

Staying power: how colleagues and customers influence the sustainability and culture of an organization with a focus on retention and the intention to stay – A systematic literature review.

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Abstract

Employees and customers can positively influence the sustainability and culture of an organization. It is highly regarded that there is a connection between the positive social and economic interactions of employee retention and creating a successful dynamic organization. This includes the retention of both loyal employees and a strong returning customer base. Why do employees and customers stay loyal to certain organizations? Put simply, why do they stay? This systematic literature review will assess the latest evidence of the connections between stakeholders, organizational sustainability, culture and retention of employees and customers, published between January 2016 and April 2021. A systematic search of SCOPUS, ERIC, Business Source Complete, and Academic Search Premier databases using predefined criteria. A total of 127 studies met the criteria and were considered for initial review. Additional criteria refined the articles for review to 32. The data collected shows colleagues and customers, job satisfaction, personal organizational fit, turnover, job embeddedness, and may also suggest a greater understanding of the complex phenomenon of employee's intention to stay.

Keywords: Organizational sustainability, intention to stay, job satisfaction, job embeddedness, quality management.

1. Introduction

The current COVID-19 pandemic has impacted organizations in new and unprecedented ways. Organizations, more than ever before, need to have a focus on sustainability combined with growth and retention of business (Ikram et al., 2021). Quality and control often have a human and social element that is often unable to be controlled by physics, chemistry or mathematics (Ishikawa, 1985). People want to feel empowered and valued in their workplace (Laloux, 2014). Ishikawa (1985) proposes putting quality control in the hands of all workers from all divisions. This idea is echoed and enhanced by Laloux (2014) who proposes that organizations embrace self-managing systems that employees are

proud to be a part of. Total engagement leads to satisfaction in life, autonomy, mastery and overall purpose (Pink, 2009).

Both intrinsic and extrinsic motivation are influential in creating a positive working environment (Brinia et al., 2020). According to Fundin et al. (2018), the ultimate driver behind achieving quality management needs to be the leadership culture, the knowledge of a products life cycle, innovation, and a knowledge of total quality management. Connections and interactions often build, change and have changing levels of both positive and negative power connections (Kershner & McQuillan, 2016; Snyder et al., 2008).

It is highly regarded that there is a connection between the positive social and economic interactions of employee retention and creating a successful dynamic organization. This includes the retention of both loyal employees and a strong returning customer base (Gordon et al., 2019; Sanchez-Cardona et al., 2021). The retention of employees is essential for the success of organizations (Sanche-Cardona et al., 2021) with the retention of employees for longer periods of time to contribute effectively to the organization's success (Dechawantanapaisal, 2018). Through retaining well-trained employees, organizations recoup some of what has been invested in an employee from recruitment to further training and development (Dechawantanapaisal, 2018; Rodrigues et al., 2020).

An educational organization is often affected by the inner climate of the culture and development of satisfactory human relationships (Brinia et al., 2020). This can be also be interpreted as total job satisfaction. Education, from the point of view of quality management Deming (2018), should be a system in which both students and teachers take joy from learning and teaching. The systems in place will always include planning for the future, and include investing in training and development (Deming, 2018). The effects of training may not be felt immediately, but rather can occur later, months or years later (Crosby, 1984; Deming, 2018). Crosby and Deming both stress that the benefits of investing in training and development will outweigh the costs. This is an investment in quality improvement that results in all employees understanding the essence of quality within the organization (Crosby, 1984). Employees and other stakeholders can positively influence the sustainability and culture of an organization (Ikram et al., 2021).

An important ingredient for fostering both growth and retention within an organization are stakeholders. Internal and external stakeholders and interested parties hold an influence on what develops with global and organizational sustainability (Dechawatanapaisal, 2020). The current needs and expectations of the stakeholders, both within and external, have a direct impact on the culture of sustainability and quality management (Ikram et al., 2021). Why do employees and customers stay loyal to certain organizations? Put simply, why do they stay?

The Swedish report on Agenda 2030 describes quality management being in the fifth generation, with a focus on sustainability. Looking towards the future, Agenda 2030 has developed quality management

research themes including 1. systems perspective applied, 2. stability in change, 3. models for smart self-organizing, 4. integration of sustainable development, and 5. higher purpose as quality management booster (Fundin et al., 2020). These themes are providing a focus for research for now and the future. The sustainability of a business through the longevity of employees is essential. The future research study will also connect to the UN Sustainable Development Goals for 2030, specifically goal 8 with the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (United Nations, n.d.). The connections between quality management and sustainability of an organization may be key to the future of human kind.

The purpose of this paper is to present findings from a systematic literature review to examine and assess the latest evidence of the connections between colleagues and customers, organizational sustainability and culture, and retention of employees that were published between January 2016 and April 2021.

2. Methods

A systematic search of four databases, SCOPUS, ERIC, Business Source Complete and Academic Search Premier. A predefined search string was used to search each database. The search string – employee AND retention AND organizations AND intention to stay was performed with publication date parameters of the last 5 years (2016-2021). Further restrictions were performed including scholarly/peer reviewed articles and English language publications. This search produced a total of 127 articles for review. From this point the abstracts were analyzed to be fit for purpose, the quality of the journal was assessed, duplicates removed, and finally some articles were discarded due to a lack of access to the full text. All articles were written in English, were peer reviewed and published in journals, included access to full text, and using the predefined search string “employee AND retention AND organizations AND intention to stay”, and published between 2016 and April 2021. This left a total of 32 individual articles reviewed in this paper.

3. Results and Discussion

The systematic literature review examined and assessed the latest evidence of connections between organizational sustainability and culture, and retention of employees and customers published between January 2016 and April 2021.

