ANALYZING THE INFLUENCE OF CORPORATE CULTURE ON EMPLOYEE RETENTION

Dr. Veerendra Singh and Mr. Piyush Kumar Jha
Assistant Professor, School of Management & Commerce, Sanskriti University, Mathura, U.P., India
veerendrrasingh.soe@sanskriti.edu.in and piyush@sanskriti.edu.in

ABSTRACT

Purpose – *The purpose of this paper is to examine the relationship between employer branding attribute of organizational support and employee retention in a government agency in New Zealand.*

Design/Methodology/Approach – *This study is cross-sectional in design, and an online survey method was used to collect data from 134 research participants. Research participants were recruited from a local council in New Zealand. The Process Macro Regression method was employed to analyse the collected data.*

Findings – *The main findings from this study are: first, the study shows that perceived organisational support (POS) as an employer branding technique affects employee retention. Second, POS significantly influenced employees' organisational commitment (OC) as a predictor of employee retention. Third, the relationship between organisational support and employee retention was mediated by OC in this study.*

Research Limitations/Implications – *This study examined POS as an employer branding strategy; the findings have a number of valuable implications for organisations. This study suggests that organisations should develop adequate organisational support mechanisms as a way of acquiring the status of a better employer among different stakeholders.*

Practical Implications – *Precisely, the findings imply that organisations should focus on increasing organisational support to attract, maintain and retain employees because employees desire conducive and favourable work environments.*

Social Implications – *A well-crafted and efficiently implemented organisational supportive strategies may enhance the reputational status of the organisation as an employer brand among its future job applicants. Originality/value – This study tested POS as an employer branding attribute in the New Zealand context; research on POS as an employer branding strategy is scarce. The results suggest that organisations that embrace organisational support mechanisms as employer branding strategy succeed in maintaining and retaining their talents for a longer time.*

Keywords *Retention, Employer branding, Organizational support, Regression analysis, Organizational commitment Paper Type Research paper*

INTRODUCTION

Globalisation and competition have increased the need to attract and retain a competent and skilful workforce (Catteeuw et al., 2007) by organisations. Talent is one of the most valuable weapons in any firm's armoury (Tlaiss et al., 2017), and can be a strategic tool for achieving organisational outcomes when strategically maintained and managed. However, the high demands for skilled human capital have reduced supplies in the labour market (Ployhart, 2006). The shortage of human capital has increased the competition for employees with expertise and managerial skills. More so, employee retention has, therefore, become a global concern. Organisations are adopting diverse tactics in their employer branding and attraction and retention of employees. Attracting and retaining a skilled workforce can be achieved with a well-designed strategic approach (Herger, 2007). Crafting a unique and powerful employer branding technique has become an

effective strategy for employee attraction and retention in organisations (Michaels et al., 2001). Employer branding has emerged from the fields of organisational identity, corporate reputation, corporate communication, organisational image, culture and corporate branding (Maheshwari et al., 2017; Sivertzen et al., 2013). Employer

branding has attracted increased attention from the literature due to the demand for competent, knowledgeable and skilful employees.

Employer reputation plays essential roles in the development of a firm's competitive advantage and sustainability. Employer branding advocates for the fulfilment of employees' aspirations and expectations because employees reciprocate support, favour and assistance from organisations with commitment and improved organisational performance. Based on the above, the organisation must actively meet employees' expectations to encourage employee engagement and retention. More so, skilful and knowledgeable employees have emerged as the most relevant competitive enabler, hence, the need for an organisation to attract and retain talented human resource. However, organisations find it difficult to cope with the increased competition to attract and retain employees in the labour market.

Research shows that employer branding strategies affect the competitive advantage of the organisation, employees' ability to internalise company values and employee retention (CIPD, 2007). The contribution of an employee to the achievement of organisation goal, sustainability and growth of the business has increased the attention on crafting effective HR strategies that could attain high rates of retention among employees in the organisation (Minchington, 2010). While there are several studies on employer branding in other contexts (Khan, 2017; Maheshwari et al., 2017; Chhabra and Sharma, 2014) most of these studies have centred on employer branding as attraction techniques in the organisation. There has been little research effort on the link between employer branding and employee retention (Matongolo et al., 2018). The dearth of literature seems to confirm the assertion that employer branding is still in the embryonic stage and a clear need for more developed strategies to attract and manage talents (Maheshwari et al., 2017).

To advance knowledge and to reduce the gap in this area; this current study examines the impact of organisational support as an employer branding tactic on employee retention in a government department in the New Zealand context. To-date there continues to be a lack of literature on the employer branding-talent retention relationship among local council employees in New Zealand.

To our knowledge, there seems to be little evidence of the impact of organisational support as an employer branding factor in the literature. Therefore, this study contributes to employer branding theory; by analysing the impact of organisational support on talent retention. Second, the study also explains the mediating effect of employee commitment in the relationship between organisational support and talent retention.

