



INFLUENCE OF DEMOGRAPHIC VARIABLES ON EMPLOYEE RETENTION: AN EVIDENCE FROM IT SECTOR

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Abstract

Employee retention is a major challenge for businesses in a variety of industries. Designing efficient solutions to improve organisational stability and productivity requires an understanding of the elements that affect staff retention. Employee retention may be influenced by demographic factors such as age, gender, education level, and length of employment. This abstract provides a thorough examination of the relationship between demographic factors and employee retention, underlining the importance of this relationship and its consequences for modern labour dynamics.

This study aims to establish a clear link between demographic variables and employee retention in IT companies. The impact of demographic characteristics, including age, income, education, qualification, work experience, and personnel type, on employee retention is thoroughly analysed. By examining the impact of demographic factors, this study contributes to enhancing our understanding of the factors that affect employee retention. The research was conducted on a sample of 400 employees in the IT sector in Delhi and NCR, providing valuable insights into this specific industry. The purpose of this study is to explore the relationship between demographic variables and employee retention in IT companies. By investigating these factors, the study seeks to uncover their significance and implications for retaining employees in IT companies. Through statistical analysis and data interpretation, the study aims to establish a clear linkage between demographic variables and the dependent variable of employee retention.

Keywords: Demographic factors, organisational stability, IT companies, labour dynamics, & employee retention.

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1. Introduction

The IT sector in India has experienced significant growth, outpacing other industries, and is known for its employment opportunities. However, the sector faces challenges in retaining talent due to the constant search for the best employees. Human resources play a crucial role in the success of any organization, making it essential to foster a high-performance culture that encourages employee retention (Porter, 2001). To achieve organizational goals,

companies must adopt high-performance practices to attract and retain top talent. IT companies have recognized that retention is a critical issue and can provide a competitive advantage. By implementing effective retention strategies, such as offering competitive salaries, providing growth opportunities, and creating a positive work environment, companies can enhance their chances of retaining valuable employees (Walker, 2001). Employee retention is a crucial aspect for the success of any company, and researchers have focused on understanding the reasons behind employee turnover and retention. (Reitz and Anderson, 2011) highlight the importance of understanding the factors that contribute to why employees choose to stay in their jobs. On the other hand, Cardy and Lengnick (2011) emphasize the significance of investigating why employees leave their positions. To delve deeper into the predictors of employee turnover, researchers have identified various factors. These factors are categorized into human resource management-related factors (Lyer, 2011; Kuttappa, 2013), job-related factors (George, 2015), personal factors (Zhang, 2016), and organizational factors (Keenam, 2015). Human resource management-related factors encompass aspects such as employee benefits, compensation, training and development opportunities, and work-life balance. Job-related factors involve elements like job satisfaction, workload, task variety, and career growth prospects. Personal factors include individual characteristics such as skills, values, and motivations that influence an employee's decision to stay or leave. Organizational factors encompass the overall work environment, organizational culture, leadership style, and the presence of supportive policies and practices. Understanding and addressing these different factors can help organizations develop effective strategies for employee retention. By focusing on improving human resource management practices, providing fulfilling job experiences, considering individual needs and aspirations. According to Hom et al. (2017) "Employee turnover is experiencing pattern shift". Demographic factors are reviewed in employee retention as they have strong influence on turnover. Lambert et al. (2012) found demographic factors as potential antecedents. In addition to this, job embedded theory provided evidence of linkage between demographic factors and employee retention.

According to Dess and shaw (2001), turnover result can have direct or indirect impact on cost, which may impact organisational success. The study attempts to analyse the demographic factors and its influence on employee retention. The current study examines the impact of demographic factors on employee retention. This study offers a clarification on the part of job embedded theory in mediating the association between demographic factors and employee retention.

2. Review of Literature

The goal of the review of literature is to get an overview of the research already being done on demographic characteristics and employee retention. This study concluded that the employees are satisfied with their jobs and dedicated to their assigned tasks.

2.1 Demographic Factors

Demographic factors play a vital role in employee retention. Agyeman & Ponniah (2014) states that demographic factors found a relationship with employee retention. Successful organisations value its employees, which gives them competitive advantage Akovab & Tanriverdic (2015). In another study, Almalki, Fitz Gerald & Clarke (2012) found significant

associations between employee retention and demographic variables such as age, marital status and education level. Therefore, demographic factors are considered as influencing factor on employee retention.

