

## Examining The Relationship Between Job Satisfaction And Employee Retention In The Neemrana Industrial Region (Alwar)

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### INTRODUCTION

Employee retention is increasingly linked to job satisfaction, positioning it as a pivotal aspect of modern human resource management research. This study investigates this relationship through a synthesis of existing literature and empirical analysis. Job satisfaction includes several dimensions such as recognition, job autonomy, job fit, role clarity, and communication. Recognition and rewards significantly influence employee loyalty. Deci and Ryan (2000) noted that intrinsic rewards, like personal growth, play a crucial role in retaining employees [1]. Herzberg's two-factor theory also identifies recognition as a primary motivator [2].

Job autonomy, defined as the degree of control employees have over their tasks, is another vital factor. Hackman and Oldham's (1976) job characteristics model suggests that job autonomy boosts intrinsic motivation, enhancing job satisfaction and retention [3]. Recent studies confirm a positive link between job autonomy and employee retention across various sectors [4]. Role clarity and job fitness are critical to job satisfaction. Employees who understand their roles and perceive a good fit between their abilities and job requirements tend to be more satisfied. Edwards and Shipp (2007) found that role clarity minimizes role conflict and ambiguity, which otherwise contribute to dissatisfaction and turnover [5]. Additionally, employees who feel their skills align with their job roles exhibit higher job satisfaction and organizational commitment [6].

Effective organizational communication fosters a positive work environment and job satisfaction. Open communication channels build trust between employees and management, reducing turnover intentions. Downs and Adrian (2004) showed that strong communication practices correlate with higher retention rates [7]. Men and Stacks (2014) also emphasize the impact of internal communication on job satisfaction and commitment [8].

Empirical studies support these theoretical insights. Judge et al. (2001) confirmed that job satisfaction significantly predicts employee retention, with higher satisfaction levels reducing turnover likelihood [9]. Meyer et al. (2002) identified organizational commitment, closely related to job satisfaction, as a key retention factor [10]. Tett and Meyer (1993) demonstrated that job satisfaction and organizational commitment interact to influence retention decisions [11]. The importance of recognition and rewards was further supported by Eisenberger et al. (2001), who found that perceived organizational support, including recognition, correlates positively with job satisfaction and retention [12]. Cross-cultural validation by Amah (2009) in Nigeria highlighted that a positive organizational climate through job satisfaction initiatives is essential for employee retention [13].

Overall, addressing various aspects of job satisfaction is crucial for enhancing employee retention. This study extends previous research by examining companies in the Neemrana region to develop strategies aimed at improving workplace satisfaction and reducing turnover.

### Methodology

To comprehensively assess job satisfaction, we crafted a 12-question survey targeting four key areas:

#### 1. Recognition and Rewards

- I receive appropriate recognition for my contributions to the organization.
- The rewards system in place motivates me to perform my best.
- I am satisfied with the recognition programs offered by my organization.

#### 2. Job Autonomy

- I have the freedom to decide how to carry out my job tasks.
- I feel trusted by my organization to make decisions related to my work.
- My job allows me to work independently without constant supervision.

#### 3. Job Fit and Role Clarity

- My job role aligns well with my personal strengths and skills.
- I have a clear understanding of how my role contributes to the organization's goals.
- I find my job role to be meaningful and fulfilling.

#### 4. Communication

- A. Communication within my organization is open and effective.
- B. I am kept informed about important changes and updates in the organization.
- C. There are clear channels for me to voice my opinions and concerns.

Respondents were asked to rate their agreement with each statement on a five-point Likert scale: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. This approach ensures that the survey captures a broad spectrum of job satisfaction elements, maintaining clarity and comprehensiveness throughout.

#### Data Collection

**Data Sources:** The dataset encompassed employee status over the past three years, documenting both employees who exited and those who remained with the organization.

**Data Points:** Annually, data included the initial total number of employees, the number of employees who departed during the year, and those retained by year's end.

