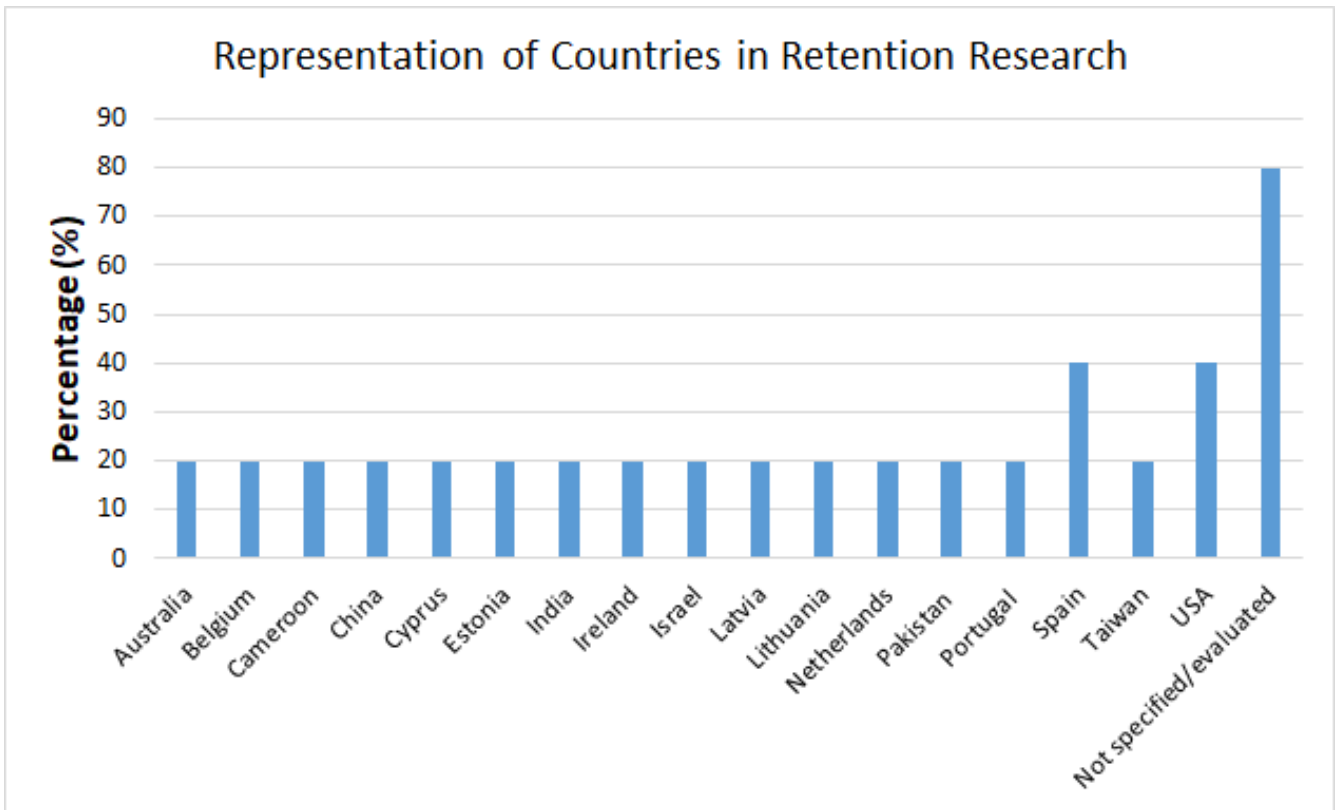


Figure 7. Representation of countries present in the meta-analyses research literature of retention. Percentage value scale from 0 to 100.

Sector and Industry Representation in Employee Retention Secondary Data Literature

The only industry that was represented in the retention meta-analysis literature was the hospitality industry, which was represented in 40% of the studies in the retention literature. Nevertheless, most of the meta-analyses, 60%, did not evaluate the sector or industries in which the studies in their sample were conducted.

4.3 Causes of Employee Turnover

The first meta-analysis on turnover antecedents was made by Steel and Ovalle (1984) and they examined the relation between turnover and turnover intention. The authors conducted a meta-analysis on 34 studies to assess the correlation between turnover and turnover intention, job satisfaction, work satisfaction, and organizational commitment. Different sectors were also analysed and categorized as white- and blue- collar workers, as well as military and civilian. Sectors and industries included in the studies in the sample were healthcare, finance, retail and transportation industry, and military sector. These different sectors were used to evaluate the possibility of them being a moderator in the relationship between turnover intention and turnover. The country origin of the studies included in this meta-analysis was not evaluated and the studies included analysed voluntary turnover. The results of this meta-analysis showed that turnover intention was the best predictor of turnover compared to the other variables and that employee occupation influenced this relationship.

McEvoy and Cascio (1985) were the first to conduct a meta-analysis to evaluate the relationships between organizational strategies like realistic job previews (RJPs) and job enrichment, and turnover. The purpose of this study was to assess the effects of different employee turnover reduction strategies and compare their effectiveness. This meta-analysis gathered 20 studies and included both voluntary and total turnover studies. The sectors in which the studies from this meta-analysis sample were performed were provided in a list, however the countries of origin of the studies were not evaluated. This meta-analysis included studies in the communication, healthcare, finance, retail, and textile manufacturing industries, as well as the military sector. The authors hypothesised that individuals that were given a realistic job preview during their application process would be less likely to quit their job due to them having less unrealistic expectations of the job. In terms of the job enrichment part the authors expected that strategies that allow enhancement of the employees' decision-making authority and provide task variety, as well as autonomy to employees would be associated with lower turnover values. The results demonstrated that job enrichment was twice as effective as RJPs in reducing turnover, with both having a reduction effect on turnover of 9 and 17% respectively.

A study by Krackhardt and Porter (1986) conducted a meta-analysis on the effects of turnover on turnover itself. This is the only meta-analysis that evaluated the effect that employee's turnover has on their network of connections inside the company. The meta-analysis was conducted on surveys and total turnover data from three fast food restaurants, however the country of the collected data was not evaluated. The authors hypothesised that turnover would occur as a snowball effect in which an employee resignation would affect other employees that were within his/her connection network in the organization. Turnover would lead to turnover and would thus occur in a cluster. The results showed that turnover did in fact occur in clusters and was dependent on the employees' connection network within the company.

In 1986 Spector postulated that if employees had high levels of perceived control of their environment, they would be less prone to quit their jobs (Spector, 1986). This was based on the literature - present at the time - on the importance of autonomy and participation in employees' jobs. The author conducted the meta-analysis on 88 studies with voluntary turnover, but the country of origin and sector in which the studies were conducted was not evaluated. The results showed that employees with high levels of perceived control at work were more satisfied, committed and performed better. These employees were also less likely to quit than employees with low perceived control.

Later, Carsten and Spector (1987) conducted a meta-analysis based on Muchinsky model to assess the relation between job satisfaction and turnover. The authors also included unemployment rates as a moderator of these relationships in their study. Based on Mobley's previous research that suggested that turnover intention was dependent on the job market the authors also analysed the relation between turnover intention and turnover. They hypothesised that studies in their sample conducted during low unemployment levels would lead to a stronger relation between job satisfaction and turnover and vice-versa. Their second hypothesis postulated that the relation between turnover intention and turnover would be independent of unemployment levels. The sample included 47 studies with voluntary or total turnover, originating mainly from Canada and the USA and it included studies in the legal service industry and military sector. The meta-analysis results showed that both relations were moderated by unemployment levels. Nonetheless, the data also showed that there was a negative correlation between job satisfaction and turnover, meaning

that when employee job satisfaction is lower, turnover rates will be higher. Finally, a positive correlation between turnover intention and turnover was also observed, this means that the higher an employees' intention for turnover is, the higher turnover rates will be observed.

Bycio, Hackett and Alvares (1990) analysed the relationship between employee job performance and employee turnover. They performed a review and a meta-analysis of 45 studies and separated them in voluntary, involuntary, and total turnover. The studies included different sectors and industries such as the military sector, and the healthcare, finance, raw material extraction, transportation, food manufacturing, textile manufacturing, retail, electronic and hospitality industries. However, the authors did not evaluate the country of origin of the data present in their study. The purpose of their study was to assess the relationship between job performance and voluntary turnover since opposite theories reigned in the literature at the time. The authors also analysed the relation between job performance and involuntary turnover which was considered positive in the literature. Therefore, this meta-analysis evaluated turnover type and divided studies in groups of voluntary, involuntary, and total turnover. All three types of turnover had a negative correlation to job performance, which indicated that employees with lower job performance were more likely to quit.

In 1992 a meta-analysis of different turnover models was performed by Hom, Caranikas-Walker, Prussia and Griffeth (1992). The authors conducted an analysis on 17 studies to assess the reliability of four turnover models present in the literature. The studies included in the meta-analysis were not evaluated for country of origin and turnover type, but the sector variable was evaluated, and the studies included were from the military sector and healthcare industry. All models had the same five moderators (job satisfaction, thoughts of quitting, search intention, turnover intention, and probability of alternatives) that lead to turnover at the end. However, each model proposed different pathways for the different moderators, as well as different connections between them. The results demonstrated that withdrawal cognitions - which includes thoughts of quitting, search decisions and turnover intentions - had direct positive correlation with turnover.

Mitra, Jenkins and Gupta (1992) in the same year conducted a meta-analysis to evaluate the relationship between turnover and absenteeism. Literature had three hypotheses of how

absenteeism was related to turnover. One group of researchers hypothesised that absenteeism was part in a continuous sequence and that it led to turnover, another suggested that absenteeism was an alternative to turnover, and the last postulated that there would be no relation between both concepts. A sample of 24 studies was included in this meta-analysis and the sector in which the studies were conducted was evaluated. The studies in this meta-analysis were performed in the finance industry. The country of origin of the studies included in this meta-analysis was not evaluated and turnover type was separated into voluntary, involuntary, and total turnover. The authors' results showed that the relation between turnover and absenteeism more promptly represented the first hypothesis which postulated that both concepts had a positive continuous correlation.

A meta-analysis on the correlation between organizational commitment and turnover was performed by Cohen and Hudecek (1993). The authors' purpose was to examine how this relation was shaped by the different occupational groups. They hypothesised that the negative correlation between organizational commitment and turnover would be stronger in employees in higher status occupations than for individuals in lower status occupations within the organization. This would be because employees in lower status occupations would have more difficulty finding job alternatives and leaving the organization would have higher costs for them. This meta-analysis gathered a sample of 34 studies and did not differentiate between turnover, so it was categorized as total turnover. The authors did not evaluate the country where the studies were conducted but they evaluated the sectors. The studies included in the meta-analysis were performed in the finance healthcare, retail, education and food manufacturing industries, and military sector. The results supported their hypothesis that organizational commitment was negatively related to turnover.

Carson, Carson, Griffeth and Steel (1994) evaluated the effect of promotion as a strategy to reduce turnover. The authors meta-analysed the effect on turnover of the promotion parameters of employee promotion satisfaction, employee perceptions of opportunity for promotion and actual promotion. This segmented promotion into measures for affective and cognitive responses (respectively employee promotion satisfaction and employee perceived promotional opportunities) and behaviour (actual promotion). A sample of 20 studies on voluntary turnover was gathered and although the country in which the studies were conducted was not evaluated the sector/industry

was. This meta-analysis included studies that were conducted in the healthcare industry, finance industry, raw material extraction industry, food manufacturing industry, electric power industry and education industry. The results from this meta-analysis showed that only actual promotion was negatively related to turnover, which meant that higher cases of actual promotion leads to a decrease in turnover.