This study discussed the following demographic factors that influence employee retention. several studies in which demographic factors have been employed to analyse impact on employee retention (Furnham et al. 2009). The most important factor is the employee age which was found to have a strong influence on employee retention. One study which was conducted by Borman and Dowling (2008) on teacher attrition and retention which indicated that above 51 or above were more satisfied than 40 years. Lueken et al. (2004) stated that retained employees are more likely to be male than female. With respect to years of service, Schroder (2008) reported that employees with long association in the organisation have familiarity with their role and responsibility and attained a highest position in the organisation than those with lower tenure.

Level of education is also an influencing factor and have close association with employee retention. Highly educated employees found to be less satisfied than less educated employees. Marital status also an influencing factor. Crawly (2005) stated that married employees have higher intention to leave the company due to family commitment then unmarried employees. Higher income level groups are significant and influencing factor. A study was conducted and found a close association between pay and retention (Kelly, 2004)

The demographic factors chosen for the study from the review of literature are;

- a) Gender
- b) Age
- c) Type of Personnel
- d) Job function
- e) Work experience
- f) Education

It was found that these factors were found to be influencing factor on employee retention, hence need to be included in the study.

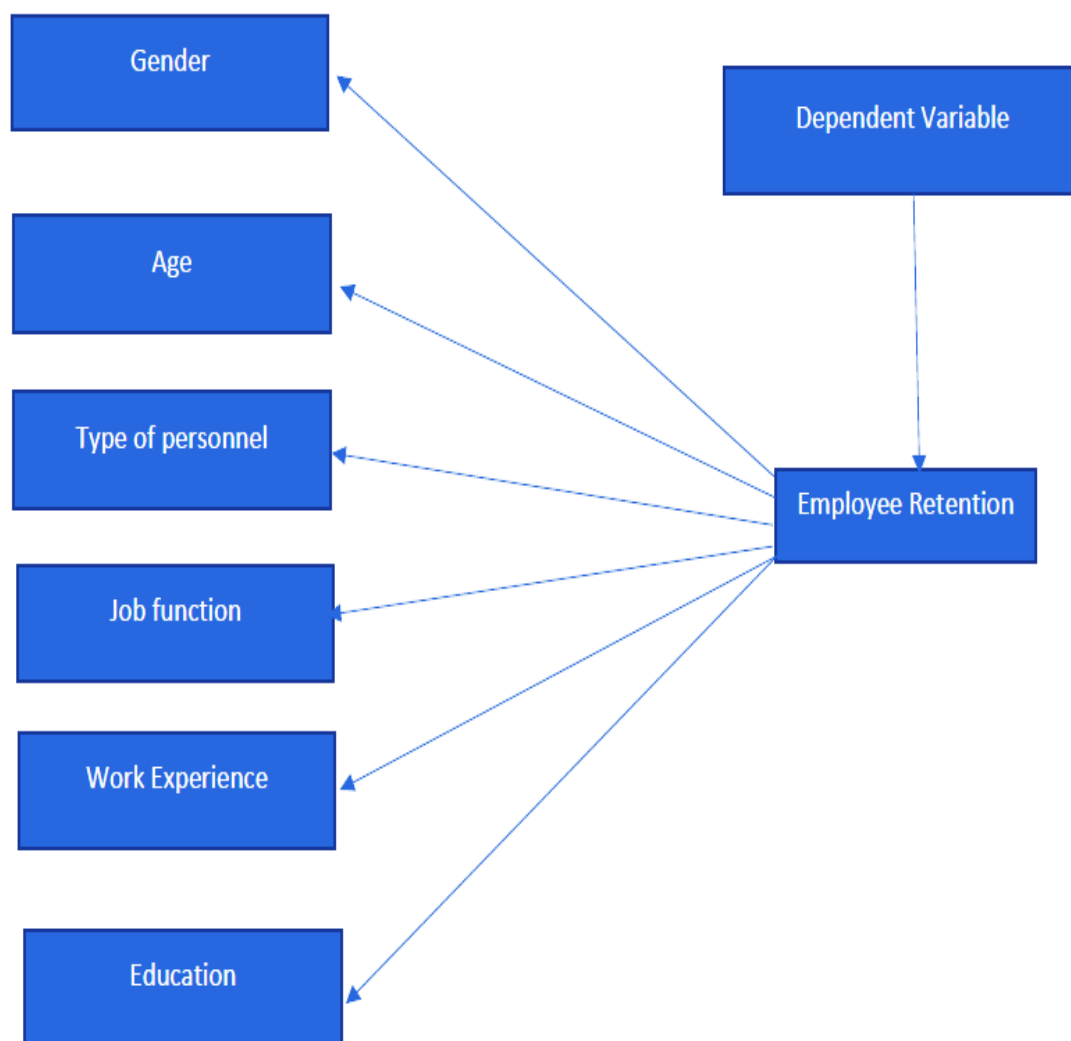
2.2 Retention Factors

Innovative human resource practices help in employee retention. A study conducted by Walker (2001) identified seven factors that can enhance employee retention. These are i) Provision of tough task ii) compensation and appreciation of work done iii) relationship with colleague iv) friendly environment v) work life balance vi) good communication vii) career opportunities. Hytter (2007) found that organisations have a direct influence on employee retention. Organisational factors such as rewards, leadership, career opportunity, training and development have a positive influence on employee retention.

2.3 Proposed framework

Employee retention is the dependent factor and demographic factors are the independent variables. This study examined the influence of demographic variables on employee retention. Proposed framework is as follows.

Figure 1: Proposed Framework of Employee Retention



Source: Based on primary data

3 Hypothesis of the study

There is no significant relationship between retention and demographic factors i.e., Age, income, education, work experience, type of personnel.