#### Calculation of Employee Retention

$$\text{Employee Retention Rate} = \frac{\text{Number of employees retained at the end of the year}}{\text{Number of employees retained at the end of the year}} \times 100$$

This calculation was performed for each year to determine the annual retention rate, followed by averaging these rates over the three-year period to obtain a comprehensive retention metric.

Statistical Analysis

**Software:** Statistical analyses were conducted using SPSS software.

#### Pearson Correlation:

**Objective:** To explore the correlation between individual factors (career development, job satisfaction, motivation and engagement, work-life balance) and organizational factors (training and development, compensation and benefits, supervisory support, work environment) with employee retention.

#### Procedure:

**Data Preparation:** Survey responses, rated from 1 (Strongly Disagree) to 5 (Strongly Agree), were used to quantify individual and organizational factors.

**Correlation Calculation:** Pearson correlation coefficients were calculated to assess the strength and direction of these relationships.

**Significance Testing:** P-values were computed to determine the statistical significance of the correlations.

**Interpretation:** Pearson correlation coefficients close to +1 or -1 signify strong correlations, while those near 0 indicate weak correlations. A p-value less than 0.05 denotes statistical significance.

#### Confidentiality Agreement

Data were sourced from five companies in the Neemrana, Alwar industrial area: two in the automotive sector, two in chemical manufacturing, and one in packaging. Due to confidentiality agreements, these companies are referred to as Companies I through V. Specifically, Companies I and II are automotive, Companies III and IV are in chemical manufacturing, and Company V is in packaging.

## RESULTS

**Table 1** Job satisfaction survey data of Company I

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
<b>1. Recognition and Rewards</b>	<b>2</b>	<b>5</b>	<b>8</b>	<b>9.33</b>	<b>5.66</b>	<b>30</b>
A. I receive appropriate recognition for my contributions to the organization.	2	5	8	10	5	30
B. The rewards system in place motivates me to perform my best.	1	4	9	10	6	30
C. I am satisfied with the recognition programs offered by my organization.	3	6	7	8	6	30
<b>2. Job Autonomy</b>	<b>0.33</b>	<b>3</b>	<b>7</b>	<b>11.33</b>	<b>8.33</b>	<b>30</b>
A. I have the freedom to decide how to carry out my job tasks.	0	3	7	12	8	30
B. I feel trusted by my organization to make decisions related to my work.	1	4	8	10	7	30

C. My job allows me to work independently without constant supervision.	0	2	6	12	10	30
<b>3. Job Fit and Role Clarity</b>	<b>1</b>	<b>4</b>	<b>7</b>	<b>10.33</b>	<b>7.66</b>	<b>30</b>
A. My job role aligns well with my personal strengths and skills.	1	5	7	11	6	30
B. I have a clear understanding of how my role contributes to the organization's goals.	0	3	8	10	9	30
C. I find my job role to be meaningful and fulfilling.	2	4	6	10	8	30
<b>4. Communication</b>	<b>2</b>	<b>4.66</b>	<b>7</b>	<b>9.33</b>	<b>7</b>	<b>30</b>
A. Communication within my organization is open and effective.	2	5	7	9	7	30
B. I am kept informed about important changes and updates in the organization.	1	4	8	10	7	30
C. There are clear channels for me to voice my opinions and concerns.	3	5	6	9	7	30
<b>Mean of Job satisfaction</b>	<b>1.33</b>	<b>4.16</b>	<b>7.25</b>	<b>10.08</b>	<b>7.16</b>	<b>30</b>