Meglino, Ravlin and DeNisi (200) conducted a meta-analysis on realistic job preview effects on decreasing turnover. Meglino et al. (2000) presented three hypotheses based on their model of job attraction and RJPs. The authors postulated that RJPs would be more effective at reducing turnover if employees possessed prior exposure to the job. The second hypothesis suggested that RJPs would be more effective if employees would be restricted from leaving the organization during an initial critical time interval after job acceptance. Lastly the authors postulated that RJPs would be more effective in reducing turnover if turnover would be assessed over a longer period. A sample of 22 studies on total turnover was used. The country in which the studies were conducted was not evaluated but the industry/sector was. The studies included were performed on the communication, finance, healthcare, retail and textile manufacturing industries, and military sector. The results showed that RJPs were only more effective at reducing turnover when they were coupled with employee restriction during a critical period after job entry.

Griffeth, Hom and Gaertner (2000) conducted a comprehensive meta-analysis on the antecedents of turnover at the beginning of the new millennium to provide a summary of turnover research and guide future studies. The authors used a sample of 40 more studies than the book published by Hom and Griffeth in 1995 and they did not differentiate the type of turnover. Despite the authors not evaluating the country in which the studies were performed, they did assess the differences between military and civilian workers and nurse and non-nurse workers as a potential moderator. The results from this meta-analysis suggested that from all antecedents, job satisfaction, employee performance, organizational commitment, employee age, salary, job involvement, job scope and employee tenure were negatively correlated to turnover. Finally, employee perceived alternatives, absenteeism, turnover intentions, and alternative search intentions were positively correlated to turnover.

A study by Meyers, Stanley, Herscovitch and Topolnytsky (2002) performed a meta-analysis on different types of organizational commitment such as affective, normative and continuance commitment based on Meyer and Allen three-component model. Affective commitment is described as an emotional commitment to the organization due to employees identifying themselves with the organization. Continuance commitment occurs due to employees not wanting to leave the organization because of perceived costs of exit. Normative commitment is based on employees perceived obligation towards the organizations. This study included 155 samples and the samples were not evaluated for the turnover type nor the sector or industry in which the studies were performed. The studies were mainly conducted in the USA and Canada. The authors' results showed a negative correlation between all types of commitment and turnover.

Harter, Schmidt and Hayes (2002) conducted a meta-analysis on the relation between employee satisfaction and engagement and different outcomes such as turnover, profit, customer satisfaction and productivity. This study worked with the business-unit level of employee satisfaction and engagement to analyse the correlation of these concepts to the different outcomes. This meta-analysis included 26 studies performed by The Gallup Organization on companies from different industries and countries, however the countries of each study was not evaluated. The industries included on the sample data were the finance, communication, creative, education, electric power, healthcare, hospitality, retail, and transportation. Turnover data obtained from the companies was for total turnover. The results showed that employee engagement and satisfaction were negatively correlated to turnover.

A meta-analysis from Zimmerman (2008) examined the impact from personality traits on turnover based on the five-factor model. The five-factor model segments individuals' personalities into 5 different factors designated conscientiousness, extraversion, emotional stability, agreeableness, and openness to experience. Conscientiousness is related to contractual and moral forces that influence turnover. Extraversion in individuals is positively related to employees' job satisfaction due to altering their perception of themselves and their surroundings. Emotional stability is, like extraversion, also positively correlated to employees' job satisfaction. Agreeableness is related to the ability of individuals to build networks within the organization. The author therefore hypothesised that all these factors would be negatively correlated with turnover. Openness to

experience is related to employees' wanderlust. Employees with higher openness to experience are more likely to value changing jobs as positive. The author thus hypothesised that this factor would be positively related to turnover. The sample of 86 studies was not evaluated for the where each study was conducted nor in which sector. The turnover type was not discussed by the author therefore it was classified as total turnover. The results showed that employee agreeableness and employee conscientiousness were negatively related to turnover and that employees' openness to experience was positively related to turnover.

Ng and Feldman (2009) conducted a meta-analysis to re-examine the relationship between age and turnover. The authors attempted to verify if age is indeed negatively related to turnover with the inclusion of newer studies that previous meta-analyses did not include. This study had a 49 study sample on voluntary turnover, and the authors included in which country the studies in their study sample were conducted but the sector or industry was not evaluated. The studies included in this meta-analysis were from the USA, Australia, Canada, United Kingdom (UK), Netherlands, Switzerland, Mexico, China, Taiwan, and South Korea. The authors' results concluded that employees' age is negatively correlated to turnover, which means that younger employees are more prone to quit.

Podsakoff, Whiting, Podsakoff and Blume (2009) examined the correlation of job satisfaction and turnover in their meta-analysis. The objective was to examine the relationship between organizational citizenship behaviour (OCB) and individual and organizational outcomes. In their study the authors analyse correlations between job satisfaction and OCB, and outcomes such as turnover intention, absenteeism, actual turnover, customer satisfaction. This study included 168 articles. The authors did not analyse the countries where the studies were performed nor the industry. Turnover is also not distinguished between voluntary or involuntary turnover, however the authors separate turnover into individual and collective. The authors results showed that job satisfaction and OCB were negatively correlated to turnover and that both parameters were not influenced by each other.

In a meta-analysis Zimmerman and Darnold (2009) examined the extent of the strength of turnover intentions in predicting actual turnover by constructing and testing a path model between both

concepts and job performance. The authors included in their model an analysis for a direct or indirect effect of job performance on both turnover intentions and voluntary turnover. They hypothesised that intentions to quit only partially mediated the relationship between job performance and turnover. This meta-analysis had a sample size of 65 studies on voluntary turnover and the authors evaluated the country and sector/industry in which each study in the sample was conducted. The studies in the sample were conducted in the USA, and in the healthcare and retail industries. The results showed that job performance effect on turnover was only partially mediated by turnover intentions, therefore a negative correlation between job performance and turnover was established.

A study by Swider and Zimmerman (2010) conducted a meta-analysis on the relationship between the five-factor model personality trait, job burnout dimensions and absenteeism, turnover and job performance. Job burnout is divided into emotional exhaustion, depersonalisation, and personal accomplishment. Emotional exhaustion is developed due to feelings of frustration and tension arising from the individual's fear of not being able to previous job performance levels. Depersonalisation is defined as employees distancing themselves from their work by constructing perceptions about their work, co-workers and clients that make them seem dehumanizing. Personal accomplishment in job burnout is expressed as individuals having self-evaluative feelings of incompetence. The authors hypothesised that emotional exhaustion and depersonalisation would be positively correlated to turnover and personal accomplishment would be negatively correlated to turnover. This meta-analysis included 115 studies on total turnover and the authors did not evaluate the country or sector/industry in where the studies were performed. The results showed that only employee depersonalisation had a significant negative correlation to turnover.

Van Iddekinge, Arnol, Frieder and Roth (2012) conducted the first meta-analysis that examined the relationship between vocational interests, employees' performance, and employee turnover. Vocational interests in the literature is used to describe when an individuals' traits mirror individuals' preferences for certain types of jobs. The authors used a sample size of 74 studies to analyse relations between vocational interests, and job performance, training performance, turnover intentions, and turnover. The studies included in the sample were not evaluated for the country in which they were performed, however the authors analysed the industries and sectors

where they were performed. Industries and sectors included were healthcare, finance, transportation, construction, legal service, electronics and retail industries, and the military sector. The authors also divided the studies into voluntary, involuntary, and total turnover and used these in their analysis of moderators. The results of this meta-analysis showed that individuals' vocational interests were negatively related to every turnover type, but the relation was stronger for voluntary turnover.

A meta-analysis on employee lateness and absenteeism correlation with turnover was performed by Berry, Lelchook and Clark (2012). This meta-analysis was conducted to update the information on employees' withdrawal behaviours and turnover. For this purpose, the authors assessed data on employee voluntary lateness, absenteeism, and turnover. The authors used 42 studies to examine the relations between lateness and absenteeism, and turnover. Both the country and industry/sector where the studies were performed was examined. The studies included in this meta-analysis were performed in the USA, Canada, Israel, England, and Australia. In terms of industry the studies included in this meta-analysis were performed in the healthcare and finance industry.

Heavey et al. (2013) performed the first meta-analysis on antecedents and outcomes of collective turnover. In this study the authors related different antecedents to collective turnover, also referred in the literature as unit-level turnover and organizational turnover. The antecedents are separated into six different categories – human resource management (HRM) inducements and investments, HRM expectation-enhancing practices, shared attitudes towards the job and organization, quality of work group and supervisory relations, job alternative signals and job embeddedness signals. The authors used a sample size of 82 studies. They did not evaluate in which industry or country their studies were performed. However, they do separate turnover types categorized in voluntary, involuntary, and combined total turnover. Their results showed that turnover was negatively correlated to employee benefits, dispute resolution in the organization, presence of high-commitment human resource (HR) systems, internal mobility, salary, job skill requirements, staffing selectivity, participation-enhancing work design, job satisfaction, organizational citizenship behaviour, company age, work site quality, employee age, employee tenure and proportion of unionized employees. Lastly, turnover was positively correlated to electronic monitoring, routinization, turnover intentions, employee age diversity, job alternatives availability and proportion of female employees.

A study by Clinton and Guest (2014) conducted a meta-analysis on how an organization' and managers' actions and behaviour might be correlated to employee turnover. The objective of this study was to test a model that used exchange fairness and trust as mediators between the correlation of psychological contract breach and voluntary turnover. Psychological contract breach studies how breaking an employee's expectation of their job and work environment might have negative outcomes for organizations such as higher turnover intentions and turnover in employees. This study was performed using data collected from 6001 surveys and data from the same organization sampled during 2 years. The country where this study was performed was the UK and the sample studies were from the military sector. The authors selected only cases of voluntary turnover for their study sample. The results of this study showed that employee trust towards the organization was negatively correlated to voluntary turnover.

Rubenstein et al. (2018) conducted a meta-analysis on a wide array of antecedents of voluntary turnover. This was done to update the knowledge on voluntary turnover literature and to provide guidance for future research. This meta-analysis was intended to update the effect sizes of known antecedents and evaluate new antecedents of voluntary turnover. The total number of studies included in the meta-analysis was 316. The authors investigated the country of origin of the studies and noticed that most of their studies were performed in the USA. The sectors in which the studies were made were the healthcare industry, finance industry, food manufacturing industry and military sector. The results of this meta-analysis concluded that voluntary turnover was negatively correlated to mean employee age, organizational commitment, employee tenure, job satisfaction, employee age, employee education, perceived organizational justice/fairness, unemployment rate, female proportion of sample size and salary. Voluntary turnover was found to be positively correlated with employee stress and turnover intention.

Lastly a study by Porter, Woo, Allen and Keith (2018) performed a meta-analysis with the purpose to test a model that included instrumental and expressive network ties in relation to job satisfaction, organizational commitment, job alternatives, job performance and employee turnover. This study was performed using a sample size of 101 studies. The industry and country of where the study was performed were not distinguished by the authors. For their sample, the authors selected only studies that analysed voluntary turnover, however some studies included did not distinguish

between the type of turnover. The results of this meta-analysis showed that job satisfaction and job performance were negatively related to voluntary turnover.