4 Objective of the study

- To determine the influence of demographic variables i.e., Age, income, education, work experience, type of personnel on employee retention.

5. Research Methodology

The study aims at analyzing the significant influence of demographic variables on employee retention. IT professionals and HR professionals working in IT companies

were selected as respondents as a sample. The instrument consisting of the statements about employee retention based on literature review from (Ramsay et al., 2000) was used to collect the responses from 400 respondents (Delhi NCR, India) between March and April, 2021. Survey was conducted to collect the data from 400 employees (IT professional and HR professionals) in Delhi & NCR. A stratified sampling method was used for the study. Data were analyzed using descriptive statistics and regression analysis to test the hypothesis.

6. Analysis and Interpretation

Table 1: Reliability Testing

| | |
|------------------|--------------|
| Cronbach's Alpha | No. of Items |
| .941 | 13 |

Source: SPSS Statistics outcome

Table 1 represents the reliability statistics of employee retention is .941 which is greater than .9 and no of items were 13.

Table: 2 Descriptive Statistics Results

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|-----|---------|---------|--------|----------------|
| ER | 400 | 1.13 | 3.75 | 2.4706 | .64916 |
| Valid N (listwise) | 400 | | | | |

Source: SPSS Statistics outcome

Table no. 2 shows that 400 respondents have been studied for this research and mean value is around 2.5 of employee retention, which shows that a mixed response is provided by the respondents for this variable.

Table no. 3 On the Basis of Employee-Age

Source: SPSS Statistics outcome

| S.No. | Employee Profile-Age | ER | | Total | Percentage (can be retain employees) |
|-------|----------------------|---------------|---------------------|-------|--------------------------------------|
| | | Can be retain | Difficult to Retain | | |
| 1 | <30 Yrs. | 106 | 57 | 163 | 65.03% |
| 2 | 31-40 Yrs. | 41 | 77 | 118 | 34.57% |
| 3 | 41-50 Yrs. | 65 | 54 | 119 | 54.62% |
| | Total | 222 | 178 | 400 | 55.50% |

Table No. 3 shows that age is having a significant impact on employee retention. In the age group of less than 30 years and employees more than 40 years have less attrition rate or they can be retained easily in the organization, but employees with the age group between 31-40 years are volatile and change the organization. For a new comer lot many opportunities are provided by the organization and a person above 40 needs stability hence these two segments are less mobile in comparison to employees who have some experience and can move easily.