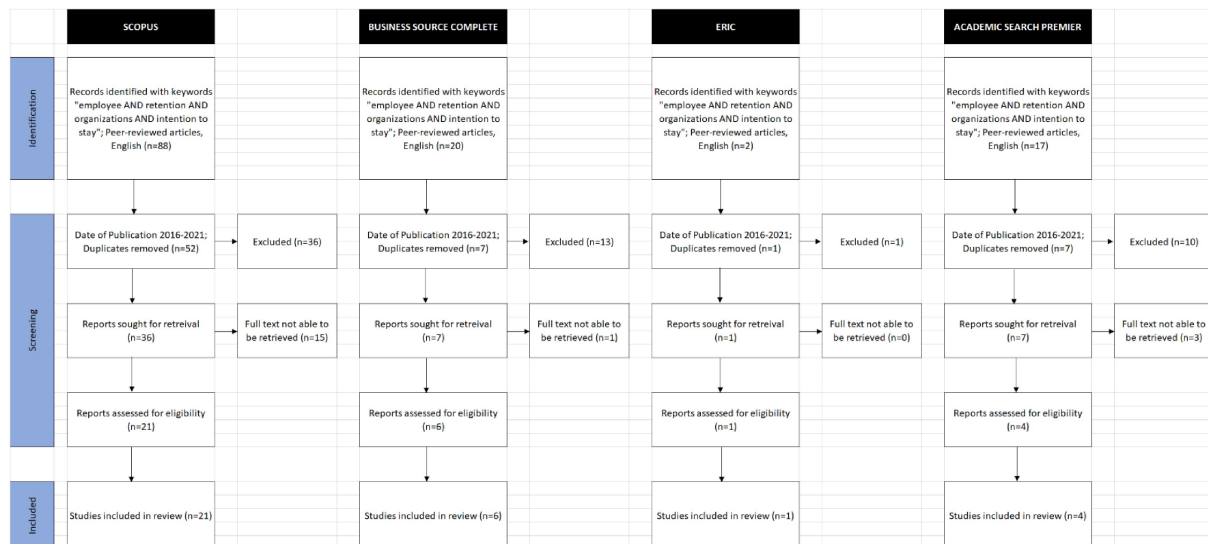


Figure 1. Flow chart of systematic literature review.

