

Impact of Organizational Culture on Employee Retention: An Integrated Bibliometric Analysis and Systematic Literature Review

Nitin Nikesh^{1*}, Dr. Sandhya Mehta²

¹Reserach Scholar, IK Gujral Punjab Technical University, Kapurthala, India

² Principal, Guru Nanak Institute of Management and Technology, Ludhiana, India

* Correspondence: nitinnikesh@gmail.com,

ABSTRACT

Employee retention has become a cornerstone for organizations working in increasingly competitive and dynamic environments with organizational culture emerging as an influential factor of employees' intention to stay. This study conducts a systematic literature review and bibliometric analysis to integrate existing knowledge on the relationship between organizational culture and employee retention and to identify key research gaps and future directions. Following the SPAR-4-SLR protocol and guided by the TCCM framework (Theory–Context–Characteristics–Methodology) peer-reviewed articles indexed in Scopus and Web of Science (WoS) up to 2024 were examined. An initial pool of 290 studies was refined through systematic screening, resulting in 83 articles for bibliometric analysis and 31 ABDC-listed studies for in-depth content analysis. This review identifies 27 theoretical perspectives underpinning the field. Key antecedents influencing retention include organizational climate, leadership, employee support, job satisfaction, HR practices, and career development opportunities, while mediating mechanisms such as job satisfaction, organizational commitment, and employee engagement play a crucial role in explaining the relationship. Moderating variables remain relatively underexplored, indicating an important avenue for future research. Bibliometric outcome emphasizes the US and India as leading contributors with research concentrated in multi-sector education, hospitality and IT environments. Methodologically, the literature is primarily quantitative depending extensively on primary survey data and analytical techniques such as structural equation modelling and confirmatory factor analysis. The study provides evidence-based insights for policymakers and organizational leaders seeking to nurture supportive culture that enhance employee engagement and long-term employee retention. It recognizes key research gaps that require deeper investigation by further scholarly in this field to develop more insights for more effective employee retention programs.

Keywords: Organizational Culture, Employee Retention, Bibliometric Analysis, Systematic Literature Review.....

INTRODUCTION:

Employees often seek new opportunities, and many organizations continually work to address this challenge. Rather than attempting to retain top performers through pressure, the goal is to create a supportive environment that encourages them to stay and thrive. In recent years, organizational culture has emerged as a paramount element influencing employee retention, shaping individuals' experiences and their commitment to remain within the organization. As talent retention becomes an increasingly critical priority in competitive and volatile markets, organizations are striving to understand how cultural dimensions can foster employee loyalty and reduce turnover (Rashmi & Kataria, 2023; Nazir & Islam, 2020). Defined as a system of shared values, beliefs, and norms guiding behavior, organizational culture can create an environment where employees feel supported, valued, and engaged (Schein, 2010; Chatman & O'Reilly, 2016). Numerous studies indicate that a positive culture—characterized by clear communication, inclusivity, and

supportive leadership—enhances job satisfaction and engagement, both of which are key to retaining top talent (Cameron & Quinn, 2011; Hartnell Chad A. et al., 2011). Both climate and culture emphasize the attributes that define organizations and teams within them, setting them apart from other organizations and teams (Fischer et al., 2014).

Despite growing recognition of the importance of organizational culture, significant gaps remain in understanding the specific cultural elements that most effectively contribute to employee retention across different organizational contexts and industries. Much of the existing research has focused on generalized aspects of culture, with limited exploration into how distinct cultural characteristics, such as innovation, empowerment, and flexibility, influence retention (Chatman & O'Reilly, 2016; Alvesson, 2012). Moreover, the interaction between organizational culture and demographic factors—such as age, region, and industry variation—remains underexplored. A deeper investigation into these elements could clarify which

cultural attributes are most effective for retaining diverse employee groups across organizational structures.

The available literature is not directly focused solely on retention with organizational culture; they contribute to a broader understanding of how organizational culture influences employee attitudes and retention within specific industries or organizational contexts. For an explicit focus in this field, it is necessary to conduct systematic literature review and bibliometric analysis to articulate the research doubts.

This systematic literature review seeks to address these research gaps by synthesizing findings on the relationship between organizational culture and employee retention. Specifically, it will explore the various dimensions of culture that impact retention, examine their effects in different organizational and demographic contexts, and identify areas where further research is needed. This review aims to advance understanding of how organizational culture can be strategically cultivated to foster long-term employee engagement and loyalty, informing evidence-based practices for talent retention.

1. What theories, conceptual frameworks, contexts, and research methodologies have been explored in the substantial body of literature focusing on organizational culture and employee retention?
2. What are the dominant trends in publications addressing the intersection of organizational culture and employee retention, considering aspects such as temporal patterns, contributing researchers, affiliated nations, and organizations?
3. What key research themes emerge within the domain of organizational culture and employee retention?
4. What specific dimensions or elements of organizational culture most significantly influence employee retention across different industries?
5. What knowledge gaps exist in the literature, and what potential directions can future research explore within the nexus of organizational culture and employee retention?
6. What are the mediating factors in the relationship between organizational culture and employee retention?
7. What are the moderating factors in the relationship between organizational culture and employee retention?

To explore our research questions, we employed the systematic literature review protocol (SPAR-4-SLR) and the TCCM framework (Theory-Context-Characteristics-Methodology) as outlined by (Paul & Rosado-Serrano, 2019). The Scientific Procedures and Rationales for Systematic Literature Reviews (SPAR-4-SLR) protocol is a framework designed to enhance the rigor, transparency, and reproducibility of systematic literature reviews.

This thorough review offers several theoretical contributions:

We present a structured framework that facilitates an integrated examination of recent studies in this domain, proposing relevant constructs (predictors, mediators, moderators, and outcomes) to clarify the relationships among them.

Our work provides an in-depth analysis of both theoretical and empirical dimensions of this interaction, guiding future researchers in selecting appropriate methodologies, theoretical foundations and contextual considerations.

By reviewing existing literature, we outline a research agenda to direct future inquiries in this area aiding stakeholders in developing effective strategies for enhancing employee retention.

The subsequent sections of this article were structured as follows: The **“Research Methodology”** section details the research data and methodologies employed. In the **“Findings”** section, we discuss the key results obtained from the study. The **“TCCM Framework-Based Review of the Studies”** section provides a review based on the TCCM framework. Following that, the **“Discussion and Directions for Future Research”** section offers insights and suggestions for future studies. Finally, the **“Contributions and Conclusion”** section summarizes our key contributions and concludes the article.

RESEARCH METHODOLOGY

Siddaway et al., (2019) identified two primary motivations for conducting a literature review. First, reviewers aim to integrate existing evidence on a specific domain to derive comprehensive conclusions and implications by synthesizing results from various individual studies, thereby identifying patterns and consistencies. Second, literature reviews serve as a vital resource for novice researchers helping them gain a deeper understanding of the subject matter. Moreover, Systematic reviews aim to comprehensively summarize research findings and literature in a manner that is transparent, methodical, and replicable (Hentzen et al., 2022). They involve a structured approach to collect, evaluate, and synthesize evidence, ensuring that the review process is clear and can be repeated by other researchers. This method enhances the reliability of the conclusions drawn from the collected studies.