**Table 2** Job satisfaction survey data of Responses for Company II

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
<b>1. Recognition and Rewards</b>	<b>4</b>	<b>7</b>	<b>10</b>	<b>6</b>	<b>3</b>	<b>30</b>
A. I receive appropriate recognition for my contributions to the organization.	4	6	10	7	3	30
B. The rewards system in place motivates me to perform my best.	3	7	11	6	3	30
C. I am satisfied with the recognition programs offered by my organization.	5	8	9	5	3	30
<b>2. Job Autonomy</b>	<b>2</b>	<b>7</b>	<b>10</b>	<b>7.33</b>	<b>3.66</b>	<b>30</b>
A. I have the freedom to decide how to carry out my job tasks.	2	7	10	8	3	30
B. I feel trusted by my organization to make decisions related to my work.	3	8	9	6	4	30
C. My job allows me to work independently without constant supervision.	1	6	11	8	4	30
<b>3. Job Fit and Role Clarity</b>	<b>3</b>	<b>7.33</b>	<b>9.66</b>	<b>6.66</b>	<b>3.33</b>	<b>30</b>
A. My job role aligns well with my personal strengths and skills.	3	8	10	6	3	30
B. I have a clear understanding of how my role contributes to the organization's goals.	2	7	10	8	3	30
C. I find my job role to be meaningful and fulfilling.	4	7	9	6	4	30
<b>4. Communication</b>	<b>3.66</b>	<b>6.33</b>	<b>9.66</b>	<b>6.33</b>	<b>4</b>	<b>30</b>
A. Communication within my organization is open and effective.	4	6	9	7	4	30
B. I am kept informed about important changes and updates in the organization.	3	7	10	6	4	30
C. There are clear channels for me to voice my opinions and concerns.	4	6	10	6	4	30
<b>Mean of Job satisfaction</b>	<b>3.166</b>	<b>6.91</b>	<b>9.83</b>	<b>6.58</b>	<b>3.5</b>	<b>30</b>

**Table 3** Job satisfaction survey data of Company III.

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
<b>1. Recognition and Rewards</b>	<b>3</b>	<b>6</b>	<b>8.33</b>	<b>9</b>	<b>3.66</b>	<b>30</b>

A. I receive appropriate recognition for my contributions to the organization.	3	5	8	10	4	30
B. The rewards system in place motivates me to perform my best.	2	6	9	9	4	30
C. I am satisfied with the recognition programs offered by my organization.	4	7	8	8	3	30
<b>2. Job Autonomy</b>	<b>1.33</b>	<b>5</b>	<b>10</b>	<b>9.66</b>	<b>4</b>	<b>30</b>
A. I have the freedom to decide how to carry out my job tasks.	1	5	10	10	4	30
B. I feel trusted by my organization to make decisions related to my work.	2	6	9	9	4	30
C. My job allows me to work independently without constant supervision.	1	4	11	10	4	30
<b>3. Job Fit and Role Clarity</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>8.66</b>	<b>3.33</b>	<b>30</b>
A. My job role aligns well with my personal strengths and skills.	3	6	9	9	3	30
B. I have a clear understanding of how my role contributes to the organization's goals.	2	5	10	9	4	30
C. I find my job role to be meaningful and fulfilling.	4	7	8	8	3	30
<b>4. Communication</b>	<b>2.66</b>	<b>5.333</b>	<b>9.66</b>	<b>7.66</b>	<b>4.66</b>	<b>30</b>
A. Communication within my organization is open and effective.	3	6	9	8	4	30
B. I am kept informed about important changes and updates in the organization.	2	5	10	8	5	30
C. There are clear channels for me to voice my opinions and concerns.	3	5	10	7	5	30
<b>Mean of Job satisfaction</b>	<b>2.5</b>	<b>5.58</b>	<b>9.25</b>	<b>8.75</b>	<b>3.91</b>	<b>30</b>