The rest of the paper is organised as follows: next is the literature review and the research hypotheses. The third section is the research method, while the data analysis is presented in the fourth section. The concluding section discusses the findings, research implications and the limitations of the study.

LITERATURE REVIEW

Employee retention is the determination by employers to retain required workers in their organisations. The importance of employee retention cannot be overemphasised based on the contributions of human assets to the organisational goal. Research suggests that human assets are the most critical factor of production (Minchington, 2010). Organisations seek to retain their workers hence need for development of effective employer branding strategies.

Employer branding comprises the functional, economic and psychological benefits provided by a company to his employees. Employer branding attributes are positive for corporate reputation, and used for attraction of potential employees (Khan, 2017; Maheshwari et al., 2017; Sivertzen et al., 2013).

Firms care about employer branding because it enhances and promotes their brands among external stakeholders (Backhaus and Tikoo, 2004). Employer branding is the efforts to promote a firm's unique features that differentiate it as a desirable place to work. Thus, employer branding is the process by which an employer brand is developed and communicated to both the internal and external stakeholders. Specific employer characteristics such as organisational culture, compensation and brand name attract job seekers to a company (Chhabra and

Sharma, 2014). Employer branding has been shown to be positively related to job seekers intention to apply for jobs (Khan, 2017). Research on the impact of employer branding on the attraction of job applicants seems to be very popular (Khan, 2017; Maheshwari et al., 2017; Chhabra and Sharma, 2014).

The employer value proposition as a human capital strategy which includes the element of the work environment, affiliation with colleagues, managers and leaders (Munsamy and Bosch, 2009). Organisational support is a desirable managerial practice which shows the positive side of an organisation. Organisational support indicates that organisations value and care for employees' well-being due to their contributions to the organisation. The organisational support comprises assistance and favours from the organisational context; this includes support from the supervisor, manager and organisational leaders in the work environment. Support emanating from the work context stimulates high performance (Noe and Wilk, 1993). Organisational support is necessary because employees are concerned about their well-being. So employees are attracted to organisations that can meet and exceed their expectations regarding the career and personal goals. Organisational support connotes a good work environment, and employees value a good work environment. Given the importance and effect of organisational support on employee outcomes, research has proven the relationship between perceived organisational support (POS) as an employer branding and retention factor (Eisenberger et al., 2001; Macey and Schneider, 2008). Also, we include employee commitment to into the model to provide additional information since organisational support is positively associated with organisational commitment (OC), even though minimal studies are available on the mediating impact of employee commitment in the relationship between POS as an employer branding attribute and employee retention.

THEORETICAL FRAMEWORK AND DEVELOPMENT OF RESEARCH HYPOTHESES

Social exchange theory (Blau, 1964) argues that POS results in reciprocal outcomes. The social exchange involves reinforcement and contingent reciprocal connections among performers in interdependent contexts. Exchange relationships can incur costs, as parties have to invest resources in the social exchange process (Tsarenko et al., 2018). Social exchange may involve personal investment of in resources, efforts, identity, attachment and commitment for some benefits. Recent studies have argued that employees who perceive that the organisation values their contribution develop positive feelings towards their job and attitude towards an organisation (Tsarenko et al., 2018). Thus, the theory of social exchange and reciprocity are applicable in the context of employee retention. Reciprocal behaviours regarding retention attitudes would happen when employees are satisfied and accept the valence of support emanating from the organisations.

Based on the above, it could be inferred that positive or negative perception of organisational support practices would determine the direction and extent of an employee's subjective feeling in the workplace, particularly, their turnover or retention intentions. The social exchange theory is used in this study; POS as an employer branding strategy is proposed as a predictor of employees' commitment and retention in an organisation. Employees with a high commitment, strong emotional attachment and a sense of membership are most likely to remain with an organisation, and this type of commitment attitude is galvanised by an organisation's employer branding policies and practices.

POS is an employee's general belief that an organisation values their contributions and cares about their well-being (Eisenberger et al., 1986). POS indicates employees' perception of the amount of support, concern and appreciation they receive from their employer (Lamm et al., 2015). POS reinforces employees' adaptability to the organisational environment. Prior studies have concluded that POS increases employee commitment and their sense of obligation towards the organisation (Eisenberger et al., 2001; Macey and Schneider, 2008). Thus, POS can strengthen employees' retention behaviours through their commitment and obligation towards an organisation (Eisenberger et al., 2001). Based on the evidence from prior studies, we hypothesised that:

There is a positive relationship between POS and employee retention.