SPAR-4 SLR method is used to collect the data for this research seen in Fig.1. It includes three phases: assembling, arranging, assessing. Further six stages incorporate under this are identification, acquisition, organization, purification, evaluation, and reporting (Paul et al., 2021).

In the initial stages of gathering sources, we chose to use peer-reviewed articles indexed in Scopus and Web of Science (WoS), ensuring that all reviewed studies adhered to high-quality standards (Liu et al., 2012). This approach provided a consistent structure for scholarly rigor across the selected literature. We carried out a thorough search across both databases, ensuring a wide-ranging and robust collection of relevant literature up to August 2024. The keywords were (“intention to leave” or “intention for turnover” or “intention to quit” or “intention to stay” or “turnover intention” or “employee retention” or “employees retention” or “personnel retention” or “worker retention” or “workers retention” or “manager retention” or “managers retention” AND (“Organizational

culture” or “Organisational culture”). The total number of articles returned from the search was 290 [Scopus (n=229), WOS (n=61)].

TCCM framework (Paul & Rosado-Serrano, 2019) is applied to categorize articles based on key codes, including theory, context, characteristics (like antecedents, outcomes, and themes) and methodology in the organization phase. For refinement, we excluded non-journal sources such as now in press, conference papers and book chapters. Also limited the scope to articles in English language only, and focused on subject areas like “Business, Management and Accounting, Social Science, Psychology, Medicine, Economics, Econometrics, and Finance, Arts and Humanities, Nursing, Decision sciences, Computer sciences, Engineering and others” to ensure the comprehensive reviews that addresses all facts and insights in this field (Fig. 2). Then, we removed 49 duplicate articles with the help of rayyan software and closely examined the remaining 241 articles by reviewing titles, abstracts, and full texts. After this critical examination, more excluding an additional 158 papers, we finalized a list of 83 articles for analysis.

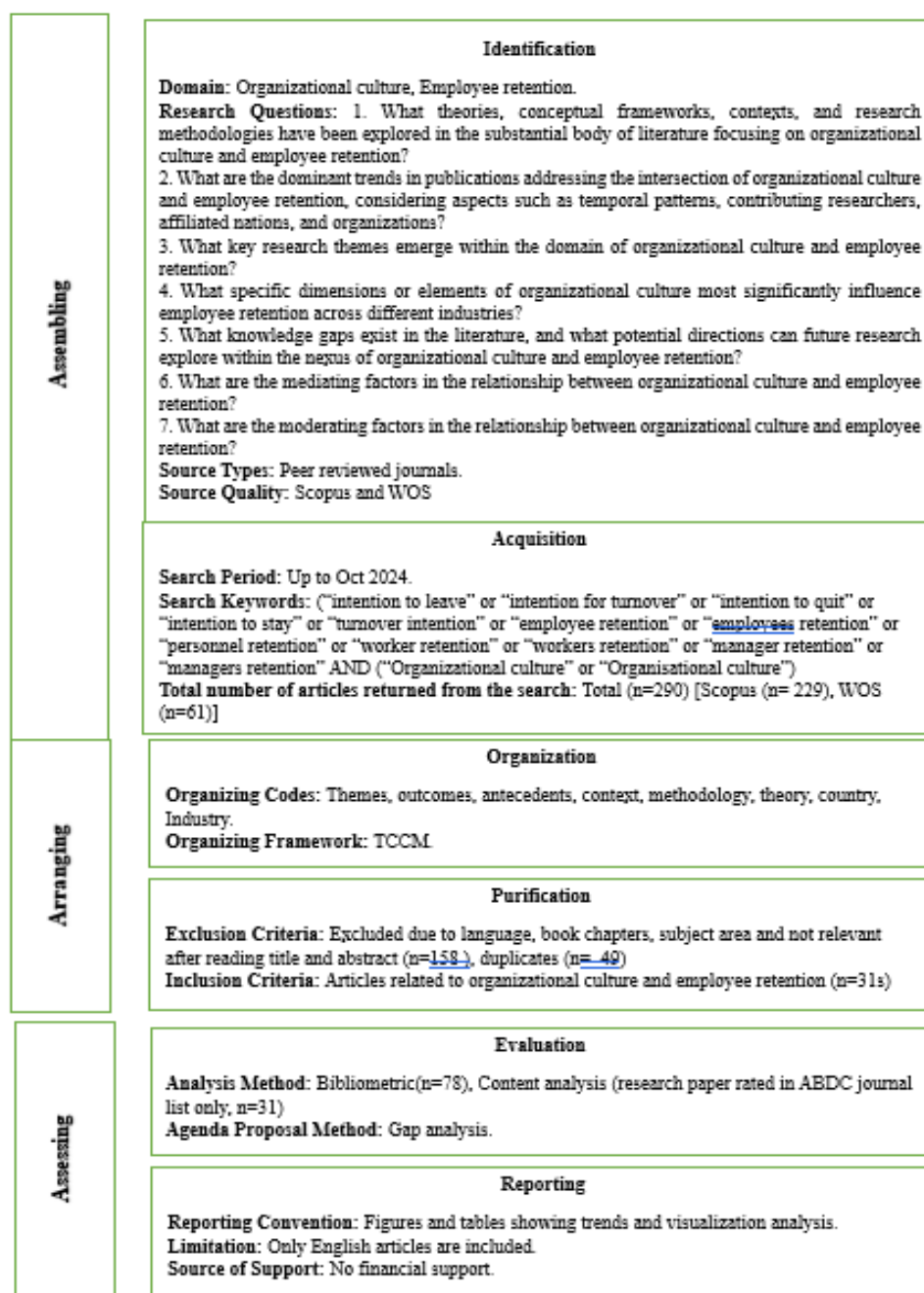


Fig. 1 SPAR-4-SLR protocol

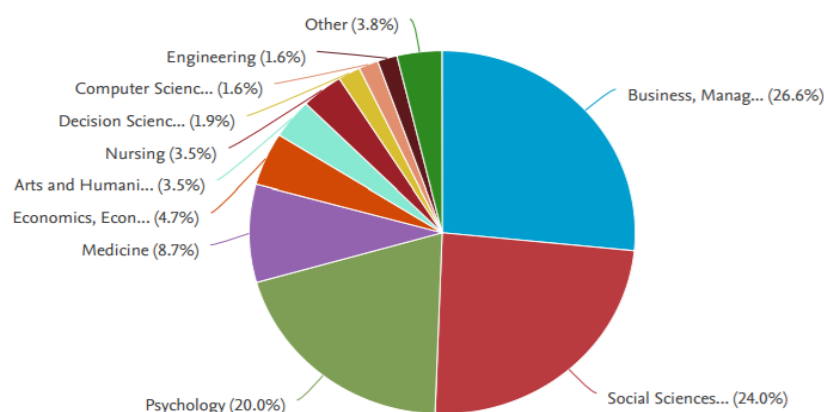


Fig 2. Article category percentage

In the assessment phase, we conducted both a bibliometric analysis and a systematic literature review (SLR) to thoroughly evaluate the selected research papers. For bibliometric visualization, we utilized VOSviewer and R software, while Microsoft Excel supported frequency analysis. We then applied content analysis to explore elements within the TCCM framework, such as theory, context, characteristics, and methodology. To maintain more quality, we exclusively selected articles published in ABDC journals only. This selection yielded 31 papers for content analysis.