**Table 4** Job satisfaction survey data of Company IV

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
<b>1. Recognition and Rewards</b>	<b>2</b>	<b>5</b>	<b>8</b>	<b>9</b>	<b>6</b>	<b>30</b>
A. I receive appropriate recognition for my contributions to the organization.	2	5	9	8	6	30
B. The rewards system in place motivates me to perform my best.	1	4	8	10	7	30
C. I am satisfied with the recognition programs offered by my organization.	3	6	7	9	5	30
<b>2. Job Autonomy</b>	<b>1.33</b>	<b>3.33</b>	<b>8</b>	<b>11</b>	<b>6.33</b>	<b>30</b>
A. I have the freedom to decide how to carry out my job tasks.	1	3	9	11	6	30
B. I feel trusted by my organization to make decisions related to my work.	2	4	8	10	6	30
C. My job allows me to work independently without constant supervision.	1	3	7	12	7	30
<b>3. Job Fit and Role Clarity</b>	<b>1.66</b>	<b>4.33</b>	<b>8</b>	<b>10.33</b>	<b>5.66</b>	<b>30</b>
A. My job role aligns well with my personal strengths and skills.	2	5	8	10	5	30
B. I have a clear understanding of how my role contributes to the organization's goals.	1	4	9	10	6	30
C. I find my job role to be meaningful and fulfilling.	2	4	7	11	6	30

<b>4. Communication</b>	<b>1.66</b>	<b>3.66</b>	<b>8.33</b>	<b>11</b>	<b>5.3</b>	<b>30</b>
A. Communication within my organization is open and effective.	2	4	8	11	5	30
B. I am kept informed about important changes and updates in the organization.	1	3	9	12	5	30
C. There are clear channels for me to voice my opinions and concerns.	2	4	8	10	6	30
<b>Mean of Job satisfaction</b>	<b>1.66</b>	<b>4.08</b>	<b>8.08</b>	<b>10.33</b>	<b>5.83</b>	<b>30</b>

**Table 5** Job satisfaction survey data of Company V.

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
<b>1. Recognition and Rewards</b>	<b>4.66</b>	<b>6.66</b>	<b>5.33</b>	<b>7.33</b>	<b>6</b>	<b>30</b>
A. I receive appropriate recognition for my contributions to the organization.	5	7	6	8	4	30
B. The rewards system in place motivates me to perform my best.	4	6	5	8	7	30
C. I am satisfied with the recognition programs offered by my organization.	5	7	5	6	7	30
<b>2. Job Autonomy</b>	<b>2.66</b>	<b>5</b>	<b>7</b>	<b>9</b>	<b>6.33</b>	<b>30</b>
A. I have the freedom to decide how to carry out my job tasks.	3	5	7	9	6	30
B. I feel trusted by my organization to make decisions related to my work.	3	6	6	8	7	30
C. My job allows me to work independently without constant supervision.	2	4	8	10	6	30
<b>3. Job Fit and Role Clarity</b>	<b>3.66</b>	<b>5.66</b>	<b>6</b>	<b>7.66</b>	<b>7</b>	<b>30</b>
A. My job role aligns well with my personal strengths and skills.	4	6	6	8	6	30
B. I have a clear understanding of how my role contributes to the organization's goals.	3	5	7	8	7	30
C. I find my job role to be meaningful and fulfilling.	4	6	5	7	8	30
<b>4. Communication</b>	<b>3.66</b>	<b>5</b>	<b>6.33</b>	<b>7.6</b>	<b>7.33</b>	<b>30</b>
A. Communication within my organization is open and effective.	4	5	6	8	7	30
B. I am kept informed about important changes and updates in the organization.	3	5	7	8	7	30
C. There are clear channels for me to voice my opinions and concerns.	4	5	6	7	8	30
<b>Mean of Job satisfaction</b>	<b>3.66</b>	<b>5.58</b>	<b>6.166</b>	<b>7.91</b>	<b>6.66</b>	<b>30</b>

**Job Satisfaction Survey Results from Five Companies**

The survey outcomes on job satisfaction from five distinct companies revealed varied patterns of satisfaction across several domains, such as recognition and rewards, job autonomy, job fit and role clarity, and communication.

For Company I, the mean satisfaction score for job autonomy was notably high (8.33), indicating a strong sense of empowerment among employees to perform their tasks independently (Table 1). The distribution of recognition and rewards was balanced, with a significant proportion of employees (9.33) expressing satisfaction with the existing systems. Nonetheless, a moderate level of dissatisfaction was observed, with five respondents expressing disagreement. In Company II, satisfaction with recognition and rewards was considerably lower, with seven respondents disagreeing about receiving appropriate recognition (Table 2). Job autonomy also showed mixed responses, with only a small fraction (3.66) strongly agreeing. Communication satisfaction was the lowest, with the majority of employees feeling inadequately informed.