Figures of the Causes of Employee Turnover

In turnover literature there is representation of studies from 1984 up until 2018, as presented in Figure 8. The causes with the most meta-analyses publications were employees' job satisfaction (n=8), employees' turnover intention (n=6), job alternative variables (n=5), employees' organizational commitment (n=4), employees' performance (n=4), employees of young age (n=4), employees' absenteeism (n=3), employees' engagement (n=3), employees' tenure (n=3) and employees' salary (n=3). The causes that had the most widespread publications throughout the years were employees' job satisfaction (years 1987, 2000, 2002, 2009, 2011, 2013 and 2018), employees' turnover intentions (years 1984, 1987, 1992, 2000, 2013 and 2018), job alternative variables (years 1992, 2000, 2013 and 2018), employees' organizational commitment (years 1993, 2000, 2002 and 2018), employees' performance (years 1990, 2000, 2009 and 2018), employees of young age (years 2000, 2009, 2013 and 2018) and employees' absenteeism (1992, 2000 and 2012) Figure 8.

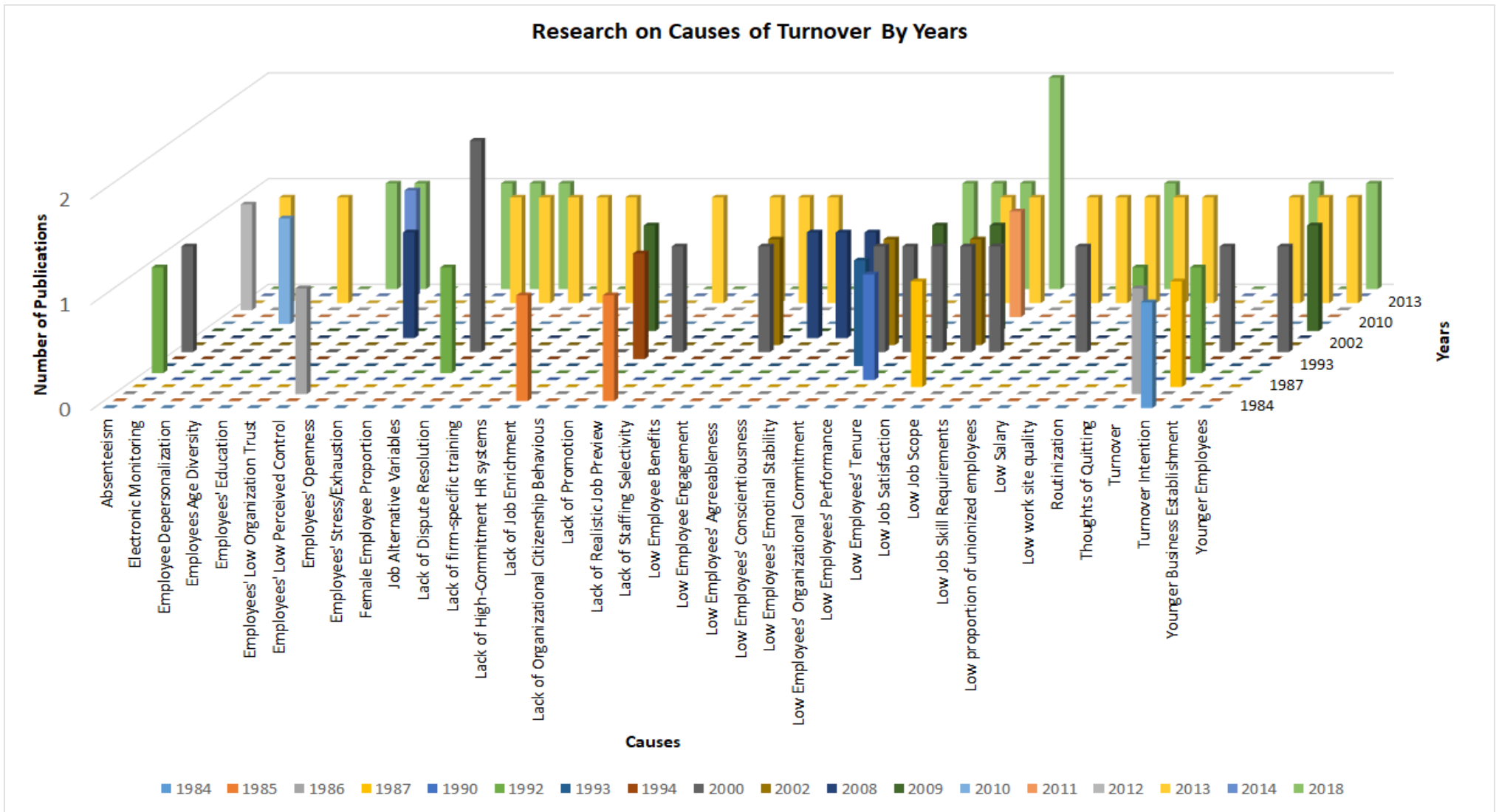


Figure 8. Distribution of different causes of turnover analysed in the turnover meta-analyses literature throughout the years.

The cause of turnover that was most represented in the literature research was employees' job satisfaction, which was present in approximately 31% of the meta-analysis Figure 9. Employees' turnover intention was the second most represented cause of turnover in the studies analysed, being represented in 23% of our meta-analysis. The third most represented cause was the job alternative variables that were present in approximately 19% of the total meta-analyses. Other important causes were employees' organizational commitment, employees' performance, and younger employees with each being represented in ~15% of the turnover meta-analyses. Lastly, employees' absenteeism, employees' engagement and employees' tenure were causes of turnover that were represented in approximately 12% of our sample.

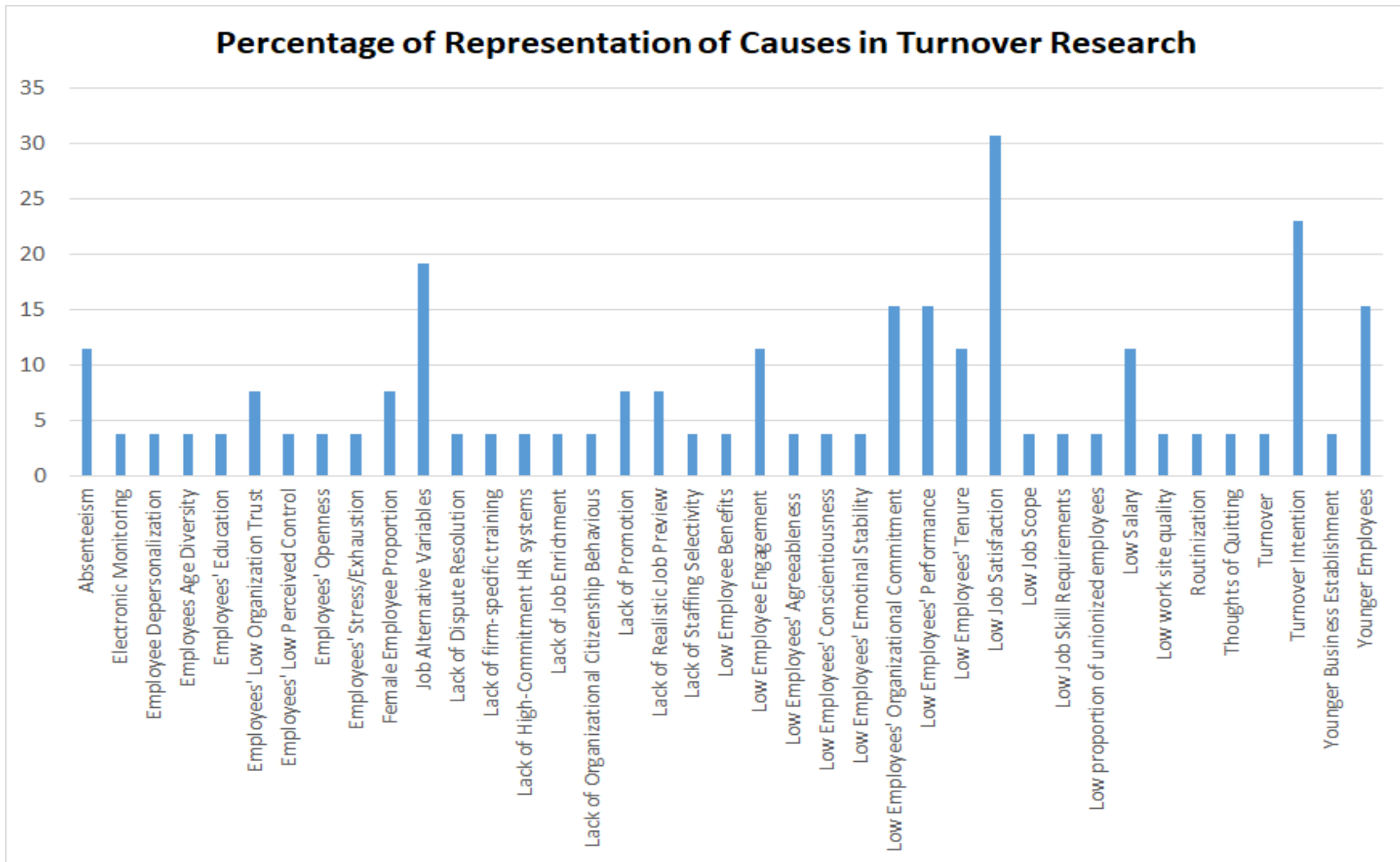


Figure 9. Representation of each cause of turnover in the meta-analyses literature. Percentage value scale from 0 to 100.

4.4 Consequences of Employee Turnover

The only two studies that analysed the consequences of turnover were a general outcome meta-analysis performed by Heavey et al. (2013), which was mentioned before in the causes of turnover and Hancock, Allen, Bosco, McDaniel and Pierce (2013) meta-analysis on the impact of employee turnover on firm performance.

As a remainder Heavey et al. (2013) used 82 studies as their sample size and their purpose was to try to relate different organizational outcomes to turnover, as such the authors used collective turnover studies. In terms of outcomes of turnover, the authors results showed that turnover was negatively correlated to customer satisfaction, profit margins, production efficiency and sales efficiency. The authors also found positive correlations between turnover and counterproductivity and organizational error/loss rate.

In the same year Hancock et al. (2013) performed an evaluation of a model of collective turnover developed by Hausknecht and Trevor. The model hypothesised that turnover rates would directly affect organizational performance such as customer service, labour productivity, and labour quality and safety. Hancock et al. (2013) hypothesised that the relationship between turnover and organizational performance would be negative since most studies had reported it in the previous literature. They also hypothesised that this relationship would be curvilinear since at the time there were controversial results on the effect of employee turnover on organizational performance. They also hypothesised that location and type of industry of the organizations would affect the relation between organizational performance and turnover. Furthermore, the moderator turnover type, employees' job occupancy level, organization size and type of organizational performance (customer service, labour productivity, quality, and safety) were considered and examined. This study included data from 48 studies from the finance, healthcare, technological, retail, food service and transportation industries and most of the studies were conducted in the USA. The results of this study showed that turnover was negatively correlated to customer service, product/service quality and work environment safety.

Figures of Consequences of Employee Turnover

The literature on secondary data for consequences of turnover was all obtained from 2013, as shown in Figure 10. The most studied consequence of turnover is customer satisfaction, which is present in both studies whilst the other consequences found for turnover are only represented in one of the publications.