The TCCM framework served as a structural basis for evaluating the literature and enhancing the reliability of findings (Paul et al., 2023). After a gap analysis to identify areas needing further research, we developed recommendations for future studies based on the TCCM elements. During the reporting phase, we organized information into tables, categorizing data related to theory, context, antecedents, outcomes, and methodology.

Finally, we assessed the limitations of our study and discussed practical implications of the findings.

Findings

Publication trend by Year

Figure 3 illustrates the trend of articles published on the relationship between organizational culture and employee retention. The first ABDC-listed journal article appeared in 1994 from this list, with a slow increase in publications up to 2007, reaching a peak in 2012. According to a September 2022 report Economics Time, publications gained renewed attention in 2020, partly due to a rise in employee attrition rates during the COVID-19 pandemic. Half of these articles have been published since 2019, indicating growing concerns among organizations and leaders about managing attrition. This heightened focus has spurred substantial interest among researchers, leading to a steady increase in yearly publications and reflecting academic scholars' rising engagement with this topic.

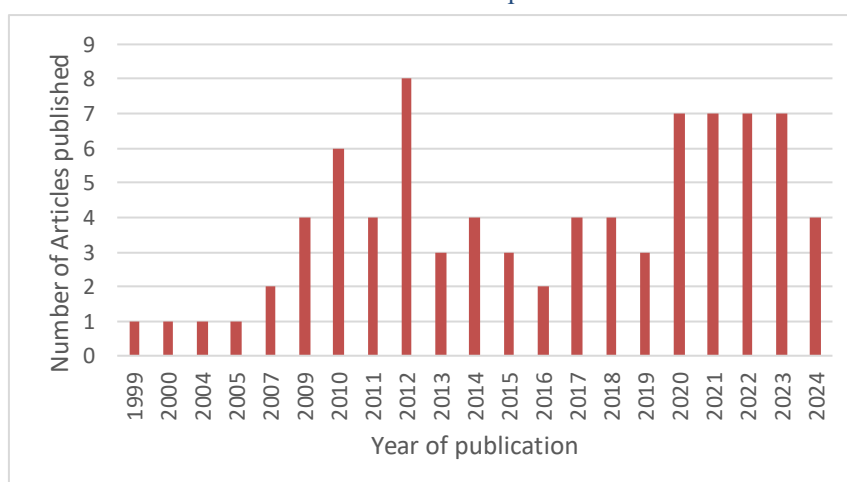


Fig. 3 Trend of articles published on the relationship between organizational culture and employee retention

Publication trend by Country

Most of this research relies on data from the United States ($n=20$), with India contributing the second-largest data pool ($n=10$). Canada follows closely with seven studies, while Indonesia ($n=5$), Malaysia ($n=4$), and South Africa ($n=4$) also contribute a smaller, yet significant, number of studies (Figure 4).

As per 2025 (September) US Mercer Turnover Survey , This trend aligns with attrition data showing the United States had a 13.5% voluntary turnover rate in 2023, down from 17.3% in 2022 with high turnover in retail and wholesale (24.9%) and lower rates in the chemicals sector (9.1%). And as per 2023 (May) report of Management Resources Consultants In the Asia-Pacific (APAC) region, countries like India showed particularly high attrition in technology and finance, and these rates exceeded 18%. This elevated turnover reflects growing employee demands for competitive compensation and flexibility, as companies adapt to changing workforce expectations.

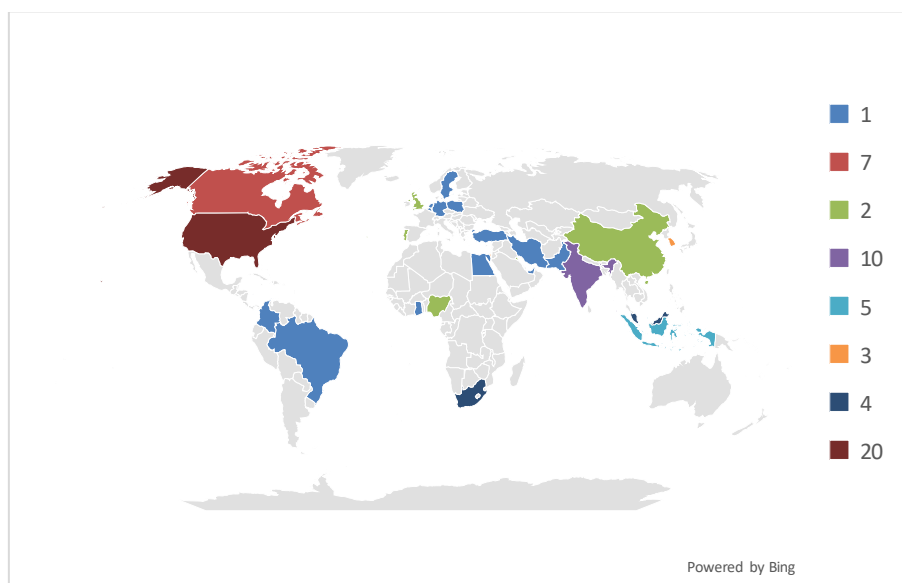


Fig. 4 Publication trend by country

Most Influential Authors, Institutions, and Countries

Figure 5 highlights the leading contributors to research on the interplay between organizational culture and employee retention, detailing the top authors, institutions, and countries by publication impact. Baiyin Yang ranks as the most influential author with 519 citations from two research papers while Alison Doherty has also published two articles accumulating 171 citations.

Prominent institutions in this field include the School of Economics and Management at Tsinghua University in China and The University of Western Ontario in Canada. In the U.S., influential publications originate from the University of Georgia's School of Social Work in Athens

and the School of Social Work at the University of Southern Mississippi in Hattiesburg, each institution producing one highly cited article.

The United States leads by citation count with 1268 citations across 22 documents followed by Canada with 304 citations from six publications. Australia, South Korea and India also feature prominently with Australia gathering 260 citations from five documents, South Korea 174 citations from six, and India 141 citations from ten documents. These figures underscore the scholarly prominence of these countries in exploring organizational culture and employee retention.

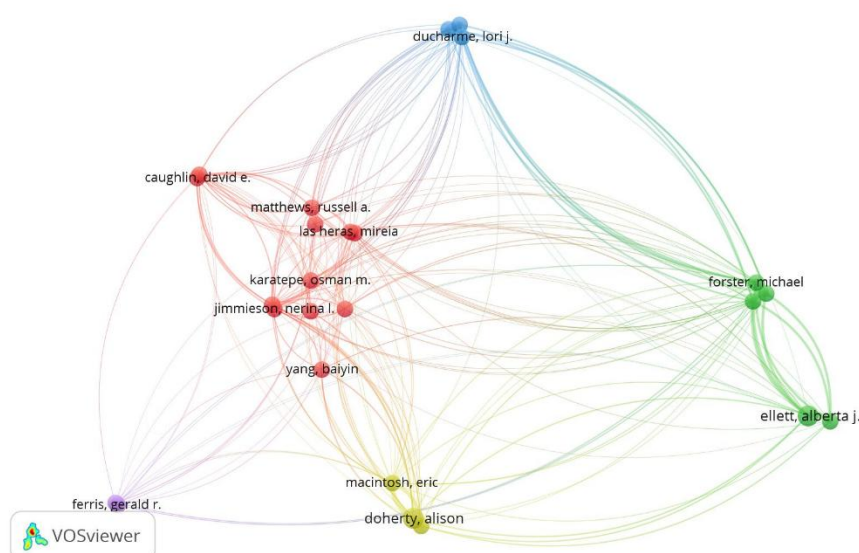


Fig. 5 Influential Authors in the field of organizational culture and employee retention research

Thematic Trends

Keywords are essential in offering key insights into the subject matter of a journal article (Hentzen et al., 2022). They significantly improve a research paper's visibility, discoverability, and relevance, linking researchers to the specific content they seek. Across the 83 articles analysed, 289 distinct keywords were used. Table 2 displays keywords appearing at least five times.