Company III demonstrated moderate satisfaction levels across all categories, with job autonomy receiving the highest agreement (four respondents strongly agreeing) (Table 3). Despite this, there was noticeable dissatisfaction with recognition and rewards, highlighting potential areas for organizational improvement.

Employees in Company IV reported higher levels of agreement in job autonomy (6.33) and communication (5.3), suggesting an appreciation for the trust and communication systems in place (Table 4). However, recognition and rewards remained an area needing improvement, with a significant number of respondents (five) expressing disagreement.

Company V exhibited relatively lower satisfaction across most categories, especially in recognition and rewards, where six respondents strongly disagreed (**Table 5**). Job autonomy and communication also showed balanced yet lower satisfaction scores, indicating an overall need for enhanced employee engagement and recognition programs.

**Table 6.** Correlation between Job satisfaction and Employ Retention in Company I

Factors	Mean	Std Dev
Job satisfaction	6.000	1.200
Employ Retention	3.07	1.278
Pearson Correlation	0.825	
p-value	<0.05	
Significant or not	Yes	

**Table 7.** Correlation between the Job satisfaction and Employ Retention in Company II

Factors	Mean	Std Dev
Job satisfaction	5.500	1.234
Employ Retention	2.98	1.178
Pearson Correlation	0.850	
p-value	<0.05	
Significant or not	Yes	

**Table 8.** Correlation between the Job satisfaction and Employ Retention in Company III

Factors	Mean	Std Dev
Job satisfaction	6.000	1.107
Employ Retention	3.25	1.24
Pearson Correlation	0.820	
p-value	<0.05	
Significant or not	Yes	

**Table 9.** Correlation between Job satisfaction and Employ Retention in Company IV

Factors	Mean	Std Dev
Job satisfaction	5.750	1.098
Employ Retention	3.15	1.22
Pearson Correlation	0.812	
p-value	<0.05	
Significant or not	Yes	

**Table 10.** Correlation between the Job satisfaction and Employ Retention in Company V

Factors	Mean	Std Dev
Job satisfaction	5.500	1.562
Employ Retention	3.03	1.188
Pearson Correlation	0.23	
p-value	<0.05	
Significant or not	Yes	

**Correlation between Job Satisfaction and Employee Retention**

This study examined the relationship between job satisfaction and employee retention across five Indian companies, revealing the impact of job satisfaction on retention rates.

In Company I, the mean job satisfaction score was 6.00 (SD = 1.20), and the mean employee retention score was 3.07 (SD = 1.28). The Pearson correlation coefficient was 0.825, with a p-value < 0.05, indicating a strong positive correlation (**Table 6**).

Company II reported a mean job satisfaction score of 5.50 (SD = 1.23) and a mean retention score of 2.98 (SD = 1.18). The correlation coefficient was 0.850, with a p-value < 0.05, confirming a significant positive relationship (**Table 7**).

In Company III, job satisfaction averaged 6.00 (SD = 1.11), and employee retention averaged 3.25 (SD = 1.24). The correlation was also significant ( $r = 0.820$ , p-value < 0.05) (**Table 8**).

Company IV showed a mean job satisfaction of 5.75 (SD = 1.10) and a mean retention of 3.15 (SD = 1.22), with a correlation coefficient of 0.812 and a p-value < 0.05, indicating a significant positive correlation (**Table 9**).

In contrast, Company V had a lower Pearson correlation coefficient of 0.23, despite a significant p-value (p-value < 0.05). Here, the mean job satisfaction was 5.50 (SD = 1.56), and the mean retention was 3.03 (SD = 1.19), suggesting a weaker correlation compared to the other companies (**Table 10**).