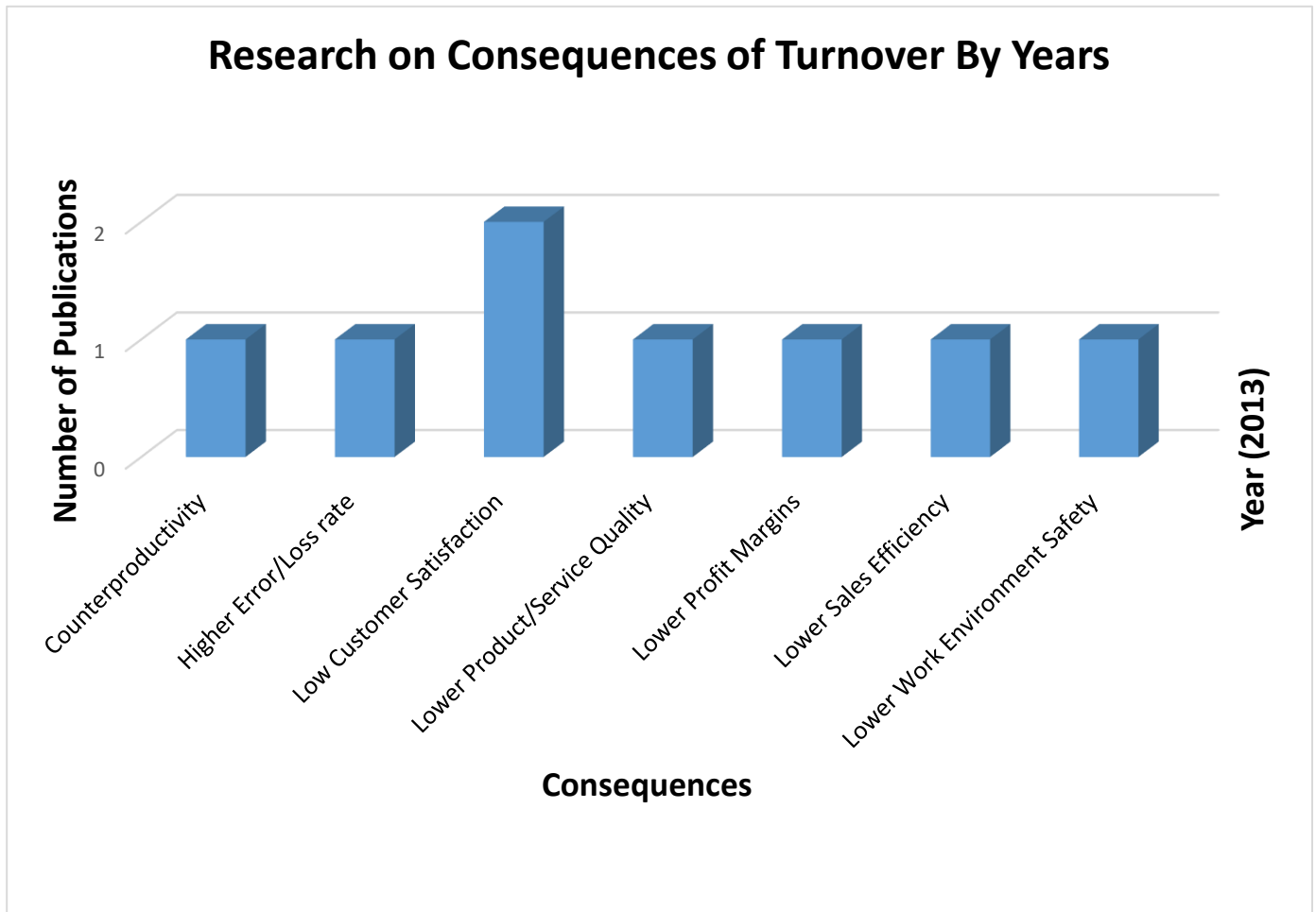


Figure 10. Distribution of different consequences of turnover analysed in the turnover research literature throughout the years.

Most consequences analysed from the literature were equally represented in all the studies, with each consequence representing approximately 3% of all meta-analyses included in our sample

(Figure 11). Customer satisfaction was the consequence with most representation and was present in ~7% of the total meta-analyses.

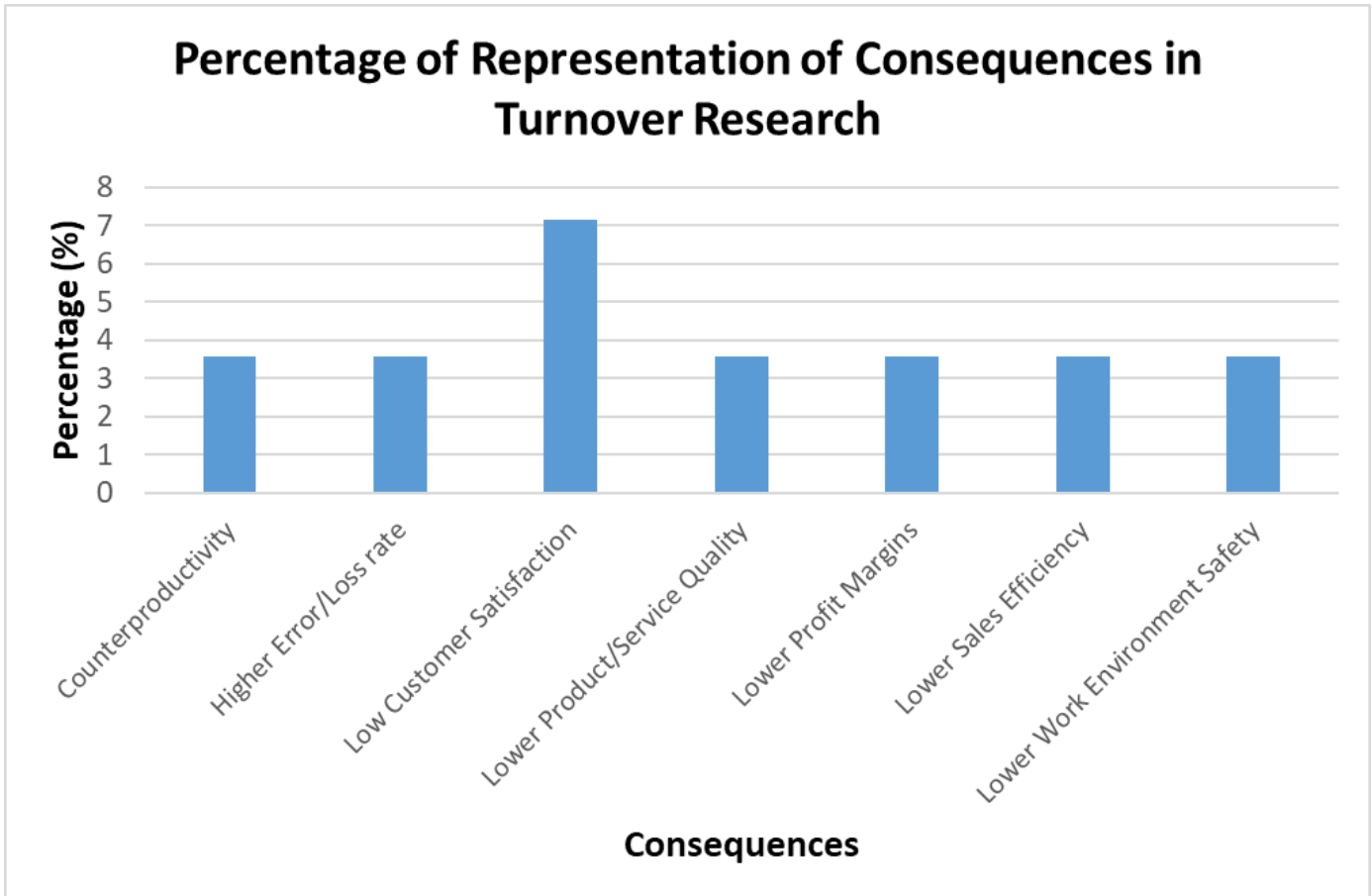


Figure 11. Representation of each consequence of turnover in the turnover research literature. Percentage value scale from 0 to 100.

Country Representation in Turnover Secondary Data Literature

In Figure 12, our results show that the country from which the data was collected most in turnover literature was the United States of America, being represented in approximately 30% of the studies. Nevertheless, most of the studies analysed (~65%) did not evaluate the country sources of their data. Canada is the second most represented country in the data collected for meta-analyses, being

represented in approximately 15% of the total data. Other countries such as Australia and the United Kingdom see some representation with each being present in ~8% of the literature.

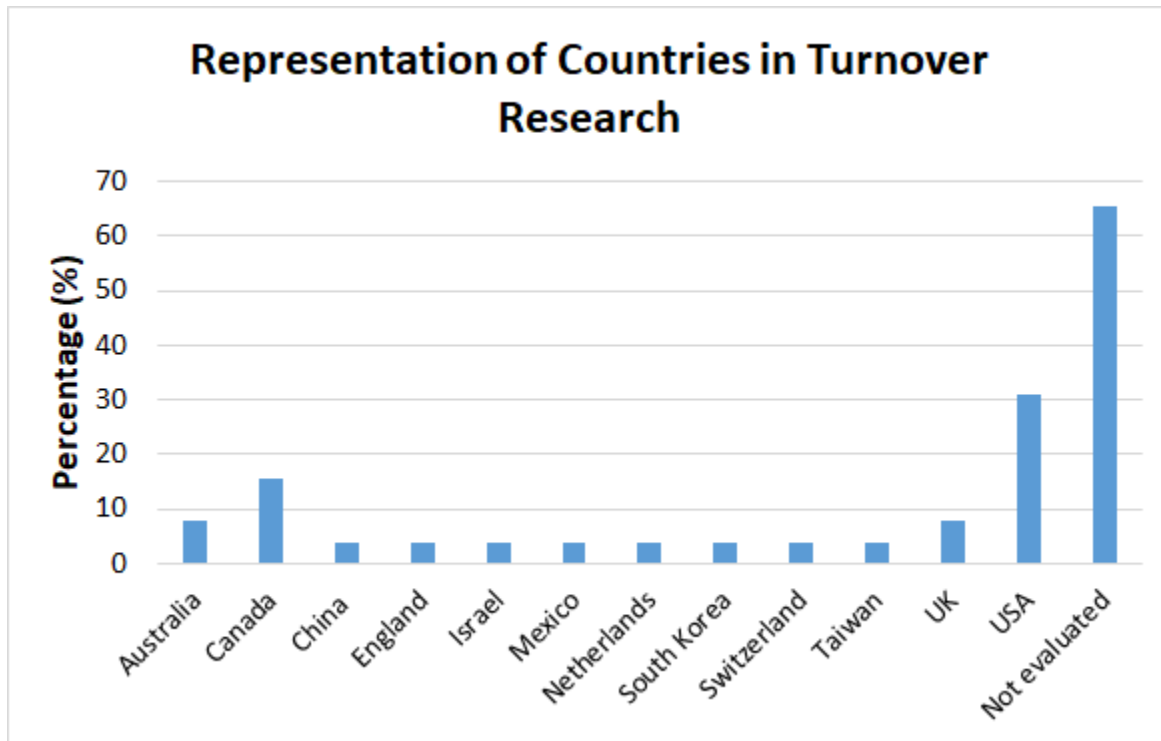


Figure 12. Representation of countries present in the literature of turnover. Percentage values scale from 0 to 100.