Table No.4 On the Basis of Employee-Type of Personnel

| S.No. | Employee Profile-Type of Personnel | ER | | Total | Percentage (Can be retain) |
|-------|------------------------------------|---------------|---------------------|-------|----------------------------|
| | | Can be retain | Difficult to retain | | |
| 1 | IT Professionals | 195 | 155 | 350 | 55.71% |
| 2 | HR Professionals | 27 | 23 | 50 | 54.00% |
| | Total | 222 | 178 | 400 | 55.50% |

Source: SPSS Statistics outcome

Table no. 4 shows a cross tabulation of type of personnel* Employee Retention (ER), the difference in the perception of IT and HR professionals can be seen that in all sphere IT professionals are positive towards organizational policies. 55.71% of IT professionals admitted that the organization atmosphere is helpful to stay in the organization, on the contrary 55% HR professionals admitted that organizational policies are helpful to stay in the organization.

Table 5 On the Basis of Employee-Gender

| S.No. | Employee Profile-Job Gender | ER | | Total | Percentage (Can be retain) |
|-------|-----------------------------|---------------|---------------------|-------|----------------------------|
| | | Can be retain | Difficult to Retain | | |
| 1 | Male | 153 | 119 | 272 | 56.25% |
| 2 | Female | 69 | 59 | 128 | 53.90% |
| | Total | 222 | 178 | 400 | 55.50% |

Source: SPSS Statistics outcome

Table no. 5 shows a cross tabulation of Gender* Employee Retention (ER), in retaining the employee's male and females have almost same perception. 56.25% of males and 53.90% of females says that organizational atmosphere is positive to retain the employees in the organization.

Table No:6 On the Basis of Employee-Job Function

| S.No. | Employee Profile-Job function | ER | | Total | Percentage (Can be retained) |
|-------|-------------------------------|-----------------|---------------------|-------|------------------------------|
| | | Can be Retained | Difficult to retain | | |
| 1 | Software Engineer | 157 | 124 | 281 | 55.87% |
| 2 | System Analyst | 15 | 14 | 29 | 51.70% |
| 3 | IT Consultant | 41 | 14 | 55 | 74.54% |
| 4 | Others | 9 | 26 | 35 | 25.71% |
| | Total | 222 | 178 | 400 | 55.50% |

Source: SPSS Statistics outcome

Table no. 6 shows a cross tabulation of Job Function* Employee Retention (ER), in employee retention same pattern can be seen as employee performance. 74.54% of IT consultant, 55.87% of software engineer and 51.70% of system analyst says that they feel that organizational atmosphere is supportive to retain the employees in the organization. On the contrary only 25.71% of others say that organizational atmosphere is congenial to retain the employees.

Table No: 7 On the Basis of Employee-Work Experience

| S.No. | Employee Profile- Work Experience | ER | | Total | Percentage (Can be retained) |
|-------|--------------------------------------|-----------------|---------------------|-------|---------------------------------|
| | | Can be retained | Difficult to retain | | |
| 1 | < 5 Yrs. | 149 | 120 | 269 | 55.39% |
| 2 | 5-10 Yrs. | 23 | 18 | 41 | 56.09% |
| 3 | 10-15 Yrs. | 11 | 17 | 28 | 39.28% |
| 4 | > 15 Yrs. | 39 | 23 | 62 | 62.09% |
| | Total | 222 | 178 | 400 | 55.50% |

Source: SPSS Statistics outcome

Table no. 7 shows a cross tabulation of Work experience* Employee retention (ER), 62.09% of employees with more than 15 years of experience, 56.09% employees of 5-10 years of experience, 55.39% of employees having less than 5 years of experience, and 39.28% employees having 10-15 years of experience feels that organizational policies and practices provides congenial atmosphere to retain the employees in the organization.