Date	Article Title	Journal	Industry	Location	Sample	Method	Findings
2021	The effect of on the job shocks on employees' intention to stay: an investigation of organizational embeddedness	Chinese management studies	Multi-industries	China	304 employees	questionnaire	Intention to stay can be affected negatively by on-the-job shocks. Human resource practices for increasing intention to stay in employees are discussed.
2021	Psychosocial influences on psychological distress and turnover intentions in the workplace	Safety science	Multi-industries	New Zealand	867 workers	cross sectional survey	Focus on workplace bullying. When there is high inclusion in an organization this can negate some of the workplace bullying. PFC is important in retaining employees.
2021	Internal corporate responsibility as a legitimacy strategy for branding and employee retention: A perspective of higher education institutions	Journal of open innovation: Technology, market, and complexity	Higher education	Pakistan	377 college faculty	survey data	Internal branding has an impact on an employees' intention to stay. The internal branding creates the internal culture and leads to enhancing the dynamics of open innovation.
2021	Job resources and employees' intention to stay: the mediating role of meaningful work and work engagement	Journal of management & organization	Multi-industries	Puerto Rico	217 employees	cross sectional survey	Meaningful work is positively associated with work engagement. Indirectly job resources are linked to intention to stay through meaningful work and work engagement.
2021	Assessing the healthcare sector using workplace safety and job satisfaction: a case study of Pakistan	Journal of Asian finance, economics and business	Healthcare	Pakistan	394 medical doctors	questionnaire	Job satisfaction is an essential aspect of why people stay with an organization. A disaffected employee may also stay with an organization as they have limited other options. Organizations that encourage a sense of safety may encourage employees to stay longer.
2020	The criterion-related validity of a short commensurate measure of personality based person-organization fit	International journal of selection and assessment	Human Resources	Netherlands	637 representative sample of professionals	questionnaire	When there is a perfect fit between the organization and employee both job satisfaction and intention to stay are found to be higher.
2020	The relationship between talent management practices and retention of generation 'Y' employees	Economics Research-Ekonomiska f6rskningar	IT division/USA	Pakistan	372 employees	questionnaire	Generation Y employees may be positively motivated to stay with an organization through mentoring, strategic leadership, and social media. Knowledge sharing had no significant effect on intention to stay.
2020	Reasons for staying with your employer: identifying the key organizational predictors of employee retention within a global energy business	Journal of occupational and environmental medicine	Energy	Multinational	30,094 employees	annual employee survey	Based on an annual employee survey to identify significant factors predicting employees' intention to stay with the organization. Factors identified relating to intention to stay were organizational engagement & relationship to supervisor. Factors influencing work engagement and organizational commitment were superior support and communication.
2020	Psychological diversity climate, organizational embeddedness, and turnover intentions: A conservation of resources perspective	Cornell hospitality quarterly	Hospitality	USA	1028 restaurant employees	online survey	Positive diversity climate may result in employees staying with an organization through organizational embeddedness.
2020	Perceived learning opportunities, behavioral intentions and employee retention in technology organizations	Journal of workplace learning	Technology	Brazil	440 employees	secondary data from survey	New and constant learning opportunities may influence the culture of an organization and encourage positive intentions to stay with an organization.
2020	Millennials' intention to stay and word-of-mouth referrals	Evidence-based HRM: a global forum for empirical scholarship	Multi-industries	Thailand	2640 millennial employees	questionnaire	Millennial (Generation Y) specific research. Managers should assess and monitor person-organization compatibility regularly. Communication of corporate culture, values, and norms need to be mutually shared.
2020	Empowering leadership: leading people to be present through affective organizational commitment?	The international journal of human resource management	Multi-industries	USA	294 full time employees	online survey	Empowering leadership may affect forms of employee attendance. Empowering leaders create an environment that allows employees to feel commitment to the organization.
2020	Employer brand to leverage employees' intention to stay through sequential mediation model: evidence from Indian power sector	International journal of energy sector management	Power sector	India	224 executive level employees	questionnaire	Employer brand can have a direct and indirect effect on an organization identification and employee retention.
2020	Evaluating the employability paradox: When does organizational investment in human capital pay off?	The international journal of human resource management	Multi-industries	UK	429 recent graduates	survey data	Exploratory study on the investment into employees training which is necessary to obtain high performance and the threat of loss employee to another organization before the original organization has achieved a positive return on the employee.
2020	Employer branding: a strategic tool for employee retention in IT industry	The IUP journal of brand management	IT	India	100 employees	questionnaire	Employer branding and belongingness positively affects the intention of the employees to stay in an organization.
2020	Exploring onboarding success, organizational fit, and turnover intention of software professionals	The journal of systems and software	IT	Ireland	102 software professionals	cross sectional survey	A successful onboarding program is key to talent management and retention of employees. A supportive environment is important at the start of an employees journey within an organization.
2020	Should I stay or should I go? Multi focus identification and employee retention in post-acquisition integration	Human relations	Medical	Germany	41 employees	mixed method study	Organizational and occupational identification do not entice an employee to leave or stay with an organization. Rather when combined with an employee disappointment this may trigger an employee to leave.
2019	Supervisor support and turnover in hotels: does subjective well-being mediate the relationship?	International journal of contemporary hospitality management	Hospitality	USA	234 non-managerial hotel employees	survey	Employees who perceive higher levels of support from their supervisors are less likely to leave an organization. Improvement of employee well-being and support can then reduce turnover and may increase employee satisfaction, quiet satisfaction and profits.
2019	The psychological mechanism linking employee work engagement and turnover intention: a moderated mediation study	Work	Media organizations	Pakistan	418 employees	survey data	Work engagement regulates turnover intention. Promotion of improving employee work engagement, trust and embeddedness reduces turnover intention.
2019	Commitment to social justice and its influence on job satisfaction and retention of nonprofit middle managers	Human service organizations: Management, leadership and governance	Nonprofit	USA	107 middle managers	online questionnaire	Organizational commitment is essential in the relationship between social justice, job satisfaction, and intention to stay.
2018	A contextual work-life experiences model to understand nurse commitment and turnover	Journal of advanced nursing	Nursing	Sri Lanka	own experiences	own experiences	The impact of work-life experiences to nurses' motivation to remain at an organization.
2018	The relationship between perceived training and development and employee retention: the mediating role of work attitudes	The international journal of human resource management	7 industries	UK	1800 employees	questionnaire	Model of job-related affect. Studies that examine employee retention should include a wider range of work attitudes that highlight pleasant forms of affect.
2018	The autonomy of retention in the U.S. federal government: Exit, voice, or money?	International public management journal	Federal government agencies	USA	37000 employees of government agencies	questionnaire	Public employees often have an inherent motivation for staying. Also addresses the contagion of affect of employees leaving an organization.
2018	Employee retention: the effects of internal branding and brand attitudes in sales organizations	Personnel Review	Construction	Thailand	702 business to business salespeople	questionnaire	The establishment of an internal brand leads to a positive effect on brand orientation which in turn has a positive impact on brand attitudes, brand commitment, and brand identification. This also connects positively to employee retention.
2017	Exploring the level of job embeddedness among college faculty	Journal of arts and social sciences	Higher education	Pakistan	450 college faculty	questionnaire	Demographics can impact on job embeddedness which then impacts of retention of employees.
2017	Can a flexibility/support initiative reduce turnover intentions and exits? Results from the work, family, and health network	Social problems	IT division/USA	USA	977 randomized field sample	survey data, personal interviews	Focus on a flexibility/supervisor support initiative (STAR) and the effect on turnover intentions and voluntary turnover within an organization.
2017	The mediating role of organizational embeddedness on the relationship between quality of work life and turnover	International journal of manpower	Healthcare	Thailand	422 healthcare professionals	questionnaire	Organizations may improve the retention of employees through offering intrinsic resources such as growth opportunities and healthy and caring work life quality.
2017	Mediator analysis of job embeddedness. Relationship between work-life balance practices and turnover intentions	Employee Relations	Multi-industries	India	209 employees	survey, structured questionnaire	Job embeddedness is a mediating variable between work-life balance and an employees intention to stay. Work-life balance practices can be used to embed employees in an organization and enhance their desire to stay.
2017	Retaining professionally employed new mothers: the importance of maternal confidence and workplace support to their intent to stay	Human resource management	Multi-industries	USA	40 first time mothers	multi-method study	Work-family conflict is an important cross-domain mechanism that combines confidence in a non-work role to a woman's intention to stay with an organization.
2016	What type of leadership in higher education promotes job satisfaction and increases retention?	Journal for leadership and instruction	Higher education	USA	59 higher educators	questionnaire	Intention to stay plays a moderator role between servant leadership variables and job satisfaction.
2016	Labor supply and productivity responses to non salary benefits. Do they work? If so, at what level do they work best?	Personnel Review	Higher education	USA	462 college faculty	online survey	Through offering non-salary benefits such as tuition discount this may increase retention and productivity in employees.