Sector and Industry Representation in Turnover Secondary Data Literature

In turnover research the most represented industries are the healthcare industry, finance industry and retail industry with each being represented respectively in approximately 54, 46 and 42% of the total turnover meta-analyses (Figure 13). The proportion of meta-analyses that did not evaluate in which sector or industry their sample data was conducted constituted approximately 31% of the total meta-analyses in our sample.

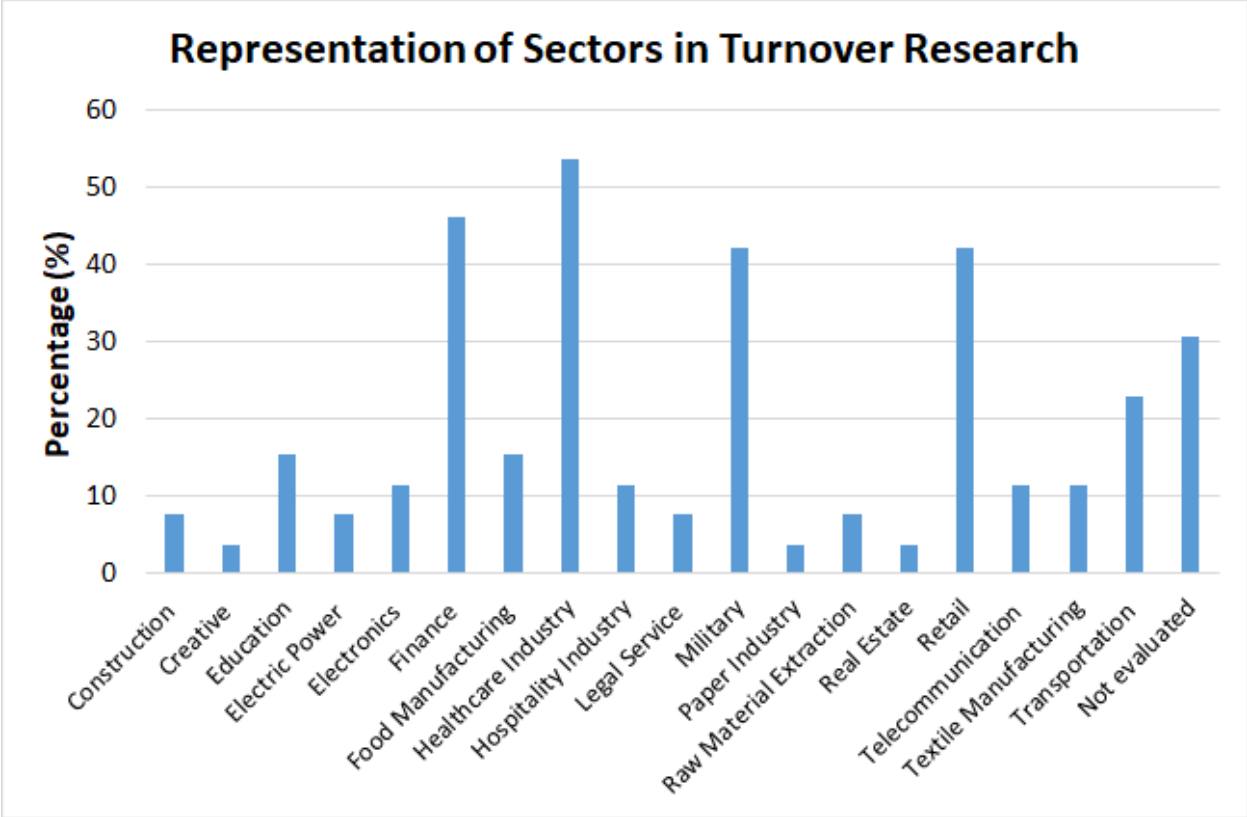


Figure 13. Representation of sectors and industries present in the literature of turnover. Percentage values scale from 0 to 100.

Turnover Type Representation in Meta-analyses Turnover Literature

The most represented type of turnover in the turnover meta-analysis literature was total turnover, which was present in approximately 73% of all turnover meta-analyses (Figure 14). Voluntary turnover was the second most represented type of turnover, being present in ~58% of all meta-analyses. Collective turnover and involuntary turnover were each represented in approximately 12% of the sample data.

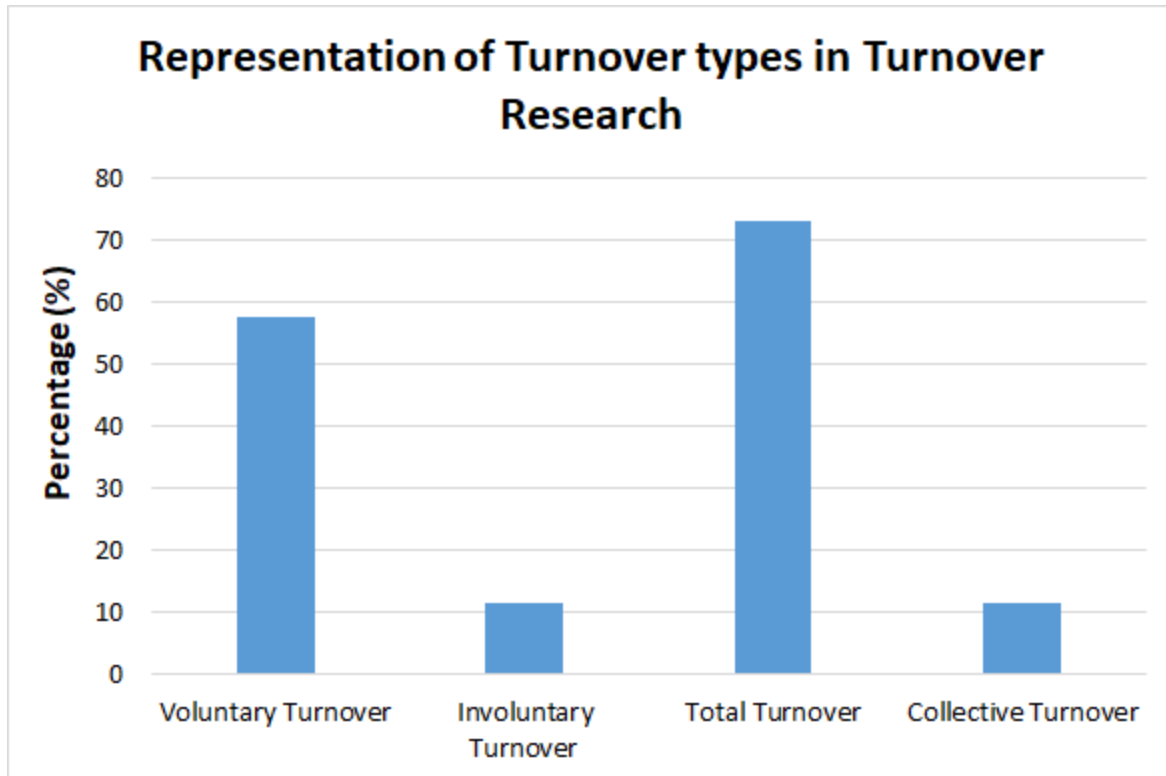


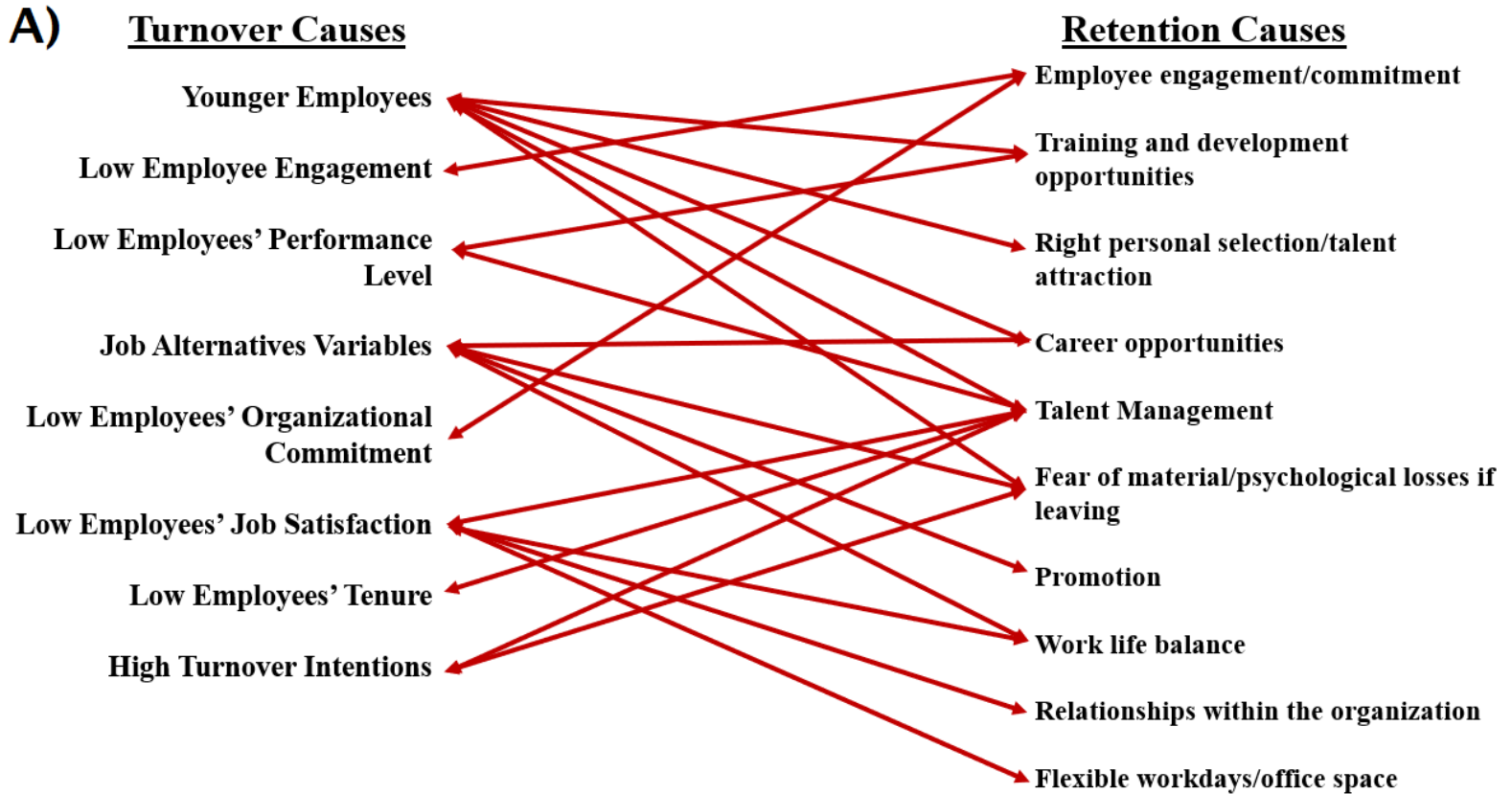
Figure 14. Representation of turnover types present in the research literature of turnover. Percentage values scale from 0 to 100.