Figure 5 visually summarizes the most commonly used keywords within the articles. Among the most prominent are “organizational culture,” “job satisfaction,” “leadership,” “turnover retention,” and “retention.”

Additionally, keywords related to organizational culture appear frequently, including terms like “person-job fit,” “mental health,” “conflict management,” “family-friendly,” and “organizational commitment.”

As shown in the overlay visualization map (Figure 5), research on the intersection between organizational culture and employee retention emerged as a significant focus in 2020. This indicates a noticeable rise in attention to this area during the COVID-19 pandemic. In 2024, terms like “employee engagement,” “work-life balance,” “employee experience,” and “adaptability” became increasingly popular within the academic community.

Table 1. Keywords related to organizational culture and employee retention, detailing the top authors, institutions and countries by publication impact

Keyword	Occurrences	Total Link Strength
Organizational Culture	35	34
Job Satisfaction	9	14
Employee Retention	6	9
Leadership	5	9
Turnover Intention	10	9
Turnover Intentions	6	9
Psychology	5	7
Retention	8	7
Child Welfare	5	6
India	5	4
Organisational Culture	6	4

Source: Author’s calculations

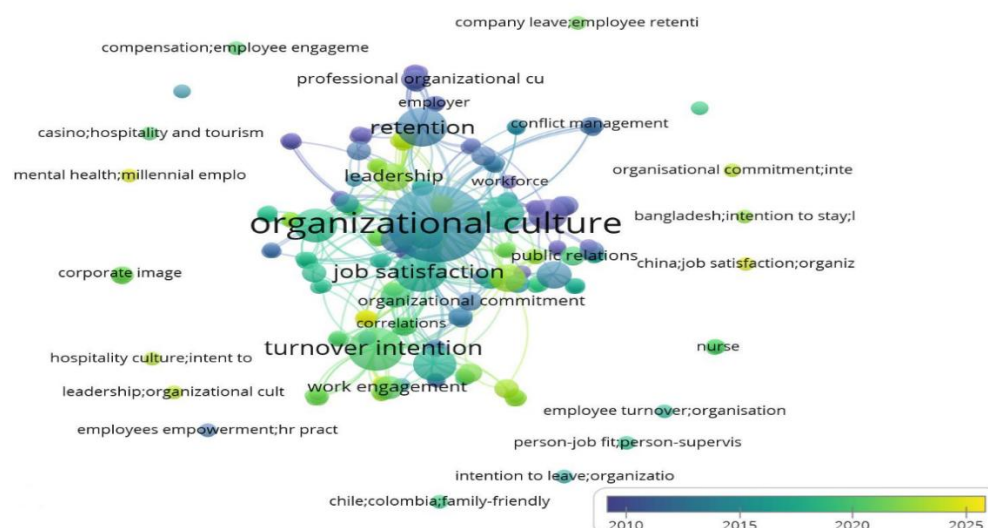


Fig. 6 Most commonly used keywords – Vos viewer software driven visualisation analysis

TCCM Based Review of the Studies

Bibliometric reviews typically focus on quantitative data rather than exploring the theoretical or conceptual contributions within the literature, which limits their capacity for theory development (Paul et al., 2021a). TCCM helps reviewers critically assess existing theories, identify gaps in contexts, analyze characteristics like sample demographics, and evaluate methodologies used in the field (Paul & Rosado-Serrano, 2019). This framework facilitates greater clarity, comprehensiveness, and adaptability, supporting researchers in both evaluating and extending theoretical knowledge, which makes it suitable for studies focused on theoretical advancement (Paul et al., 2023; Rashmi & Kataria, 2023). With topic's development through the TCCM framework, the analysis highlights gaps in existing literature and proposes a research agenda to address these gaps in future studies.

Theories

A theory is a structured set of interrelated statements including general principles that can be tested through empirical observation (Hentzen et al., 2022). In the analysis of literature on organizational culture and employee retention, a total of 27 theories were identified.

To gain a clearer understanding of the theoretical foundations in the reviewed papers, we identified the theories mentioned or applied and organized them into six related groups: (i) organizational behaviours and social dynamics theories, (ii) organizational culture and structure theories, (iii) human resources and compensation theories, (iv) learning, knowledge and intellectual capital theories, (v) motivation and performance theories, (vi) individual psychology and adaptation theories. Table 3 presents these 27 theories along with their respective citations, revealing the most frequently utilized theories in the reviewed studies: (i) Social Exchange Theory and Organizational Learning Theory (each cited 4 times), (ii) Social Identity Theory and Person-Organization Fit Theory (each cited 3 times), (iii) Information Processing Theory (cited 2 time), along with various other theories, each cited once.

Characteristics

We systematically analyzed the characteristics (variables) investigated in the quantitative studies (n=31). Variables were classified according to their functional roles, like antecedent, mediating, moderating, and outcome variables. Each category was then further subdivided based on the primary entities to which the variables are related (Figure 7).