Table No: 8 On the Basis of Employee-Education

| S.No. | Employee Profile- Education | ER | | Total | Percentage (Can be retained) |
|-------|--------------------------------|-----------------|---------------------|-------|---------------------------------|
| | | Can be retained | Difficult to retain | | |
| 1 | Graduate | 90 | 54 | 144 | 62.50% |
| 2 | Post Graduate | 100 | 63 | 163 | 61.34% |
| 3 | Super Specialization | 34 | 59 | 93 | 36.55% |
| | Total | 224 | 176 | 400 | 56.00% |

Source: SPSS Statistics outcome

Table no. 8 Employee retention (ER) shows a cross tabulation of Education (ER), which shows that with the increase in the level of education it is difficult to retain the employees in the organization. 62.50% graduates, 61.34% post graduates and only 36.55% of employees with super specialization are positive about organization practices regarding retaining the employees.

Table No:9 Regression analysis Model Summary

| Model Summary b | | | | | | |
|--|---|-------------------|----------|-------------------|----------------------------|---------------|
| Type of Personnel | | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| IT Professionals | 1 | .956 ^a | .925 | .920 | .64510 | 2.310 |
| HR Professionals | 2 | .846 ^b | .946 | .940 | .84510 | 2.240 |
| a. Predictors: (Constant), Gender, age, type of personnel, job function, work experience and education | | | | | | |
| b. Dependent Variable: Employee Retention | | | | | | |

Source: SPSS Statistics outcome

Table No: 10 ANOVA Analysis

| Anova ^b | | | | | | | |
|--|---|------------|----------------|-----|-------------|---------|-------------------|
| Type of Personnel | | | Sum of Squares | df | Mean Square | F | Sig. |
| IT Professionals | 1 | Regression | 76.651 | 3 | 25.901 | 128.690 | .000 ^b |
| | | Residual | 67.493 | 346 | .197 | | |
| | | Total | 144.144 | 349 | | | |
| HR Professionals | 2 | Regression | 13.912 | 3 | 4.637 | 27.340 | .000 ^b |
| | | Residual | 7.803 | 46 | .170 | | |
| | | Total | 21.715 | 49 | | | |
| a. Dependent Variable: Employee Retention | | | | | | | |
| b. Predictors: (Constant), Gender, age, type of personnel, job function, work experience and education | | | | | | | |

Source: SPSS Statistics outcome

Table no: 11 Coefficient Table

| Coefficients ^a | | | | | | | | | |
|---|---|-------------------|------------------------------|------------|----------------------|--------|------|-------------------------|-------|
| Type of Personnels | | | Unstandardize d Coefficients | | Standard Coefficient | t | Sig. | Collinearity Statistics | |
| | | | B | Std. Error | Beta | | | Toleranc e | VIF |
| 1 IT Prof. | 1 | (Constant) | .476 | .105 | | 4.524 | .000 | | |
| | | Age | .486 | .042 | .551 | 11.715 | .000 | .613 | 1.630 |
| | | Gender | .354 | .035 | .0224 | 7.442 | .000 | .620 | 1.613 |
| | | Type of personnel | .282 | .033 | .326 | 8.417 | .000 | .902 | 1.109 |
| | | Job function | .356 | .041 | .426 | 9.715 | .000 | .620 | 1.522 |
| | | Work Exp | .284 | .035 | .0214 | 7.142 | .000 | .656 | 1.113 |
| | | Education | .240 | .081 | .254 | 7.417 | .000 | .902 | 1.102 |
| 2 HR Prof. | 1 | (Constant) | .353 | .252 | | 1.401 | .168 | | |
| | | Age | .510 | .091 | .616 | 5.613 | .000 | .648 | 1.544 |
| | | Gender | .255 | .064 | .0108 | 8.992 | .000 | .657 | 1.322 |
| | | Type of personnel | .240 | .088 | .254 | 6.719 | .000 | .896 | 1.116 |
| | | Job function | .492 | .084 | .612 | 5.715 | .000 | .618 | 1.428 |
| | | Work Exp | .272 | .035 | .0314 | 6.142 | .000 | .630 | 1.110 |
| | | Education | .240 | .081 | .254 | 8.417 | .000 | .857 | 1.107 |
| a. Dependent Variable: Employee Retention | | | | | | | | | |

7. Discussion

From the analysis, Gender, Age, Type of Personnel, Job function, Work experience, Education is taken as independent variables and retention is considered as dependent variable.