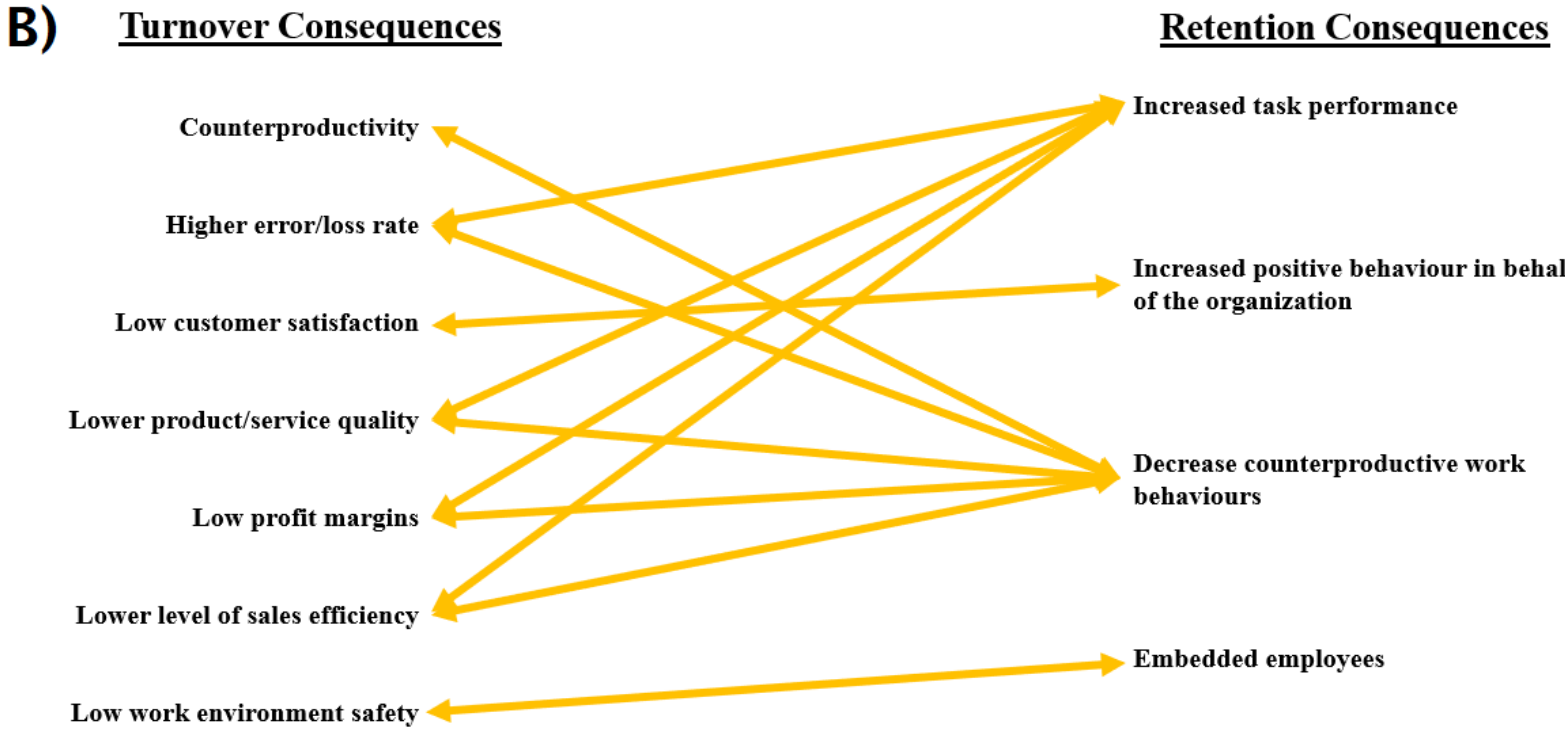
4.5 Connections Between Employee Retention and Employee Turnover

From the collected data on causes and consequences of turnover and causes on consequences of retention we observed key links between both study areas (Figure 15).

In the connection of causes between turnover and retention we observed 4 clusters of relevant connections. These 4 clusters are centred around the turnover causes job alternatives variables, younger employees and employees' job satisfaction, and the retention cause of talent management (Figure 15a). Other smaller clusters can also be observed for the turnover causes: employees' performance level and turnover intentions, as well as for the retention cause of employee engagement/commitment.

Lastly, in the results for the consequences connections for turnover and retention we observe 2 big clusters of recent connections made in meta-analysis research literature (Figure 15b). The retention consequences of increased task performance and decrease of counterproductivity are at the centre of these two big clusters.





*Figure 15. Illustration of the causes and consequences found in the secondary data literature of both turnover and retention. This representation allows to make comparison between the causes and consequences of each study area. A) comparison between causes in turnover and retention literature research B) comparison between consequences in turnover and retention literature. Red arrows represent relevant connections and yellow arrows represent recent connections. * Note: To see full results for connections between turnover and retention causes refer to Appendix D*

5. Discussion

The data obtained in our research is corroborated with the concepts, models and theories described in the background of turnover and retention. The reviewed meta-analyses of retention were all published in the 2010s'. Meta-analyses of turnover on the other hand were published from 1984 onwards. The search results for retention were both less and published later than turnover, which implies that meta-analysis on turnover have been conducted to a greater extent and for a longer time than retention. For turnover there is more research done which makes our data and findings on this concept more reliable. Both retention and turnover data are up to date, since they include studies that have been published in the last 10 years. We believe that the use of studies published recently is relevant because the world is changing at a fast pace both economically and socially. Lastly, the decision to include the years in our analysis gave us the opportunity to see the causes and consequences researched over time, which allows us to ascertain if the different causes and outcomes were sustained throughout time.

Common antecedents of turnover in theory and models like job satisfaction, turnover intention, job alternatives, job performance, salary and absenteeism are well represented in our results. Nevertheless, the results also show that some hypothesised antecedents and moderators have not received attention in meta-analysis studies. Some of these antecedents include the spontaneous influence of “shocks” on employee turnover from Lee and Mitchell in 2001 (Hom et al., 2017). Although we believe it might be difficult to mitigate this antecedent through retention strategies, we agree that it is important to understand the impact of these spontaneous “shocks” in the voluntary turnover levels of organizations. Our results on consequences demonstrate that this area of turnover has only been recently studied since the data gathered is from 2013, which corroborates with the theory background knowledge. We believe this is because before meta-analyses on collective turnover were conducted it was difficult to assess the outcomes of turnover for organizations based on individual level turnover.

Regarding causes of retention, work life balance and organizational commitment are present both in the background and the results, which reflects the prevalence of the interest in them and importance of both concepts (Sivashanmugam & Krishnan, 2015; Kadiresan et al., 2019; Hausknecht, et al., 2009). One important cause for retention that was found in our study was

telework, or flexibility in office and workspace. This concept was not mentioned in the background which might imply that telework is a new concept. The meta-analysis by Martin and MacDonnell was conducted in 2012, which we believe is not recent enough to be called a consolidated concept. This might reflect the interest in studying this issue further, since workspaces today get increasingly more differentiated from the traditional office. In terms of consequences, increased organizational commitment is an important consequence, which is corroborated by Curtis and Wright (2001). If the employees would be retained within the organization, then there is a bigger chance of them feeling a strong commitment and thereby staying, instead of leaving for another organization.

Important moderators of retention and turnover that have not received their due attention in the reviewed meta-analyses are the evaluation of the effect of culture and different industry/sectors in turnover. The decision of including a presentation of countries and sectors in our research was made. This additional research was made because of our interest to explore if there was a connection between the different studies regarding the countries and sectors they were made in and causes and consequences of retention and turnover. These variables were not included in our research questions due to limitations on background knowledge to infer any hypothesis. Nonetheless, recent studies have shown concern in respect to these variables (Rubenstein et al., 2018).

The research on meta-analyses has shown a lack of studies that evaluate the effect of the cultural moderator in their sample. Our analysis of the representation of countries also demonstrated a lack of non-Western countries, especially African countries. This important issue was underlined by Rubenstein et al. (2018) in their meta-analysis because it constricted their cross-cultural studies in turnover. We believe that with the current global employment market and high number of expatriates, it is important to understand just how much culture affects turnover and retention, and if there are any potential strategies to mitigate turnover based on cultural tendencies.

In terms of industries and sectors we observed a wide spread of this moderator in the meta-analyses. However, in the retention meta-analyses only the hospitality industry was clearly identified, as opposed to the turnover meta-analyses which represented most of the diversity

observed. In the turnover results we noticed that the finance industry as well as the healthcare industry, retail industry and military sector represented most sectors and industries. Indeed, we observed that most evaluations of the effects of cross industries as a moderator of turnover in meta-analyses were conducted by separating sample studies into nursing and non-nursing occupancies and military and civilian employees. Although this does give us a glimpse into the effect of turnover in different industries, we cannot stress enough that studying more industries and sectors is important to provide a complete picture for companies to develop strategies accordingly to how turnover and retention affects their industry.

Additionally, in the turnover section we analysed the presence of the different types of turnover. Our methods were designed to target voluntary turnover as mentioned in the method section, however we noticed that most of the meta-analyses included total turnover studies with their voluntary turnover studies. A small proportion of these meta-analyses did explain why they included a small number of studies with total turnover. Nevertheless, the representation of total turnover in our analysis is due to meta-analyses not distinguishing between the type of turnover. This observation is important since a great majority of the relations of turnover with other variables might not truly reflect their impact on voluntary turnover due to the possible inclusion of involuntary turnover. We also observed that only recent studies have started meta-analysing the antecedents and outcomes of collective turnover which mirrors our turnover theory background (Heavy et al., 2013; Hom et al., 2017). As mentioned in Hom et al. (2017) we believe this is because meta-analysis have only recently started to study turnover at a collective level. This facilitates more the evaluation of the impact of turnover for organizations as opposed to using individual level turnover data for this effect.

Our results on the comparison between employee retention and employee turnover demonstrate just how complex and interrelated both concepts are. We observed that causes and consequences of employee retention and employee turnover are opposite in many cases. The amount of connections discovered in the literature shows how retention and turnover are part of a wicked problem and just how difficult it is to fully understand and solve this problem. There is no simple answer on how to retain employees or how turnover can be decreased.

From our results when comparing retention and turnover causes, we observed multiple links between different causes of turnover and retention. The results show that job alternative variables, which are antecedents of turnover, are connected to career opportunities, promotion, work-life balance, and fear of material and psychological losses, which are causes of retention. This is because if a company offers opportunities to development of an employee or restricts employee leaves by making them have more to lose in terms of material and work relations if they leave, then employees will be more encouraged to stay. The work-life balance retention cause as a connection to job alternatives variables highlights the findings of Price and Muller present in the background (Hom et al., 2017). The turnover analysis shows that job alternative variables are well researched in turnover literature and that it might be an important point to focus on when solving these wicked problems.

Another important connection observed is the opposite effect of organizational commitment in turnover and retention. Our study shows that employee's organizational commitment and engagement are one of the causes that are most represented in the retention data. Opposed to this, low organizational commitment is one of the most published causes for turnover. Curtis and Wright (2001) have discussed the importance of organizational commitment already 20 years ago. This demonstrates that it is still accurate for managers and organizations to focus on employee engagement and commitment, and it shows its importance in the process of solving the wicked problems that are turnover and retention.