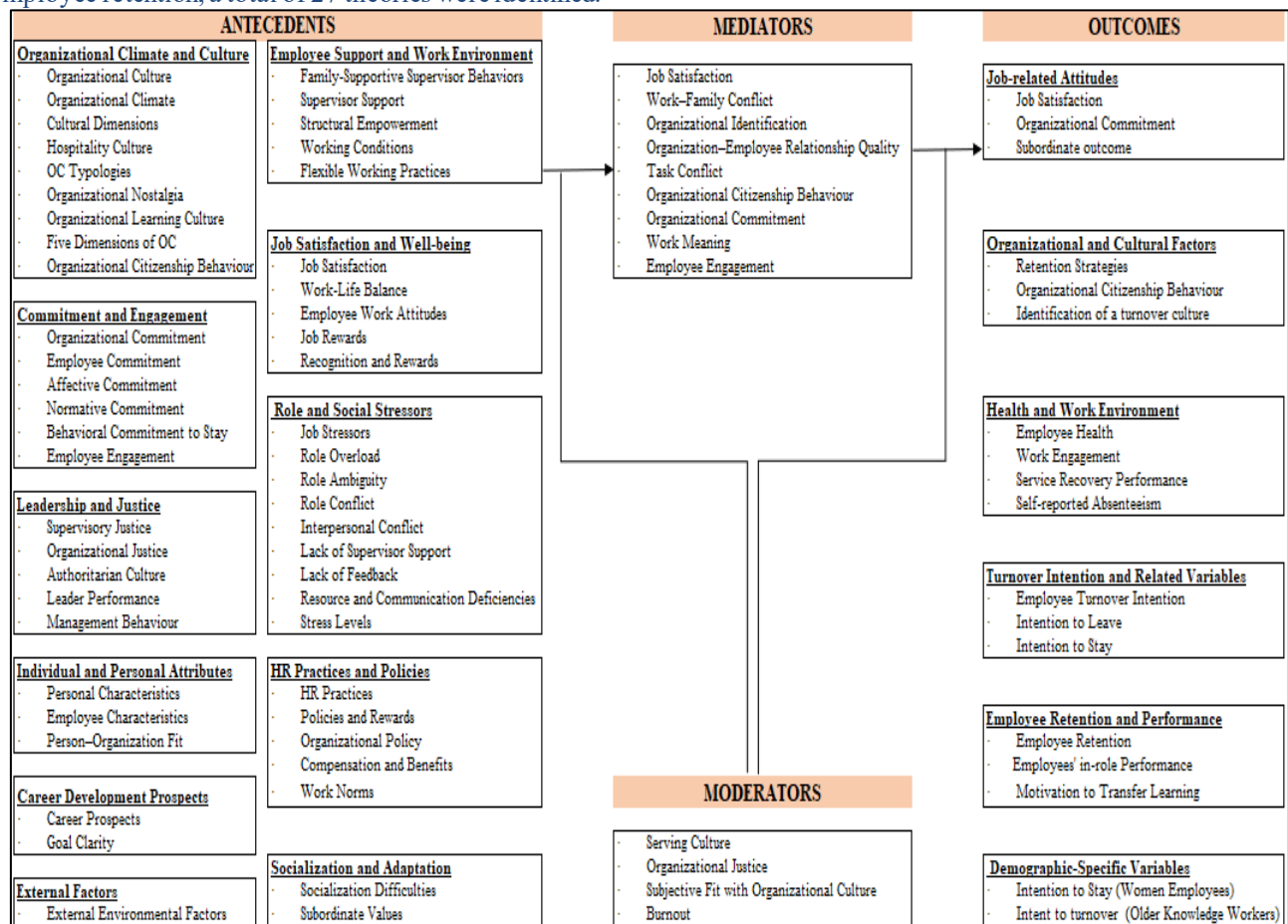


Fig. 7 Organizing framework of variables related to relation of organizational culture and Employee retention

Table 7 Theories with their respective citations

Category	Theories	No. of articles	Authors
1. Organizational Behavior and Social Dynamics	Social Exchange Theory	4	(Han & McLean, 2020)(Nowak, 2021), (Ozturk et al., 2014) (Biswas & Varma, 2012), (Nowak, 2021), (Biswas & Varma, 2012), (Newton & Jimmieson, 2009)
	Social Identity Theory	3	(Meyer et al., 2010), (Sharoni et al., 2012), (Newton & Jimmieson, 2009)
	Person - Organization Fit Theory	1	(Kim et al., 2017)
	Leader Member Exchange Theory	1	(Biswas & Varma, 2012)
	Inter Group Theory	1	(Ozturk et al., 2014)
	Commitment-trust theory	1	(Duxbury & Halinski, 2014)
2. Organizational Culture and Structure	Reciprocity theory	1	
	Organizational Culture Theory	1	(MacIntosh & Walker, 2012)
	Institutional theory	1	(MacIntosh & Doherty, 2010)
	Organizational commitment theory	1	(Silva et al., 2024)
	Job-embeddedness theory	1	(Sharoni et al., 2012)
	Organizational Trust Theory	1	(Moreno et al., 2022)
3. Human Resources and Compensation	Efficiency wage Theory	1	(Ghosh et al., 2013)
	Equity Theory	1	(Biswas & Varma, 2012)
	Distributive Justice Theory	1	(Sharoni et al., 2012)
	Interactional justice Theory	1	(Sharoni et al., 2012)
4. Learning, Knowledge, and Intellectual Capital	Organization Learning Theory	4	(Ghosh et al., 2013), (Ozturk et al., 2014), (Egan et al., 2004), (Urrutia Pereira et al., 2022)
	Intellectual Capital Theory	1	(de Silva et al., 2011)
	Theory of Quinn and McConagh	1	(Park & Kim, 2009)
	Goal setting theory	1	(Newton & Jimmieson, 2009)
5. Motivation and Performance	Valence Theory	1	(Biswas & Varma, 2012)
	Theory of Work adjustment	1	(Dawson et al., 2023)
	Job Satisfaction Theory	1	(Moreno et al., 2022)
	Role Theory	1	(Han & McLean, 2020)
6. Individual Psychology and Adaptation	Information Processing Theory	2	(McMillan et al., 2012)(Biswas & Varma, 2012)
	Broaden and build theory	1	(Lipsh et al., 2017)(L. emissen et al., 2016)
	Generational Theory	1	(Moreno et al., 2022)

Antecedents

We categorised the antecedents into variables related to (i) organizational climate and culture, (ii) employee support and work environment, (iii) commitment and engagement (iv) job satisfaction and well-being (v) role and social stressor (vi) leadership and justice (vii) individual and personal attributes (viii) HR practices and policies (ix) Career development prospects (x) socialization and adaptation. Organizational climate and culture category includes variables like Organizational Culture (Macintosh & Walker, 2012; Duxbury & Halinski, 2014; Meyer et al., 2010; Ozturk et al., 2014; McMillan et al., 2012; Biswas & Varma, 2012; Park & Kim, 2009; Silva et al., 2024; Muleya et al., 2016; Sriram et al., 2022; Ghosh et al., 2013; Tyagi, 2021; Moreno et al., 2022); Organizational Climate (Han & McLean, 2020); Cultural Dimensions (MacIntosh & Doherty, 2010); Hospitality Culture (Dawson et al., 2023); Organizational Culture (OC) Typologies (Mashile et al., 2021); Organizational Nostalgia (Leunissen et al., 2016); Organizational Learning Culture (Egan et al., 2004; Urrutia Pereira et al., 2022); Five Dimensions of Organizational Culture {Job Challenge, Communication, Trust, Innovation, Social Cohesiveness} (Carmeli, 2005); Organizational Citizenship Behaviour (Sharoni et al., 2012).

Employee Support and Work Environment associated variables include Family-Supportive Supervisor Behaviors (Han & McLean, 2020); Supervisor Support (Duxbury & Halinski, 2014; Newton & Jimmieson, 2009); Structural Empowerment (Nowak, 2021); Working Conditions (Muleya et al., 2016); Flexible Working Practices {Flex Time, Job-Sharing, Flex Place, Flex Career, Flex Leave} (Mansor & Idris, 2015). Commitment and Engagement associated variables include Organizational Commitment (King & Tang, 2020; Biswas & Varma, 2012); Employee Commitment (Meyer et al., 2010); Affective Commitment and Normative Commitment (Ghosh et al., 2013); Behavioral Commitment to Stay (Deery & Shaw, 1999); Employee Engagement (Ghosh et al., 2013). Job Satisfaction and Well-being variable include Job Satisfaction (King & Tang, 2020; Duxbury & Halinski, 2014; Moreno et al., 2022); Work-Life Balance (I. Silva et al., 2024; Sriram et al., 2022); Employee Work Attitudes (Deery & Shaw, 1999); Job Rewards (Deery & Shaw, 1999); Recognition and Rewards (R. de Silva et al., 2011).