Figure 2. Articles included in paper sorted by descending date.

Within the up-to-date literature review the following main themes or ideas were found:

- *Colleagues and customers*
- *Job satisfaction;*
- *Personal fit;*
- *Turnover;*

- *Job embeddedness;*
- *Intention to stay.*

These themes will be discussed in the next section.

Colleagues and customers

Colleagues and customers are essential elements within organizations. Within large organizations there is often a diverse level of employees and employment requirements; reasons for employees staying and leaving an organization can vary between job roles (Steiner et al., 2020). As an organization changes over time so too might the organizational culture and this may change the demands and expectations of the employees (Steiner et al., 2020). Changes in organizational identity can cause discomfort, anxiety, conflict, and possibly loss of self-esteem for the employee (Iyer et al., 2020). Supervisors, managers and line managers often have a high-level role as to how an employee feels about their job and the organization (Gordon et al., 2019; Steiner et al., 2020). Managers who create favorable brand orientation experiences foster a sense of belonging and psychological attachment from an employee to the organization (Dechawantanapaisal, 2018; Tripathi et al., 2020). Improvement in support from supervisors to employees can increase engagement and retention (Gordon et al., 2019; Steiner et al., 2020). Improvement of employee well-being and support can then reduce turnover and may increase employee satisfaction, guest or customer satisfaction and lead to greater profits (Gordon et al., 2019; Tripathi et al., 2020).

Long term planning by the organization to improve and create inclusion models will help develop affective retention strategies (Steiner et al., 2020). Steiner et al. (2020) also draws attention to the bidirectional transactions that occur between an organization and an employee, where one favorable treatment or action by one participant leads to a favorable response, treatment or action by the other participant. This on-going “conversation” can lead to mutually beneficial arrangements and support for an employee's intention to stay.

Leaders who have successfully empowered subordinates have been associated with positive work outcomes (Kim & Beehr, 2020). Empowering leadership appears to be a valid and effective leadership style that benefits employees and organizations (Kim & Beehr, 2020). The employees are more likely to feel an intrinsic motivation of commitment to the organization (Kim & Beehr, 2020). Within the workforce the stakeholders may be represented by the employee, leaders within the organization and community (Vincent & Marmo, 2018). Employees who share the dedication of the employer may strengthen the mission, stability and focus of the organization (Vincent & Marmo, 2018). Building a strong internal brand that is believed in by the employee then creates positive attitudes that support the organizational brand and in turn then supports retention strategies (Dechawantanapaisal, 2018). The constant building and renewal of the organizational brand both internal and external should be the responsibility of all employees at all levels (Dechawantanapaisal, 2018).

The internal branding of an organization is suggested to be as important for internal stakeholders, e.g., employees of an organization, as the external branding for stakeholders outside of the organization, e.g., customers, vendors, communities (Dechawantanapaisal, 2018 & 2020; Ikram et al., 2021). This is due to the importance of retention of human capital or employees within an organization (Ikram et al., 2021). Through making the internal branding stronger the organization engages employees and incentives for high job performance (Ikram et al., 2021; Nandy & Rai, 2020; Tripathi et al. 2020). The organization brand should be seen as an important aspect of the organizational culture (Dechawantanapaisal, 2018). Both internal and external communication should be used regularly, and often run simultaneously, to strengthen both the internal and external stakeholder connections to the organization (Dechawantanapaisal, 2020; Nandy & Rai, 2020). This also helps to develop a brand-oriented culture from within the organization, or from the inside out (Dechawantanapaisal, 2018; Nandy & Rai, 2020).

Publicly funded organizations often lack high powered incentives to attract and retain employees over that of private organizations (Langbein & Stazyk, 2018). Employees of public organizations are often led to stay with due to more intrinsic motivations, this can include the employee voice within the organization (Langbein & Stazyk, 2018). The threat of loss of intrinsic motivators can become a deterrent on the turnover of an employee (Jolly & Self, 2020). The intrinsic resources can become a powerful tool to both employees and organizations, especially if they are unique to that particular organization (Jolly & Self, 2020). Intrinsic motivators listed by Jolly and Self (2020) included job security, autonomy, high quality leader-member exchange relationship, transformative leadership, psychological safety climate, a fair organization, organizational, team and job characteristics. The true loss of any of these areas is often not felt until after the employee has left the original organization and started at a new job/organization (Jolly & Self, 2020).

Healthcare organizations, such as hospitals and medical facilities, are by and large social institutions that have direct service to patients (Aluwihare-Samaranayake et al., 2018). Retention of the nursing staff within a healthcare organization is essential to the quality and future of the organization (Aluwihare-Samaranayake et al., 2018). Nurses may stay within an organization because of a commitment they feel to their immediate work environment. Aluwihare-Samaranayake et al. (2018) includes the following in the immediate work environment patients, families, profession, community and or country. Aluwihare-Samaranayake et al. (2018) focused on the smaller county of Sri Lanka and discussed that there are limited studies on the commitment of nurses to organizations outside of North America.

Retention of different generations of employees is important because each generation is characterized by different skills or attributes (Dechawantanapaisal, 2020) and they can both mentor and support each other through reverse mentoring (Younas & Bari, 2020).) Dechawantanapaisal (2020) states that

generation Y employees are typically passionate, have high expectations for themselves, are self-reliant, independent and prefer to work within a team environment.