Additionally, one important cluster of connections established in our results is the practice of talent management which is an important factor well researched in the retention literature as a cause of retaining employees within an organization. A lack of talent management would most likely lead employees to have lower levels of performance and satisfaction, as well as having employees with lower tenure and higher intentions of turnover. These are seen in our turnover analysis as important antecedents of turnover, especially turnover intentions, and job satisfaction. This means that it is important for organizations to make sure that talent management is applied within the organizational environment.

Job satisfaction is at the centre of another cluster of connections and is the most well represented cause of turnover in the literature, that has been studied throughout the years. In our results we observed that job satisfaction is related to flexible workdays, relationships within the organization, work life balance and well conducted talent management. We believe that these connections are crucial to tackle to solve the wicked problem, however one should be wary that these relationships are double edged. For example, although relationships within an organization promote both job satisfaction and prevent employees' search for job alternatives due to fear of psychological losses, they could also lead to turnover in clusters ("snowball effect") due to the formation of connections within the organization.

Lastly, another important cause of turnover is that younger employees are more likely to quit an organization than older ones. In our comparison analyses this cause was linked to the retention causes of right personal selection and talent attraction, training and development opportunities, career opportunities, fear of material/psychological losses if leaving, and talent management. We believe that albeit important, this connection is trickier to tackle since having fresh blood in an organization is important to provide diversity and creativity. Furthermore, it is important to notice that young employees' turnover can be mitigated by providing them with career opportunities, training, and the ability to develop their skills inside the organization. This could lead to higher organizational commitment from these younger employees due to an increased fear of material and psychological losses when leaving the company. This is highlighted by Kyndt et al. (2009) in their review which showed that work life balance and the relationships employees have within an organization are crucial for retention.

The results of our analysis of the connections between consequences and turnover demonstrated a wide array of connections even though only a few studies had meta-analysed the outcomes of turnover and retention. Like the causes of retention and turnover, the consequences of the concepts are opposites in many cases.

Our results showed that a consequence of retention is increased positive behaviour on behalf of the organization, while lower customer satisfaction is a consequence of turnover that is well represented in meta-analysis. We believe these two are linked since making sure that employees

express a positive behaviour on your behalf will most likely be related to better production of services and products for your customers, thus leading to customer satisfaction. On the other hand, if the employee displays negative behaviour on behalf of your organization it will lead to lower customer satisfaction, since the employee will not be as considerate of the organization's reputation.

The consequence of increased task performance due employee retention is at the centre of a connection cluster. This consequence is opposite to the turnover consequences of lower product and service quality, lower profit margins, lower sales efficiency and higher errors and losses rates. When an employee's task performance is decreased, the product or service performed will have a decreased quality and the efficiency will not be as high, leading to higher error and losses rates, which in turn lead to lower profit margins. It is therefore crucial for organizations that any retention strategies applied in their organizational environment result in increased task performance.

Finally, the last connection cluster observed in the retention consequences was a decreased counterproductive behaviour. The consequences of turnover counterproductivity, higher error/loss rate, lower product and service quality, low profit margins and lower level of sales efficiency were clustered around this retention consequence. This means that if employees choose to leave the organization, then the productivity, quality and efficiency will be reduced because of losses of staff and loss of organizational knowledge. Furthermore, this might also influence individuals' performance and job satisfaction that might have connections to the employee that resigned.

Lastly, to leave an important side note, we observed that the most important cause of turnover, turnover intentions, which is thought to be the best predictor of turnover had an opposite correlation with a consequence of retention. This result show that retention is important to decrease turnover intentions in employees, this highlights just how crucial and fundamental retention strategies are for the resolution of this wicked problem revolving around retention and turnover.

6. Conclusion

This study provided a different lens to analyse the relation between turnover and retention literature by utilizing a new methodology. The study conducted processed information accumulated throughout meta-analysis in both turnover and retention literature.

Our study shows that retention and turnover have causes that oppose each other, this means that usually causes of turnover and retention are opposite to each other. From the connections in the causes studied the most relevant ones are related to job alternatives, job satisfaction, young employees, employees' performance level and employees' turnover intentions.

Like the causes of retention and turnover, the consequences of both concepts, to a great extent, are opposite. The most relevant consequences found in this study was the increase of employees' task performance and the decrease of counterproductivity. However, there was a lack of meta-analyses that examined the consequences of both turnover and retention, which might affect the credibility of the consequences found in this study. Nevertheless, all the consequences were published during the 2010's which might make them relevant as they represent current analyses on turnover and retention, likely shaped by current issues from both concepts.

This systematic review highlights how negatively interrelated turnover and retention are and how intricately complex the relation between turnover and retention is. Despite that our analysis on the presence of this relation in meta-analyses of turnover and retention shows that this connection is very rarely mentioned or made in the turnover literature.

The amount of connections that was observed in this study with such a small scope of the literature demonstrates the "wickedness" of the problem that is to understand retention and turnover in an organization. The data presented also hints that this wicked problem is probably shaped by time since interest in research of causes and consequences of both concepts is maintained for some causes whilst others seem to be forgotten in time. We therefore incentivize the further development of this study by conducting a more thorough research without the limitations this study had. The information contained in this study is an important guide for researchers to find gaps of knowledge in the relation between turnover

and retention and is also an important summary that allows managers or companies to assess this problem in a different light. Consequently, we encourage researchers to keep the information presented here updated to subsequently serve as a guide for researchers and organizations.

Lastly, we highlight the recommendations for future research made by previous researchers that raised concern that an analysis on cultural and industry moderators is warranted in turnover research. We develop on this line of thought and believe that an analysis of the influence of cultural and industrial moderators on retention literature is indeed crucial. If researchers evaluate and provide data on which country and industry the studies used were conducted, then this easy step will lead to a facilitation of research on these moderators and encourage a long due analysis on these moderators.

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APPENDIX A

Results of the analysis of causes and consequences in turnover meta-analyses

Author & Year	Title	Cause(s)	Countries	Industry	Turnover Type	Retention Referencing	Quality
Steel & Ovalle (1984)	A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover	High Turnover Intentions	Not evaluated	Healthcare industry, financial service, military, retail, and transportation industry	Voluntary turnover	No referencing	High
McEvoy & Cascio (1985)	Strategies for Reducing Employee Turnover: A Meta-Analysis	Lack of Realistic Job Preview and Lack of Job Enrichment	Not evaluated	Communication, healthcare industry, financial industry, military, retail, and textile manufacturing	Voluntary and total turnover	Mentioned briefly in Conclusion section	High
Krackhardt & Porter (1986)	The Snowball Effect: Turnover Embedded in Communication Networks	Turnover	Not evaluated	Retail	Total turnover	No referencing	High
Spector (1986)	Perceived Control by Employees: A Meta-Analysis of Studies Concerning Autonomy and Participation at Work	Lower Employee Perceived Control	Not evaluated	Not evaluated	Voluntary turnover	No referencing	High

Carsten & Spector (1987)	Unemployment, Job Satisfaction, and Employee Turnover: A Meta-Analytic Test of the Muchinsky Model	Low Job Satisfaction and High Turnover Intentions	United States of America (USA) and Canada	Legal service and military	Voluntary and total turnover	No referencing	High
Bycio et al. (1990)	Job Performance and Turnover: A Review and Meta-analysis	Low Employee Performance	Not evaluated	Electronics industry, healthcare industry, hospitality industry, financial service, food manufacturing, military, raw material extraction, retail, textile manufacturing and transportation industry	Voluntary, involuntary, and total turnover	Mentioned briefly in conclusion section	High
Hom et al. (1992)	A Meta-Analytical Structural Equations Analysis of a Model of Employee Turnover	Higher Turnover Intention, Higher Alternative Search Intention, Higher Thoughts of Quitting	Not evaluated	Healthcare industry and military	Total turnover	No referencing	High
Mitra et al. (1992)	A Meta-Analytic Review of the Relationship between Absence and Turnover	High Employee Absenteeism	Not evaluated	Financial service	Total turnover	No referencing	High
Cohen & Hudecek (1993)	Organizational Commitment-Turnover Relationship Across Occupational Groups: A Meta-Analysis	Lower Organizational Commitment	Not evaluated	Education, healthcare industry, financial service, food manufacturing, military and retail	Total turnover	Mentioned briefly in Discussion	High

Carson et al. (1994)	Promotion and Employee Turnover: Critique, Meta-Analysis, and Implications	Low Level of Actual Promotion	Not evaluated	Education, electric power industry, financial services, healthcare industry, food manufacturing and raw material extraction	Voluntary turnover	No referencing	High
Meglino et al. (2000)	A Meta-Analytic Examination of Realistic Job Preview Effectiveness: A Test of Three Counterintuitive Propositions	Lack of Realistic Job Preview	Not evaluated	Communication, financial service, healthcare industry, military, retail, and textile manufacturing	Total turnover	Mentioned briefly in background and hypothesis formulation	Low to mediocre
Griffeth et al. (2000)	A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium	Low Job Satisfaction, Low Work Satisfaction, Higher Perceived Alternatives, Low Performance Employees, High Absenteeism, Low Organizational Commitment, High Turnover Intentions, Lower Employee Age, Low Salary, Low Employee Tenure, Lower Job Involvement, Low Job Scope, Higher Alternative Search Intention	Not evaluated	Healthcare industry and military	Total turnover	Mentioned briefly in one parameter in the conclusion section	High

Meyer et al. (2002)	Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences	Low Affective, Continuance and Normative Commitment	Canada and United States of America (USA)	Not evaluated	Total turnover	No referencing	High
Harter et al. (2002)	Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis	Low Employee Age and Low Employee Satisfaction	Not evaluated	Communication, creative industry, education, electric power industry, financial service, healthcare industry, hospitality industry, retail, and transportation industry	Total turnover	No referencing	High
Zimmerman (2008)	Understanding the Impact of Personality Traits on Individuals' Turnover Decisions: A Meta-Analytic Path Model	Low Employee Agreeableness, Low Employee Conscientiousness, Low Employee Emotional Stability, High Employee Openness	Not evaluated	Not evaluated	Total turnover	Mentioned once in background section	High
Ng & Feldman (2009)	Re-Examining the Relationship between Age and Voluntary Turnover	Younger Employees	USA, Australia, Canada, UK, Netherlands, Switzerland, Mexico, China, Taiwan, South Korea	Not evaluated	Voluntary turnover	Mentioned once in research question formulation background	High
Zimmerman & Darnold (2009)	The Impact of Job Performance on Employee Turnover Intentions and the Voluntary Turnover Process: A Meta-Analysis and Path Model	Low Employee Job Performance	USA	Healthcare industry and retail	Voluntary turnover	No referencing	Mediocre to average

Podsakoff et al. (2009)	Individual- and Organizational-Level Consequences of Organizational Citizenship Behaviors: A Meta-Analysis	Low Employee Job Satisfaction, Lack of Organizational Citizenship Behaviours	Not evaluated	Not evaluated	Collective and individual total turnover	Mentioned briefly in hypothesis formulation and in future research recommendations	High
Swider & Zimmerman (2010)	Born to burnout: A meta-analytic path model of personality, job burnout, and work outcomes	High Employee Depersonalization	Not evaluated	Not evaluated	Total turnover	No referencing	High
Van Iddekinge et al. (2011)	Are You Interested? A Meta-Analysis of Relations Between Vocational Interests and Employee Performance and Turnover	Lack of vocational interest	Not evaluated	Construction, electronics industry, financial service, healthcare industry, legal service, military, retail, and transportation	Voluntary, involuntary, and total turnover	No referencing	High
Berry et al. (2012)	A Meta-Analysis of the Interrelationships between Employee Lateness, Absenteeism, and Turnover: Implications for Models of Withdrawal Behavior	High Absenteeism	USA, Canada, Israel, England and Australia	Financial service and health industry	Voluntary turnover	No referencing	High