In the model summary table, R is .956 and .846 for the predictors in case of IT Professional and HR professionals. The R^2 is .925 in case of IT professional and .946 in case of HR professionals which means that demographic factors affect 92% of IT professionals and 94% of HR professionals. It shows the variability among dependent and independent variables. The adjusted R^2 is .842 and .812 w.r.t IT professionals and HR professionals. Table no.2 of ANOVA shows that significance values are less than .05; hence the model is significant for the study. In the coefficient table no.3, t value is calculated for Age is 11.715, which is $P < .05$, reflect the significant result. Similarly other variables are also correlated with employee retention and exhibit relationship between demographic variables and employee retention with respect to IT professionals and HR professionals. Significance shows that all independent variables are very much significant for the employee retention of IT professionals and HR professionals as all the values are less than .05. Alternative hypothesis is accepted in all the cases.

8. Conclusion

The study was conducted to fill the gap that few study were conducted to highlight retention issue in IT companies with respect to IT professionals and HR professionals. Based on the earlier studies, it can be concluded that high employee turnover is a critical issue in IT companies. This study was conducted to highlight and understand how demographic variables affect employee retention of the employees. It has been concluded from the study retention factors strongly associated to demographic characteristics. The review of literature identified that human resource practices are the most important means that influence employee retention in any organisation. It is therefore concluded that increasing employee satisfaction by creating congenial environment and providing ample career opportunities to employees are the retention strategies that can minimise employee turnover.

9. Recommendation

This study pursued to identify the various demographic characteristics and their influence on employee retention in IT companies. Regression analysis was done to identify a positive relationship between independent and dependent variables. Thus, in the present study retention factors are highly interrelated with demographic factors. Hence, it is determined that demographic characteristics can help to retain the employees at the work place. From the above study some of the recommendations are as follows: Organizations should pay special attention to retaining employees in the age group of 31-40, as this is a crucial phase in their careers where they possess valuable experience and expertise. To achieve this, continuous efforts must be made to improve the overall atmosphere of the organization, particularly for HR and IT professionals who play significant roles in driving organizational success. By creating a supportive and engaging environment, organizations can increase the likelihood of retaining these key individuals.

To cater to the specific needs of women in the organization, it is important to implement innovative human resource practices. This could include offering flexible working arrangements, providing mentorship programs, and ensuring equal opportunities for growth and development. By acknowledging and addressing the unique challenges faced by women in the workplace, organizations can enhance their job satisfaction and overall retention.

Retaining HR professionals within the organization requires tireless efforts and a focus on their specific needs. HR professionals play a critical role in shaping the organization's culture, managing employee relations, and implementing effective human resource strategies. Therefore, it is essential to create an environment that values their contributions, provides opportunities for professional growth, and recognizes their expertise. By doing so, organizations can increase the likelihood of retaining these valuable HR professionals.

Employers should also revise their human resource policies to retain employees with 10-15 years of experience. These individuals possess substantial industry knowledge and are often sought after by competitors. By revising HR policies, organizations can demonstrate their commitment to providing a rewarding and fulfilling work environment. This may involve offering competitive compensation packages, opportunities for career advancement, and a healthy work-life balance.

Highly qualified professionals require tailored engagement practices to ensure their retention. These individuals bring exceptional skills and knowledge to the organization and are vital for driving innovation and growth. By revising engagement practices, employers can create an environment that fosters their professional development, provides challenging assignments, and recognizes their achievements. Additionally, offering opportunities for continued learning and growth can further enhance their job satisfaction and loyalty to the organization.

In conclusion, retaining employees in key age groups and professional domains requires a strategic focus on creating a supportive and engaging work environment. By implementing innovative human resource practices, revising HR policies, and tailoring engagement strategies, organizations can significantly improve their chances of retaining valuable employees. By recognizing and addressing the specific needs and aspirations of these individuals, organizations can foster loyalty, boost productivity, and ensure long-term success.

10. Implications of the study

Nowadays employee retention is a critical issue in IT companies. So, HR manager must incorporate employee retention strategies to act globally. It is clear from the analysis that study of demographic factors contributed to employee retention.

11. Scope for the further research

The study examines the influence of demographic characteristics on employee retention. Still other factors, like job embeddedness may be considered as a moderating variable to explain demographic variables and employee retention relationship. Each study has its own limitations, but each constraint has scope for further research.

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