Generation Y employees (born between 1980-2000) are the first digital generation, they are technologically savvy, energetic, and have an emphasis on learning and high expectations of career success (Dechawatanapaisal, 2020; Younas & Bari, 2020). Generation Y is also poised to take the roles left by the retirement of Generation X and Boomers (Langbein & Stazyk, 2018; Younas & Bari, 2020). Dechawatanapaisal (2020) and Tripathi (2020) also state that if a member of Generation Y finds little to no opportunities within their current organization, they will prefer to switch jobs and seek new career opportunities. Steiner et al. (2020) highlights that although traditionally financial reward was seen as motivational for encouraging employees for staying with an organization, this view is not necessarily shared by the new generation of employees, millennials and post millennials. More research in this area is needed.

Managers in organizations need to pay attention to current industry, region and competitor dynamics (Yang et al., in print). This enables them to stay competitive with salary, career development and increase employee's attachment to the organization through the perspective of suitability (Yang et al., in print). Steiner et al. (2020) found that financial rewards was not a key driver for organizational commitment or retention, rather recognition was linked with engagement and satisfaction. Steiner et al. (2020) also highlighted the role of perception of caring from an organization regarding an employee's health and well-being as this has been shown to enhance employee engagement within an organization. This leads to the understanding that quality colleagues and customers are important to the development of longevity in employee connections to an organization.

Job satisfaction

Many nonprofit organizations believe that job satisfaction is of critical importance to the overall success of the organization (Vincent & Marmo, 2018). Job satisfaction is a relative and subjective feeling that Vincent and Marmo (2018), describe as being a complex interaction of personal characteristics, including beliefs, desires, aspirations, work culture, work environment, the community in which the work is located, the social and even political environment. Vincent & Marmo (2017) used an online cross-sectional survey to examine middle managers orientation to social justice and if that was associated with job satisfaction, the intention to stay with the agency or organization, and if their commitment was impacted by these. They found that organization commitment has a critical role in the relationship between job satisfaction, social justice, and intention to stay.

Harris et al. (2016) defined job satisfaction as happiness at work. They conducted a quantitative study predicting happiness at work and employee intention to stay with an organization. An 84-item questionnaire survey was used to assess servant leadership practices including valuing people, developing people, building community, providing leaderships, displaying authenticity, and

sharing leadership. Servant leadership is described by Harris et al. (2016) as a social relationship that emphasizes employee's personal growth, involvement for all in decision making, and supporting the quality of organizational life. When employees are energized by their work, they are more likely to stay with an organization (Harris et al., 2016).

Sanchez-Cardona et al. (2021) studied the connections between meaningful work and work engagement in the relation between job resources and the intention to stay at work. They described job resources as including task variety, skill variety, and task significance, and found these factors to be positively related to meaningful work. From there Sanchez-Cardona et al. (2021) connected meaningful work to work engagements, all of which supported intention to stay with an organization. Gaining personal satisfaction through their work engagement and job resources creates motivation and a positive psychological connection to the organization and the employee's intention to stay (Aman-Ullah et al., 2021; Rafiq et al., 2019; Dechawatanapaisal, 2020; Sanchez-Cardona et al., 2021). A positive diverse organizational environment can decrease an employee's intentions to leave an organization (Jolly & Self, 2020).

Fletcher et al. (2018) found that employees are more likely to stay with an organization when they are engaged, have job satisfaction and have the additional tools of access to training and development. Organizational investment into career development helps to create sustainable employment through a stronger attachment to the organization when the employee is proactive in engaging in career self-management (Rodrigues et al., 2020). When a lack of attention is given to an employee's perception and reactions, this may affect the level of organizational obligation that the employee feels and may increase their tendency to leave the organization (Dechawantanapaisal, 2018).

Providing employees with the ability to have a voice in how an organization functions is an important factor in retention (Yang et al., in print; Langbein & Stazyk, 2018). The question then from the research is how much voice is too much voice before it affects the organization negatively and becomes ill-suited or unnecessary (Langbein & Stazyk, 2018). The positive effect of job satisfaction can be seen to have an impact on the employee's retention and intention to stay within an organization.

Personal fit

Person-organization fit refers to the compatibility between people, including employees and other parties, and the organization (Iyer et al., 2020). Trust is a concept that is reciprocal in the supervisor and subordinate role. Kim and Beehr (2020) suggest that further research could focus on trust as both the cause of leader empowerment and a result of it. Rafiq et al. (2019) states that trust along with employee work engagement, and job embeddedness is a way of improving employee retention. Leadership development opportunities supports the personal and professional growth of an employee (Vincent & Marmo, 2018). Employers need to be mindful and strategic in offering development opportunities (Vincent & Marmo, 2018)

Psychosocial safety climate (PSC) is used by Bentley et al. (2021) to discuss the psychological well-being of employees at an organizational level, specifically regarding work place bullying and the turnover intention of the employee. Bentley et al. (2021) used a cross-sectional online survey as part of the larger New Zealand Workplace Barometer (NZWB). The overall findings by Bentley et al. (2021) found that inclusion and positive diversity climate were linked to employee retention and turnover intentions. From an organizational level the positive psychological safety, culture and inclusion of an organization can powerfully change the experiences and intentions of an employee's desire to stay or leave an organization (Bentley et al., 2021). A sense or understanding of safety may encourage employees to stay with an organization (Aman-Ullah et al., 2021). Bentley et al. (2021) suggest future research could use longitudinal data collection to examine the impact of a psychosocial safety and inclusion climates on the workplace, as well as both the individual and organizational outcomes over time.