Heavy et al. (2013)	Causes and Consequences of Collective Turnover: A Meta-Analytic Review	Less Employee Benefits, Low Dispute Resolution, Lack of High-Commitment HR systems, Lack of Internal Mobility, Lack of participation-enhancing work design, Low Salary, Low Skill Requirements, Low Staffing Selectivity, Low Employee Job Satisfaction, High Turnover Intentions, Younger Business Establishment(s), Low work site quality, Electronic Monitoring, Routinization, High Employee Age Diversity, More Alternatives in Job Market, High Proportion Female Employee, Younger Employees, Lower Mean Employee Tenure, Low proportion of unionized employees, Lack of worker's union, Lack of firm-specific training	Not evaluated	Not evaluated	Voluntary, involuntary, and total collective turnover.	Extensively referenced in hypothesis formulation and future recommendations sections	High
Clinton & Guest (2014)	Psychological contract breach and voluntary turnover: Testing a multiple mediation model	Low Employees' Organizational Trust	UK	Military	Voluntary turnover	No referencing	High

Rubenstein et al. (2018)	Surveying the forest: A meta-analysis, moderator investigation, and future-oriented discussion of the antecedents of voluntary employee turnover	More Alternatives in Job Market, Low Employees' Organizational Commitment, Low Employee Tenure, Low Employees' Job Satisfaction, Younger employees, Low employee education, High Number of Female Employees, High Employee Stress/Exhaustion, High Turnover Intention, Low Employees' Perceived Organizational Fairness, Low Salary	USA	Financial service, food manufacturing, healthcare industry, and military	Voluntary turnover	No referencing	High
Porter et al. (2018)	How Do Instrumental and Expressive Network Positions Relate to Turnover? A Meta-Analytic Investigation	Low Employee Job Satisfaction Low Employee Job Performance	Not evaluated	Not evaluated	Voluntary and total turnover	Mentioned briefly in background section	High

Author & Year	Title	Consequence(s)	Countries	Industry	Turnover Type	Retention Referencing	Quality
Heavy et al. (2013)	Causes and Consequences of Collective Turnover: A Meta-Analytic Review Analytic Investigation	Lower Customer Satisfaction, Lower Profit margins, Less production efficiency, Less sales efficiency, More counterproductivity, Higher error/loss rate	Not evaluated	Not evaluated	Voluntary, involuntary, and total collective turnover.	Extensively referenced in hypothesis formulation and future recommendations sections	High
Hancock et al. (2013)	Meta-Analytic Review of Employee Turnover as a Predictor of Firm Performance	Worst Customer Service, Lower product/service quality and lower work environment safety	Not evaluated	Finance industry, healthcare industry, electronics industry, transportation industry, retail industry	Voluntary, involuntary, and total collective turnover.	Mentioned briefly in methods and discussion section	High

Appendix B

Results of the analysis of causes and consequences in retention meta-analyses

Author & Year	Title	Cause(s)	Countries	Industry	Turnover Referencing	Quality
Martin & MacDonnell (2012)	Is telework effective for organizations? A meta-analysis of empirical research on perceptions of telework and organizational outcomes	Telework	Australia, Belgium, Ireland, Spain & the USA	Not evaluated	Turnover intention is mentioned throughout the paper	Mediocre to above average
Deery & Jago (2015)	Revisiting talent management, work life balance and retention strategies	Work life balance	Cyprus, Spain, Portugal, Estonia, Latvia, Lithuania, the USA, India, Taiwan, The Netherlands, Cameroon and China. Israel, Pakistan.	Hospitality industry	Are using turnover literature and writes about turnover throughout the paper	High
Holtom & Darabi (2018)	Job Embeddedness Theory as a Tool for Improving Employee Retention	Fear of material/psychological losses, relationships within the organization, employee engagement	Not evaluated	Not evaluated	Is used as a key word and mentioned throughout the paper	High
Pandita & Ray (2018)	Talent management and employee engagement – a meta-analysis of their impact on talent retention	Talent attraction, talent management, employee engagement and the employee's relationships within the organization	A global context with focus on Western countries	Not evaluated	Reducing turnover is mentioned in the conclusion	Low to mediocre

Guzeller & Celiker (2019)	Examining the relationship between organizational commitment and turnover intention via a meta-analysis	Right personal selection, performance evaluation techniques, promotion, training and development opportunities, career opportunities and talent management	Not evaluated	Tourism and hospitality industry	Turnover, mainly turnover intention, is mentioned throughout the text	Mediocre to above average
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Author & Year	Title	Consequence(s)	Countries	Industry	Turnover Referencing	Quality
Martin & McDonnel, 2012	Is telework effective for organizations?: A meta-analysis of empirical research on perceptions of telework and organizational outcomes	Decreased turnover intention	Australia, Belgium, Ireland, Spain, and the USA	Not evaluated	Turnover intention is mentioned throughout the paper	Mediocre to above average
Holtom & Darabi, 2018	Job embeddedness theory as a tool for improving employee retention	Embedded employees, increased task performance, increased positive behaviour on behalf of the organization, decreased counterproductive work behaviour	Not evaluated	Not evaluated	Is used as a key word and mentioned throughout the paper	High
Pandita & Ray, 2018	Talent management and employee engagement – a meta-analysis of their impact on talent retention	Increased positive behaviour on behalf of the organization Increased organizational commitment	A global context with focus on Western countries	Not evaluated	Reducing turnover is mentioned in the conclusion	Low to mediocre

Appendix C

Subcategories for turnover causes

Job Alternatives Variables	Younger Employees	Low proportion of unionized employees	Low Employee Organizational Commitment	High Female Employee Proportion
<p>Includes:</p> <ul style="list-style-type: none"> • More Alternatives Available in Job Market • Employee Higher Alternative Search Intention • Higher Employee Perception of Alternatives 	<p>Includes:</p> <ul style="list-style-type: none"> • Low Employees' Age • Low Mean Average of Employees Age 	<p>Includes:</p> <ul style="list-style-type: none"> • Lack of workers union 	<p>Includes:</p> <ul style="list-style-type: none"> • Low Employee Affective Commitment • Low Employee Continuance Commitment • Low Employee Normative Commitment 	<p>Includes:</p> <ul style="list-style-type: none"> • Low Proportion of Male Employees

Appendix D

Full results for strength of connections between turnover and retention

Turnover Causes	Connection Strength	Retention Causes
Job Alternatives Variables	Relevant	Career Opportunities
Job Alternatives Variables	Relevant	Fear of Material/Psychological Losses
Employees Organizational Commitment	Relevant	Employee Engagement/Commitment
High Employees' Openness	Non-relevant	Relationships Within the Organization
Low Employees' Agreeableness	Recent	Relationships Within the Organization
Lack of Staffing Selectivity	Recent	Right Personal Selection/Talent Attraction
Electronic Monitoring	Recent	Flexible Workdays/Office Space
Electronic Monitoring	Recent	Strong Communication
Employees' Stress/Exhaustion	Recent	Flexible Workdays/Office Space
Employees' Stress/Exhaustion	Recent	Work Life Balance
Lack of RJP's	Fairly Relevant	Work Life Balance
Low Salary	Recent	Promotion

Lack of Promotion	Fairly Relevant	Promotion
Lack of Promotion	Fairly Relevant	Talent Management
Low Employee Performance	Relevant	Talent Management
Low Employee Benefits	Recent	Talent Management
Employees' Education	Recent	Training and Development Opportunities
Lack of Firm-Specific Training	Recent	Training and Development Opportunities
Employee Depersonalization	Recent	Work-life Balance
Employee Depersonalization	Recent	Performance Evaluation Techniques
Employee Depersonalization	Recent	Flexible workdays/office space (telework)
Employees' Age Diversity	Recent	Right personal selection/talent attraction
Employees' Education	Recent	Career Opportunities
Employees' Education	Recent	Promotion
Employees' Low Organization Trust	Recent	Relationships within the organization
Employees' Low Perceived Control	Non-relevant	Employee Engagement/commitment
Employees' Openness	Recent	Career Opportunities
Employees' Stress/Exhaustion	Recent	Flexible workdays/office space (telework)

Employees' Stress/Exhaustion	Recent	Work-life balance
Female Employee Proportion	Recent	Right personal selection/talent attraction
Job Alternatives Variables	Relevant	Promotion
Job Alternatives Variables	Relevant	Work-life balance
Lack of Dispute Resolution	Recent	Strong Communication
Lack of Dispute Resolution	Recent	Relationships within the organization
Lack of High-Commitment HR systems	Recent	Talent Management
Lack of Job Enrichment	Non-relevant	Training and development opportunities
Lack of Organizational Citizenship Behavior	Recent	Talent Management
Low Employee Benefits	Recent	Talent Management
Low Employee Engagement	Relevant	Employee Engagement/commitment
Low Employees' Conscientiousness	Recent	Fear of material/psychological losses if leaving
Low Employees' Emotional Stability	Recent	Relationships within the organization

Low Employees' Emotional Stability	Recent	Performance evaluation techniques
Low Employees' Performance	Relevant	Training and development opportunities
Low Employees' Tenure	Relevant	Talent Management
Low Job Satisfaction	Relevant	Talent Management
Low Job Satisfaction	Relevant	Relationships within the organization
Low Job Satisfaction	Relevant	Work-life balance
Low Job Satisfaction	Relevant	Flexible workdays/office space (telework)
Low Job Scope	Non-Relevant	Career Opportunities
Low Job Scope	Non-Relevant	Training and development opportunities
Low Job Skill Requirements	Recent	Training and development opportunities
Low proportion of unionized employees	Recent	Relationships within the organization
Low work site quality	Recent	Talent Management
Routinization	Recent	Flexible workdays/office space (telework)
Thoughts of Quitting	Non-relevant	Talent Management

Thoughts of Quitting	Non-relevant	Fear of material/psychological losses if leaving
Turnover	Non-relevant	Talent Management
Turnover Intentions	Relevant	Talent Management
Turnover Intentions	Relevant	Fear of material/psychological losses if leaving
Younger Business Establishment	Recent	Talent Management
Younger Employees	Relevant	Fear of material/psychological losses if leaving
Younger Employees	Relevant	Talent Management
Younger Employees	Relevant	Training and development opportunities
Younger Employees	Relevant	Right personal selection/talent attraction
Younger Employees	Relevant	Career Opportunities

Turnover Consequences	Connection Strength	Retention Consequences
Counterproductivity	Recent	Decrease counterproductive work behaviours
Higher Error/Loss rate	Recent	Decrease counterproductive work behaviours
Higher Error/Loss rate	Recent	Increased task performance
Low Customer Satisfaction	Recent	Increased positive behaviour in behalf of the organization

Lower Product/Service Quality	Recent	Decrease counterproductive work behaviours
Lower Product/Service Quality	Recent	Increased task performance
Low Profit Margins	Recent	Decrease counterproductive work behaviours
Low Profit Margins	Recent	Increased task performance
Lower Level of Sales Efficiency	Recent	Decrease counterproductive work behaviours
Lower Level of Sales Efficiency	Recent	Increased task performance
Lower work environment safety	Recent	Embedded employees