Role and Social Stressors associated variable include Job Stressors, Role Overload, Role Ambiguity, Role Conflict, Interpersonal Conflict, Lack of Supervisor Support, Lack of Feedback (Newton & Jimmieson, 2009); Resource and communication deficiencies (Deery & Shaw, 1999);

Stress levels (Moreno et al., 2022). Leadership and Justice associated variable include Supervisory Justice, Organizational Justice, Authoritarian Culture (Kim et al., 2017), Leaders Performance (Moreno et al., 2022); Management behaviour (Deery & Shaw, 1999). Individual and Personal Attributes associated variables include Personal Characteristics (King & Tang, 2020); Employee Characteristics (Govaerts et al., 2011); Person-Organization Fit (Silva et al., 2024). HR Practices and Policies associated variable include HR Practices (Haider et al., 2015); Policies and Rewards and Recognition (Sriram et al., 2022); Organizational Policy (Muleya et al., 2016); Compensation and Benefits (Ghosh et al., 2013); Work Norms (Deery & Shaw, 1999). Career Development Prospects category associated variable includes Career Prospects (de Silva et al., 2011); Goal Clarity (Ghosh et al., 2013). Socialization and Adaptation include Socialization Difficulties (Deery & Shaw, 1999); Subordinate Values {Collectivist Values, Individualist Values} (McMillan et al., 2012). External factors category includes variable like external environmental factors (King et al (2018)).

Mediating Variable – 12 mediating variables found in the 31 articles. Researchers have recognized the importance of mediating variables (Han & McLean, 2020; Nowak, 2021) while some studies (18) did not include any mediator in their study. Mediators describe the process through which external physical events are transformed into internal psychological meaning (Baron & Kenny, 1986). A mediating variable flattens the effect of an independent variable on the dependent variable (Milin & Hadžić, 2011). Most Included mediators were Job satisfaction (Macintosh & Walker, 2012; MacIntosh & Doherty, 2010; Park & Kim, 2009; Egan et al., 2004) followed by Work Family Conflict (Han & McLean, 2020), Organizational Identification (Nowak, 2021), Organization- Employee Relationship Quality (Kim et al., 2017), Task Conflict (McMillan et al., 2012), Organizational Citizenship Behaviour (Biswas & Varma, 2012), Organizational Commitment (Silva et al., 2024), Work Meaning (Sedikides et al 2016) and Employee Engagement (Tyagi, 2021).

Moderating Variable – Both mediator and moderator variables have specific importance in the study of independent and dependent variables. While moderator variables indicate the conditions under which specific effects are likely to occur, mediators clarify the mechanisms or processes through which these effects are produced (Baron & Kenny, 1986). Our study shows 4 moderators which were serving Culture (Nowak, 2021), Organizational Justice (Sharoni et al., 2012), Subjective Fit with Organizational Culture, and Burnout (Sedikides et al 2016).

Outcome – Researchers have classified the outcome in 6 categories- (i) job related attitude (ii) turnover intention and related variables (iii) organizational and culture factors (iv) employee retention and performance (v) health and work environment (vi) demographic specific variables. The most mentioned category is Turnover Intentions and related variables Employee Turnover Intention (Han & McLean, 2020; Nowak, 2021; Mashile et al., 2021; Kim et al., 2017; Ozturk et al., 2014; Park &

Kim, 2009; Sharoni et al., 2012; Sedikides et al 2016; Moreno et al., 2022), Intention to Leave (MacIntosh & Doherty, 2010; Govaerts et al., 2011; Biswas & Varma, 2012; Dawson et al., 2023; Carmeli, 2005; Muleya D. et al 2016; Ghosh et al., 2013), Intention to Stay (R. de Silva et al., 2011; Meyer et al., 2010; Govaerts et al., 2011; I. Silva et al., 2024; Sriram et al., 2022; Ghosh et al., 2013). Another category Job related attitude includes the variables like Job Satisfaction (Han & McLean, 2020; MacIntosh & Doherty, 2010; Dawson et al., 2023) Organizational Commitment (Duxbury & Halinski, 2014) Subordinate Outcome like Affective Organizational Commitment and Continuance Organizational Commitment (McMillan et al., 2012). Organizational and Cultural factors include variables like Retention Strategies (King & Tang, 2020), Organizational Citizenship Behaviours (Dawson et al., 2023), Identification of a Turnover Culture (Deery & Shaw, 1999). Next category Employee retention and Performance variables include Employee Retention (Haider et al., 2015; Tyagi, 2021), Employees' in-role performance (Biswas & Varma, 2012) Motivation to Transfer Learning (Egan et al., 2004). Health and work environment category include Employee Health (Newton & Jimmieson, 2009), Work Engagement (Urrutia Pereira et al., 2022), Service Recovery Performance (Dawson et al., 2023), Self-reported Absenteeism as a form of withdrawal behavior (Carmeli, 2005). Last category Demographic Specific Variables include Intention to Stay among women employees (Sriram et al., 2022), Intent to Turnover among older knowledge workers (Duxbury & Halinski, 2014).

Context

Context refers to the situational or environmental settings in which the studies are conducted (Paul & Rosado-Serrano, 2019). Accordingly, we classified the reviewed research based on the countries where the investigations took place and examined patterns of global research collaboration within this domain. By 2024, studies related to organizational culture and employee retention had been conducted across 30 countries. The leading contributors to this body of work were the United States, India, and Canada, accounting for 24%, 12%, and 8% of the total publications, respectively. Following these were Indonesia with five articles, Malaysia and South Africa with four articles each, and Israel and South Korea with three articles each. China, Kuwait, Portugal, and the United Kingdom contributed two articles each, while the remaining 17 nations produced one publication each.

Figure 6 illustrates the distribution of industries where the influence of organizational culture on employee retention has been studied. The majority of research has been concentrated in the multi-sector frameworks (23%) followed by educational sector (19%). This is followed by the hospitality industry (14%) and the information technology (IT) sector (10%). The fitness and healthcare industries exhibit equal representation (7% each), while the manufacturing sector accounts for 4% of the studies. Other industries, such as telecommunications, banking, energy, shipping, and automotive, each have one study within this analysis.