Iyer et al. (2020) created a personality measure that will measure the Big Five personality traits from Goldberg (1990, cited in Iyer et al., 2020) of emotional stability, extraversion, openness to experience, agreeableness, and conscientiousness. Person-organization fit is posed as a career variable, it impacts on workplace and career outcomes as well as career choice for an individual (Iyer et al., 2020). Iyer et al. (2020) and Sharma and Stol (2020) both found that person-organization fit is especially important in the process of the recruitment. The onboarding process of new employees is especially important in the first 90 days, this time period may be essential to the successful establishment of the new employee in the organization (Sharma & Stol, 2020). Iyer et al. (2020) also suggests that consideration is given to personality when forming teams or reworking teams, specifically finding complementary fit rather than a supplementary fit. The complementary fit would work especially well when a team is needing a specific trait or abilities. Iyer et al. (2020) also highlighted that future research could be formed around the role of tenure, or staying power, within an organization based on personality perceptions and organizational outcomes.

Diversity and inclusion within in an organization can have a positive effect on the employee's intention to stay (Jolly & Self, 2020). This is an increasing area of psychological interest that is both valuable to an organizations performance and becoming an ethical obligation to society (Jolly & Self, 2020). For many employees, the importance of work engagement and organizational commitment support the feeling of personal fit with the organization (Dechawatanapaisal, 2017; Steiner et al., 2020). There is a high connection between positive and well-being employee mindsets as a predictor of the employee's intention to stay at an organization (Sanchez-Cardona et al., 2021). Continuous internal employee feedback is essential for understanding in the employee organization fit (Rai & Nandy, 2020).

Turnover

Turnover of staff, voluntary or not, is costly to an organization, both in terms of training and recruitment (Sanchez-Cardona et al., 2021; Sharma & Stol, 2020; Vincent & Marmo, 2018; Yang et al., in print). Not all staff who demonstrate an intention to leave actually do leave (Aman-Ullah et al., 2021; Yang et al., in print). This also coincides with the idea that many dissatisfied employees will still stay with an organization (Aman-Ullah et al., 2021; Yang et al., in print). When this happens, what is the cost to the organization in terms of quality, culture and sustainability? This issue is not explored within the research scope of this paper.

Talent management is a term being used to describe the attraction, identification, development, and maintenance of talent and ability in employees within an organization (Younas & Bari, 2020). Through talent management practices such as mentoring, strategic leadership, and social media used by software companies and applied to generation Y (1980-2000 birth year) employees are more likely to remain or intend to stay with the same organization (Younas & Bari, 2020). Later born baby boomers are heading into retirement, more up and coming leaders are needed to fill the leadership ranks as this occurs (Vincent & Marmo, 2018). Generation Y or millennial workers have been transforming the workplace for the past decade or so (Dechawatanapaisal, 2020). This is influencing organizations and changing both organizational behaviors as well as turnover within an organization (Dechawatanapaisal, 2020).

Part of what was found by Moen et al. (2017) is that work is now about managing change. The organizational change is coming from both employers and employees with the traditional seniority managerial system being linked to job security disintegrating (Moen et al., 2017). Employees with positive responses to well-being, flexibility, and job satisfaction are more likely to stay connected to the organization (Moen et al., 2017). Flexible work policies and support for employees personal and family lives may reduce turnover intentions especially when clearly stated and with broad access for all (Moen et al., 2017; Yang et al., in print). Empowering all employees to work in a flexible manner with co-workers increases the effectiveness of employees both on and off the job (Dechawatanapaisal, 2020). Ladge et al. (2017) found that work-family conflict is an important cross-domain mechanism that combines confidence in a non-work role to a woman's intention to stay with an organization. A sense of safety strengthens the connections between employees as they feel taken care of by the organization, which in turn encourages employees to stay with the organization longer (Aman-Ullah et al., 2021; Ladge et al., 2017).

The engagement and retention of higher education employees is important for the academic organization (Harris et al., 2016). This can reduce or eliminate instability, time and cost involved with recruitment of high-quality staff (Harris et al., 2016). Harris et al. (2016) argues that leaders within an organization should maintain a healthy working environment that allows for empowerment of the employees. Providing incentives for professional development and growth adds to the well-being and feelings of work-based happiness for the employee (Harris et al., 2016).

Reducing turnover within an organization may inspire others to stay. Langbein and Stazyk (2018) put forward the idea that turnover intention may be contagious within an organization. That is when one person leaves an organization it will sometimes have a snowball effect of more employees choosing to depart. Further indirect costs might be felt by the remaining staff, including loss of morale, collaboration, pressure on remaining staff and loss of organizational knowledge (Dechawantanapaisal, 2018; Tripathi et al., 2020). Employee turnover also has the potential to decrease customer service quality, which then can lead to decreased customer satisfaction and decreased overall revenue (Jolly & Self, 2020).

Job embeddedness

Job embeddedness focuses on the retention of an employee rather than the turnover and recruitment (Ghaffar & Muhammad, 2017). Organizational embeddedness is often more complicated than simply listing resources and a more wholistic view needs to be taken with in combining the resources into a powerful tool for the organization (Jolly & Self, 2020). There is often a web of resources that is created over time (Thakur & Bhatnagar, 2017).

The creation of an organizational culture with a shared vision of social justice may influence the desire of employees to stay within a publicly funded organization (Vincent & Marmo, 2018). Employees who identify with the organizations values and behaviors are more likely to stay connected to that organization (Steiner et al., 2020). Organizations can increase the level of employee embeddedness by designing programs that instill and strengthen company values and culture (Steiner et al., 2020).

Embedding the mission, culture and philosophy of the educational institution improves job satisfaction and employee retention (Yang et al., in print; Harris et al., 2016). A positive attitude held by the employee towards the organization and its values adds to the employee engagement (Fletcher et al., 2018). Highly engaged employees are more likely to stay with an organization due to the strong personal connections that in many cases become a mutually beneficial relationship for both the employee and organization (Fletcher et al., 2018; Rafiq et al., 2019; Thakur & Bhatnagar, 2017). The work-life balance of an employee also essential to embedding the employee by building deeper contextual and perceptual forces (Thakur & Bhatnagar, 2017).