## DISCUSSION

Our investigation into the relationship between job satisfaction and employee retention across five companies unveils notable insights, underscoring the pivotal role of job satisfaction dimensions in retention outcomes. Higher job satisfaction, particularly in areas such as job autonomy, recognition and rewards, job fit and role clarity, and communication, consistently correlates with increased employee retention. These findings align with existing literature, reinforcing established theoretical frameworks.

In Company I, the elevated mean satisfaction score for job autonomy (8.33) and the strong positive correlation between job satisfaction and employee retention (Pearson correlation coefficient = 0.825) echo previous research (**Table 1, 6**). Parker et al. (2001) illustrated that job autonomy significantly boosts job satisfaction, thereby reducing turnover intentions. Similarly, Gagné and Deci (2005) concluded that autonomy-supportive environments foster greater employee engagement and retention [14].

Company II's data revealed mixed perceptions of recognition and rewards, with 7 respondents dissenting about appropriate recognition (**Table 2**). This is consistent with Allen and Shanock (2013), who found that employees perceiving inadequate recognition are more likely to leave [15]. The observed positive correlation (Pearson correlation coefficient = 0.850) suggests that enhancing recognition and rewards could improve retention rates, corroborated by Kuvaas (2006), who emphasized the importance of intrinsic rewards for long-term retention (Table 7) [16].

Company III displayed moderate satisfaction across all categories, with job autonomy receiving the highest scores, indicating a balanced yet cautious optimism regarding employee satisfaction (**Table 3**). The significant positive correlation (Pearson correlation = 0.820) implies that improving other satisfaction dimensions, such as recognition and rewards, could further enhance retention. Wright and Cropanzano (1998) supported this by showing that comprehensive job satisfaction, including recognition, predicts retention (**Table 8**) [17].

In Company IV, high agreement levels in job autonomy and communication, coupled with a significant positive correlation between job satisfaction and retention (Pearson correlation coefficient = 0.812), align with Griffeth et al. (2000), who highlighted effective communication as key to reducing turnover (Table 4, 5.9). Additionally, Spreitzer et al. (1997) found that employees empowered through autonomy and clear communication are more likely to stay with their organizations [18].

Conversely, Company V exhibited lower satisfaction scores and a weaker correlation between job satisfaction and retention (Pearson correlation coefficient = 0.23), suggesting the influence of additional factors (**Table 5, 10**). This finding aligns with Hom et al. (1992), who noted that while job satisfaction predicts retention, external elements such as job market conditions and personal circumstances are also critical [19]. The weaker correlation in Company V indicates the need for a holistic approach to enhance job satisfaction and retention.

Comparative analysis of our results with other studies confirms the literature's consensus that job satisfaction is a crucial determinant of employee retention. Carsten and Spector (1987) verified through meta-analysis that job satisfaction significantly impacts turnover intentions across industries [20]. Furthermore, our findings on recognition and rewards resonate with Eisenberger et al. (1990), who demonstrated that perceived organizational support, including adequate recognition, enhances job satisfaction and reduces turnover [12].

## CONCLUSION

Our study highlights the pivotal impact of job satisfaction on employee retention within various organizational settings. Elevated job satisfaction, particularly in dimensions such as job autonomy, recognition and rewards, job fit and role clarity, and communication, exhibits a strong association with increased employee retention rates. This relationship aligns with previous studies, reinforcing the significance of these facets of job satisfaction. Notably, while most organizations displayed a robust positive correlation between job satisfaction and retention, Company V's weaker

correlation suggests the influence of additional factors on retention decisions. These findings emphasize the critical need for organizations to prioritize job satisfaction to cultivate a more stable and committed workforce. By enhancing these key areas, companies can bolster employee retention, thereby achieving greater organizational stability and productivity.

**Funding:** This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

**Data Availability:** Data underpinning this study were collected from five participating companies. Due to confidentiality agreements, the specific data from these companies are not disclosed in this manuscript nor shared outside the research team and its affiliates. Nevertheless, data may be available from the author upon reasonable request for research purposes.

**Conflict of Interest:** The authors declare no conflict of interest.

**Disclosure:** This paper forms part of the doctoral thesis of Surendra Kumar.

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