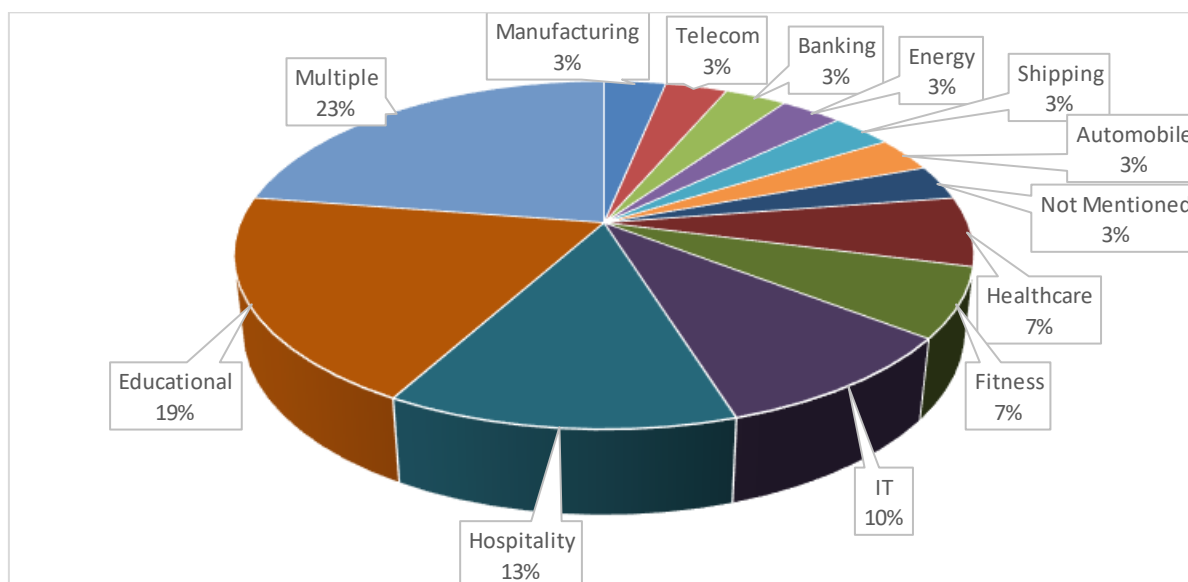


Figure 6: Distribution of industries where influence of OC on ER studied

METHODS

Table 4 presents an overview of the research design features of the analyzed studies, encompassing the chosen empirical methodology, dataset characteristics, employee genres, and sample size. Of the 31 studies reviewed, 96% utilized quantitative methods, while only 4% adopted qualitative approaches. Among the data collection techniques, questionnaires were the most frequently employed, used in 16 studies (52%), followed by surveys in 7 studies (23%). One study leveraged secondary data from previously published datasets, resulting in a sample size of 5,588 observations. Notably, Duxbury et al. (2014) conducted experiments using a dataset comprising 25,021 employees across 71 countries, derived from a comprehensive Canadian national study on work, family, and caregiving.

Table 4 Overview of the research design features

Design Element	Count	%
cross-sectional survey	1	3
Off line Survey	2	6
Online Survey	7	23
Quantitative Survey	1	3
Questionnaire	16	52
Secondary Data	2	6
Self-Administered Questionnaire	1	3
Semi-structured interviews	1	3
Type of dataset		
Primary Data	29	94
Secondary Data	2	6
Employees Genre		
Single sector employees	24	77
Multiple sector employees	7	23

Sample Size		
0-50	2	6
51-100	2	6
101-500	19	61
501-1000	4	13
1000-5000	2	6
5000+	1	3
Not specified	1	3
Analysis Technique		
ANOVA	2	6
Multiple regression analysis	4	13
Binomial tests	1	3
Network analysis	1	3
Confirmatory factor analysis	6	19
Cluster analysis	1	3
Correlation analysis	4	13
Descriptive Statistics	3	10
Exploratory factor analysis	2	6
Hierarchical multiple regression analysis	4	13
MANCOVA	1	3
Multigroup analysis	1	3
Partial Least Square - Structural Equation Modelling	2	6
Path model analysis using sem	1	3
Principal Component analysis	1	3
Pearson Zero-Order Correlations	1	3
Polynomial regression	1	3
Regression analysis	1	3
Response surface analysis	1	3
Simple slopes analysis	1	3
Statistical Analysis	1	3
Structural Equation Modelling	8	26
T test Pearson correlation	1	3

Systematic review differ from traditional literature review in that its methodology is specifically designed to reduce potential biases, including selection bias, publication bias,

and data extraction bias, ensuring a more objective and rigorous analysis (Nightingale, 2009).

Table 5 Illustrating the main findings, future recommendations and implications

The existing body of literature provides diverse perspectives on the influence of organizational culture on employee retention. However we assert that numerous promising yet underexplored ideas remain for future investigation. Drawing from the TCCM framework, we structure our recommendations for advancing the field into four distinct dimensions: (1) novel theoretical perspectives (theory), (2) expanded research contexts (context), (3) exploration of new constructs and relationships (characteristics), and (4) innovative data collection and analytical methods (methodology). Table 8 offers a comprehensive summary of proposed research

directions for each dimension accompanied by illustrative research questions to guide future studies.

Novel theoretical perspectives

The findings of this research indicate that despite some efforts to examine the influence of organizational culture on employee retention there remains a significant need for further studies that advance and refine theoretical frameworks in this domain. Current theories fall short of exploring the impact of multiple dimensions of organizational culture on employee retention within a single study presenting new opportunities for future research. Conducting longitudinal studies is recommended to assess whether employees with high turnover intentions actually leave and whether those with low turnover intentions remain (Dawson et al., 2023). Additionally, future research could explore the impact of implementing

Main Findings	Future Recommendations	Implications
· Our findings reveal significant progress in examining the relationship between organizational culture and employee retention.	· There is a paramount need for additional research to explore the dynamics of this interaction.	· These analyses enable policymakers to recognize key findings and emerging trends within the research field.
· A total of 27 theories have been utilized in the reviewed literature to explore this association (refer to Table 3).	· This opens up unexplored routes for inquiry in this domain. Scholars are encouraged to refine and expand existing theories by integrating insights from organizational culture, organizational climate, leadership styles, and employee retention.	· Policymakers can leverage bibliometric and TCCM analyses to derive evidence-based insights into the current research landscape assist in the formulation of more effective employee retention policies for organizations
· The antecedents and outcomes of this relationship were categorized into ten key dimensions:		
(i) organizational climate and culture, (ii) employee support and workplace environment,	· Our findings indicate that the role of moderators has been insufficiently explored in existing studies. This provides a significant opportunity for researchers to investigate how different moderators affect this relationship.	· Such insights can support practitioners in designing impactful strategies and implementing amendments to organizational policies aimed at enhancing employee retention.
(iii) commitment and engagement, (iv) job satisfaction, (v) role-related and social stressors,		
(vi) leadership and fairness, (vii) individual characteristics, (viii) HR practices and policies,		
(ix) career growth opportunities, and (x) socialization and adaptation processes.		

· The United States and India emerged as the leading contributors to research publications on the interplay between organizational culture and employee retention.	· Considering the diversity in cultural norms and legal systems across nations, future research could greatly benefit from conducting cross-national and cross-cultural analyses to identify commonalities and variations in the influence of organizational culture on employee retention.	
· Regarding data collection methods- primary data collection was employed extensively in 30 studies.		
· The most commonly adopted analytical techniques included Structural Equation Modelling (SEM), Confirmatory Factor Analysis (CFA), and regression analysis.		

attractive policies specifically designed to enhance women's retention, particularly in male-dominated industries.

Scholars can employ the Iceberg Model of Culture to explore how both visible and underlying aspects of organizational culture influence employee retention. Future studies could investigate the generational variations in cultural preferences such as Millennials' emphasis on work-life balance and Gen Z's prioritization of diversity and inclusion to understand their effects on retention (Lyons & Kuron, 2014). Comparative research across generational cohorts could inform tailored retention strategies that align with the shifting demographics of the workforce.