Both on the job and off the job factors influence and employee's decision to stay within an organization (Ghaffar & Muhammad, 2017). Research on job embeddedness is small compared to turnover and other topics of organizational behavior (Ghaffar & Muhammad, 2017). Employee embeddedness when combined with work-life balance practices encourages employees to stay in order to receive resources and accumulate more (Thakur & Bhatnagar, 2017). Internal communication increases employee embeddedness, especially when done in a humorous and relaxed style (Yang et al., in print) or through encouraging stories (Dechawatanapaisal, 2020).

Within the field of higher education, Spencer et al. (2016) found additional benefits to employees, such as reduced tuition for the employee and their dependents, could positively influence an employee's decision to remain at an institution and positively influence their productivity. This benefit would be of low-cost to the higher educational institution but could have a big effect on the life of the employee and their dependents (Spencer et al., 2016). Spencer et al. (2016) did state that this benefit also appears to be connected to the original base salary of the employee with low salary employees are more likely to be in favor of this particular benefit. Higher education was also studied by Ghaffar and Muhammad (2017). Demographic factors such as gender, work experience, locality and designation showed a significant effect on job embeddedness of college faculty members (Ghaffar & Muhammad, 2017). Job embeddedness was found to be significantly more if the college teacher had experience of 11-15 years. College faculty members located in rural areas were also found to have more job embeddedness than those located in urban areas (Ghaffar & Muhammad, 2017). Male employees were also found to have more job embeddedness than female employees (Ghaffar & Muhammad, 2017).

Dechawatanapaisal (2017) found a positive effect on an organization is quality of work life. Quality of work life is multi-faceted including motivation, expectation, well-being, and satisfaction (Dechawatanapaisal, 2017). This is a human resource management strategy that can be applied to many organizations. Dechawatanapaisal (2017) studied the opposite question to this study “why do people leave?”. Finding that organizational embeddedness in the case of healthcare professionals impacts the employee's intention to stay and turnover. The quality of work life becomes very significant in impacting organizational embeddedness. Factors affecting the quality of work life include career opportunities, the perception of quality of work life, work life balance, and job characteristics (Dechawatanapaisal, 2017). The quantity of time that people work is superseded by the quality of work produced, with greater engagement being a much-needed priority (Rafiq et al., 2019).

Training and development are important during periods of organizational or economic instability as it assists in achieving organizational agility and employee engagement (Fletcher et al., 2018; Rodrigues et al., 2020). Training and development when combined with three different forms of work attitude: job attitude, job satisfaction, and an employee's engagement of change related anxiety (Fletcher et al., 2018). Going further from job embeddedness is organizational embeddedness, building on why employees stay through a combination of forces that keep an employee loyal to a certain organization (Jolly & Self, 2020).

Intention to stay

Fletcher et al. (2018) concludes that future research into an employee's intention to stay should consider a broader range of attitudes and affects as within an umbrella affect rather than approaching the concept as individual options. This was echoed by Sanchez-Cardona et al. (2021) with future research on

multiple job resources and job demands to find connections with meaningful work to understand the motivational process of staying with an organization. A key difference in studies on retention and turnover in organizations is the focus on the pull or push of the relationship (Fletcher et al., 2018). The focus is on the positive aspects of pull factors that attract and retain employees within an organization (Fletcher et al., 2018).

Empowering leaders enables employees to have autonomy and developmental support (Kim & Beehr, 2018). It also appears that empowering leaders also encourages participation of the employee with the organization (Kim & Beehr, 2018). Through empowering employees Kim and Beehr (2018) found that employees were more likely to be dedicated to the organization and are more likely to stay with the organization. Empowering leadership was also found to be connected with positive work outcomes that benefitted both employees and organizations (Kim & Beehr, 2018). The confidence that is passed to the employee promotes more positive experiences and emotions surrounding their working within a particular organization (Kim & Beehr, 2018). Strategic leadership can influence an employee to stay within an organization this includes recognizing individual abilities, career development and alignment of the employees to the strategies of the organization (Younas & Bari, 2020).

Employees whose personal mission matches that of the organization are more likely to stay with that organization (Vincent & Marmo, 2018). An employee's commitment to an organization is critical to the employee's job satisfaction and intention to stay within the organization (Vincent & Marmo, 2018). Vincent and Marmo (2018) found that as middle-managers organizational commitment increased, so did their job satisfaction and the intention to stay. Work-life experiences influence nurses' motivation to remain, or leave, an organization (Aluwihare-Samaranayake et al., 2018). A nurse's intent to stay is influenced by organizational commitment, job satisfaction, work-group cohesion, collaboration and age (Aluwihare-Samaranayake et al., 2018).

Training and development have been linked with an employee's positive intention to stay within an organization (Fletcher et al., 2018; Rodrigues et al., 2020). Through the stimulation of meaning and engagement, managers and other human resource professionals can create jobs that encourage employees to stay (Sanchez-Cardona et al., 2021). When looking specifically at encouraging employees from Generation Y to remain within an organization, Younas and Bari (2020) found it was necessary to think of innovative ways to inspire, which could include reverse mentoring where the mentee is responsible for assisting the mentor in areas such as technology and social media.