Expanding the scope to cross-cultural studies would shed light on how cultural values and practices differ globally and their respective implications for employee retention. Additionally, researchers should examine the role of sub-cultures within large organizations such as variations across departments or regions and how these inconsistencies influence overall retention rates. Insights into the unique impacts of sub-cultures could guide strategies to foster cohesion and improve retention.

There is also significant potential in interdisciplinary research that integrates perspectives from psychology, sociology, and management (Bolman & Terrence E, 2017). Such an approach could offer deeper multidimensional insights into how organizational culture shapes employee retention and provide innovative frameworks for future studies.

Expanded research contexts

The majority of research on the relationship between organizational culture and employee retention has been conducted in developed countries highlighting a

significant gap in studies from developing nations. However there is a growing interest in this topic among researchers in India, who have started to emphasize this relationship in their work. Given the variations in cultural norms and legal frameworks across countries- future studies could benefit from cross-national and cross-cultural analyses to uncover similarities and differences in how organizational culture influences employee reSchein, 2010).

Exploration of new constructs and relationships

After thoroughly examining the available literature, we suggest a comprehensive framework that combines the antecedents, the factors that mediate and moderate, and the results of existing studies on the relationship among organizational culture and employee retention (Fig. 5). Our framework organises these factors into coherent groups to clarify the existing coverage in the literature. According to our classification of components in the framework, we discovered that the literature has examined and analysed the antecedents associated with the organizational climate and culture, employee support and work environment, commitment and engagement, job satisfaction, role and social stressor, leadership and justice, individual and personal attributes, HR practices and policies, Career development prospects, socialization and adaptation.

Research exploring the role of moderators in the relationship between organizational culture and employee retention remains limited. This presents an opportunity for researchers to examine how various moderators influence this connection. For example- gap between financial and non-financial benefits and analyzing their respective impacts on employee retention could yield valuable insights (Iqbal et al., 2017).

Pedrosa et al., (2021) in their systematic review, categorized the existing literature into two primary

groups: organizational factors and individual factors. Subcategories within the first group include organizational culture, organizational climate and leadership styles while the second group encompasses sociodemographic characteristics. However, studies combining organizational culture with organizational climate or leadership style are notably absent in the context of employee retention. Future research could address this gap by investigating these combinations.

Additionally, (Nzuva & Kimanzi, 2022) emphasized the importance of identifying factors that hinder employees from achieving organizational goals, suggesting that timely revisions of these factors can prevent poor performance. This highlights the potential for further studies to explore such elements thereby contributing to improved employee retention strategies.

Innovative data collection and analytical methods

Our analysis tells that prior research has primarily utilized either quantitative or qualitative methodologies. To enhance the depth and breadth of future studies employing mixed-method approaches is recommended for data collection. Additionally, most existing studies rely heavily on primary data highlighting the need for future researchers to adopt secondary data methods. This shift would allow for a more thorough analysis of the discrepancies between existing and required employee retention strategies.

We also propose fostering collaborations between academic researchers and industry practitioners to achieve more practical and actionable insights. Future studies could incorporate longitudinal designs to observe trends and changes over time providing a richer understanding of the dynamics at play. Moreover, employing a meta-analytical approach to systematically review existing literature could help identify critical gaps and inform future research directions.

Contribution and conclusion

Our research contributes to the theoretical understanding of the relationship by offering a thorough evaluation of existing theories, characteristics, contexts, and methodologies. We have developed a structured framework that facilitates a cohesive review of recent studies in this area. Moreover, we have identified key components—such as predictors, mediators, moderators, and outcomes—that can help conceptualize the true nature of this relationship. This has provided new practical insights into this topic. The study also manages an extensive analysis of both theoretical and empirical aspects of this interaction and suggests that future researchers consider using a multi-theory approach.

Future investigations could focus on integrating organizational culture, climate, leadership styles, and employee retention to gain more comprehensive insights. Researchers may also explore retention differences among various employee groups such as leaders, managers, executives, and frontline workers to generate more targeted and actionable outcomes.

Policymakers can leverage this bibliometric and TCCM analysis to develop an evidence-based understanding of the current research landscape which can guide the formulation of more effective policies. This approach helps identify significant findings and trends in research. The study underscores the vital role of organizational culture in enhancing employee retention across diverse organizations paving the way for initiatives that foster employee well-being and loyalty.

Industry leaders and specialists can implement the retention strategies discussed in this study to minimize attrition mentioned in Table 6. Practitioners can better understand fundamental requirements and devise effective strategies to address them. Organizations can adopt a range of retention strategies to foster a positive workplace culture which will not only improve employee retention but also enhance other organizational outcomes.

Enhancing Family-Supportive Supervisor Behaviors	Han et al (2020)
Supportive Organizational Climate	Han et al (2020) Mashile et al (2019) Silva et al (2024) Duxbury et al (2014)
Socialization Programs	King et al (2018)
Training and Development	King et al (2018) Haider et al (2015) Sriram et al (2022) Moreno et al (2022)
Career Path Establishment - Career Development Opportunities	King et al (2018) DeSilva et al (2011) Sriram et al (2022)
Employee Involvement in Decision Making	King et al (2018)
Profit-Sharing Programs	King et al (2018)
Incentive Programs	King et al (2018)
Child-Care and Family-Counselling Programs	King et al (2018)
Competitive Pay Scales	King et al (2018)
Knowledge Retention Strategies	King et al (2018)

organizational and supervisory justice	Kim et al (2017)
organization-employee relationship quality	Kim et al (2017)
Focus on Job Satisfaction	MacIntosh et al (2012)Duxbury et al (2014)Park et al (2009)
employee-friendly organizational culture	DeSilva et al (2011)
Recognition and Reward Systems	DeSilva et al (2011)Haider et al (2015)Sriram et al (2022)
Addressing workload issues	Duxbury et al (2014)
fostering commitment - enhancing affective and normative commitments among employees	Meyer et al (2010)Ghosh et al (2013)
organizational values are communicated to employees	Meyer et al (2010)
careful attention to culture	Meyer et al (2010)
Hiring personnel who fit well with the organization - person-organization fit	MacIntosh et al (2010)Silva et al (2024)
task conflict	McMillan et al., (2012)
Organizational Learning Environment	Govaerts et al (2011)Pereira et al (2021)
Encourage participation and honest responses	Biswas et al (2012)
Monitor working conditions by administrator - enhancing working conditions	Park et al (2009)Muleya D. et al (2016)
Providing equitable remuneration	Haider et al (2015)Muleya D. et al (2016)
Ensuring challenging and interesting work	Haider et al (2015)
work-life balance	Silva et al (2024)
Implementing flexible working hours and job rotation	Sriram et al (2022)Mansor et al (2015)
aligning their needs and goals with those of the organization	Ghosh et al (2013)
Trust	Tyagi (2021)
Motivation Techniques	Moreno et al (2022)
Cultural Promotion	Moreno et al (2022)

Yellow - To check we have included this point and explain in the paper or not?

Sky – To check the flow of content in this way as mentioned.

Purple – To check the data

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