Dechawatanapaisal (2017) found that intrinsic factors, such as opportunities, values and time, were better motivators for employees to remain within an organization as opposed to extrinsic factors such as money. A sense of identity within the organization through specialized or individualized assignments also meant employees felt a sense of obligation to the organization (Dechawatanapaisal, 2017). In contrast, Steigenberger & Mirc (2020) found that organizational and occupational identification do not

entice an employee to leave or stay with an organization. Rather when organizational and occupational identification is combined with an employee disappointment this may trigger an employee to leave (Steigenberger & Mirc, 2020).

Designing jobs when combined with development strategies for employees may stimulate meaning, motivation, and well-being and may contribute to an employee's retention (Sanchez-Cardona et al., 2021). Long term career road maps or succession planning help an employee to recognize and realize growth and potential within an organization (Dechawatanapaisal, 2017). This includes lateral movements with greater levels of specialization and skill development (Dechawatanapaisal, 2017). The development of younger employees is necessary to an organization to ensure acquisition of skills, aptitude and learning for an organization to remain competitive in the current business world (Younas & Bari, 2020).

Internal branding has an impact on an employee's intention to stay (Ikram et al., 2021; Tripathi et al., 2020). The internal branding helps to create the internal culture of an organization (Dechawatanapaisal, 2020; Nandy & Rai, 2020; Tripathi et al., 2020) and this then leads to enhancing the dynamics of open innovation (Ikram et al., 2021). Dechawantanapaisal (2018) believes that part of the answer to "what makes people stay?" is internal branding. The right mindset, brand identification and commitment, and right attitudes all support the internal brand and therefore the employees will feel proud, supported and are more likely to be loyal to the organization (Dechawantanapaisal, 2018).

Interestingly, Tripathi et al. (2020) found that factors such as growth opportunities, work culture, creativity and learning, socio-ethical responsibility, compensation and recognition do not motivate an employee to stay with an organization. Rather the above factors were only important when they were notably absent from the organization and the employee was dissatisfied with their work (Tripathi et al., 2020). Fully satisfied employees are more likely to remain at an organization and recommend it to others (Tripathi et al., 2020).

This systematic literature review compiled the latest evidence of the connections between stakeholders, organizational sustainability and culture and retention of employees and customers. There was a wealth of information sourced from multiple industries and from multiple levels within an organization. The research was focused around the seemingly simple question - why do people stay loyal to a certain organization?

From the research, the answer is multi-layered but there are clear ideals that can be utilized in many industries starting with recruitment. A successful start to a relationship is essential, therefore the first 90 days and the on-boarding of a suitable employee to a complimentary skilled team needs to be a positive experience with some training, but not too much (Fletcher et al., 2018; Iyer 2020 et al., 2020, Rodrigues et al., 2020; Sharma & Stol, 2020). Opportunities for continuous development and

learning for both advancement and lateral career moves is also important (Dechawatanapaisal, 2017 & 2018; Rodrigues et al., 2020; Sanchez-Cardona et al., 2021; Younas & Bari, 2020). These opportunities are noticeable in their absence when an employee is disappointed and may be motivated to leave an organization (Tripathi et al., 2020). Organizations with systems in place for ongoing training and development will feel the benefits of improved quality and organizational focus, job embeddedness with the benefits outweighing the financial costs (Crosby, 1984; Deming, 2018; Yang et al., in print).

Financial rewards are not always a key motivator for encouraging employees to stay (Steiner et al., 2020). More research is needed in the area of financial reward and motivation with Generation Y employees (Dechawatanapaisal, 2020; Steiner et al., 2020; Younas & Bari, 2020). Additional rewards of being associated with an organization, including intrinsic motivation, positive brand association, job satisfaction, and other resources that have been created as a complicated web over time, are seen to be of higher importance to an employee's intention to stay (Dechawantanapaisal, 2018; Ikram et al., 2021; Nandy & Rai, 2020; Tripathi et al. 2020; Thakur & Bhatnagar, 2017; Vincent & Marmo, 2018). Organizations can increase the level of employee embeddedness by designing programs that instill and strengthen company values and culture (Fletcher et al., 2018; Steiner et al., 2020). The employee's personal embeddedness within an organization makes leaving a difficult prospect (Jolly & Self, 2020). Improvement of employee well-being and support can then reduce turnover and may increase employee satisfaction, guest or customer satisfaction and lead to greater profits (Gordon et al., 2019; Tripathi et al., 2020).

This has led to new questions: How does loyalty and a long-term relationship to an organization impact the quality and business sustainability of that organization? When investigating this question both positive and negative aspects of this long-term relationship need to be considered to provide a balance of understanding. Generational differences may also be assessed regarding the intention to stay with an organization. Finally, does the intention to stay with an organization really come down to happiness at work?

4. Conclusions

The purpose of this paper was to present findings from a systematic literature review to examine and assess the latest evidence of the connections between colleagues and customers, organizational sustainability and culture and retention of employees published between January 2016 and April 2021. Limitations were purposely placed within this study to examine studies that were published in the English language, peer-reviewed journal articles, and had text available to the author. This systematic literature review has been conducted to answer the question of why employees stay dedicated to an organization for long periods of time and the effect this dedicated has on the quality and sustainability of the business. It was mentioned by Yang et al. (in print) that there are limited studies on

why people stay with an organization or retention of staff as previous research has been focused on turnover of employees. This demonstrates that there is a gap for future research that of focusing on intention to stay and retention of employees and why this has been successful in different organizations. Multiple factors were found to influence employee's intention to stay across a variety of base industries including construction, hospitality, higher education, energy, medical, non-profit, and the information technology industry. Main factors that were extracted and expanded upon from the research papers included colleagues and customers, job satisfaction, personal organizational fit, turnover, job embeddedness, and the intention to stay.

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