Organisational support has been tested in different contexts and found to be related to performance outcomes (Park et al., 2018). Prior investigation shows that employees' affective commitment and emotional connection can

be enhanced with organisational support (Rhoades et al., 2001). Similar to prior studies, it is assumed that organisational support as an employer branding attribute will influence employee commitment to remain with an organisation. Commitment is synonymous to employee loyalty and has been associated with employee retention. Based on the above, it is hypothesised that:

There is a positive relationship between POS and OC.

Organisational commitment (OC) and employee retention

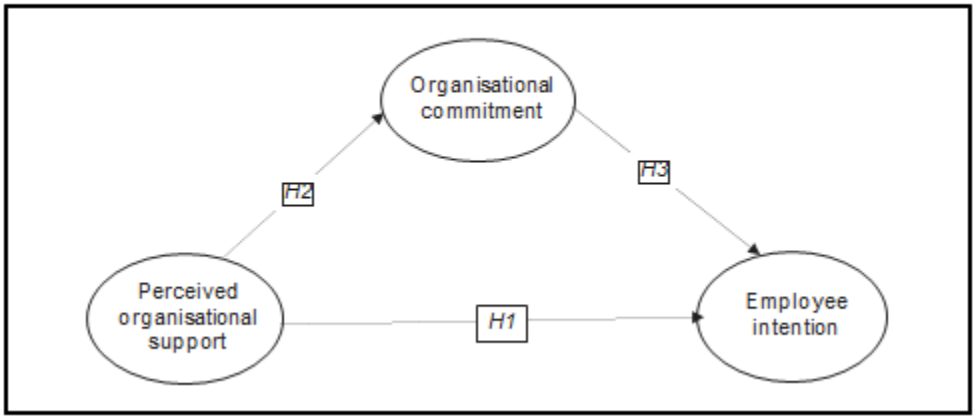
OC is employees' emotional attachment and psychological bond with an organisation (Meyer and Allen, 1997). It is an indication of an employee's willingness to remain a member of an organisation (Bulut and Culha, 2010). A committed employee exhibits loyalty, psychological attachment towards work and identifies with the goals of the organisation (Bulut and Culha, 2010). Research suggests that employees with strong OC are valuable assets of an organisation; as a committed workforce, they can ensure improved organisational performance and increase productivity and competitiveness (Chhabra, 2015; Mahal, 2012). The empirical finding shows that OC affects retention rates in organisations (Morrow, 2011). Based on prior research findings, we proposed that high employees commitment would positively influence employee retention (Premalatha, 2011; Chhabra, 2015; Mahal, 2012). Hence, we hypothesised that:

There is a positive relationship between OC and employee retention.

OC develops as a result of the factors presented by the work environment. Organisation support theory and the social exchange theory argue that positive attitudes from the supervisors and peers in the workplace affect employees' identification, a resolution to help the organisation and affective commitment towards the organisation (Kurtessis et al., 2015). Based on the above, we proposed that OC will mediate the relationship between POS and employee retention (Figure 1):

OC will mediate the relationship between POS and employee retention.

Figure 1 Research model



RESEARCH METHODS

The research participants were employees of a local council in New Zealand. An online survey method was used to collect the data, and a total of 134 usable data were used in this study. SPSS Process Macro (Hayes, 2013) was used to analyse the relationships between the variables.

Hayes Process Macro is a more robust tool for conducting mediation relationships.

A 1–5 Likert scale (5 ¼ strongly agree, 4 ¼ agree, 3 ¼ neutral, 2 ¼ disagree, 1 ¼ strongly disagree) was used in this study. The constructs measurements in this study were adapted from relevant studies in this area.

Perceived organisational support. Three measurement items of POS were adapted (Rhoades et al., 2001). Some of the items are: my organisation cares about my general satisfaction at work; and my organisation really cares about my well-being. The internal consistency reliability from the items was α ¼ 0.901.

Organisational commitment. Five measurement items were adapted from Meyer and Allen (1991). Example of the items are: I would be happy to spend the rest of my career in this organisation; and I feel a strong sense of belonging to my organisation. The internal consistency reliability was α ¼ 0.816.

Employee retention. Four items were adapted from Kyndt et al. (2009). One of the items was: If I wanted to do another job or function, I would look first at the possibilities within this organisation. The internal consistency reliability value was α ¼ 0.849. Detail of the psychometric properties of the research instrument

Outliers are extreme responses from research participants. We minimised the impact of outliers in the data set using the Mahalanobis distance technique was used to categorise outliers for removal before the analysis of the potential issues of common method bias.

Common method bias inflates or deflates relationships among variables, especially when data are collected at the same point in time, from the same respondent, and using the same medium (Podsakoff and Organ, 1986). CMB issue was tested with Harman One factor test; evidence shows that the first component represents less than 50 per cent of the variance extracted. CMB would be less an issue if the first factor accounted for less than 50 per cent of the variance explained.

We tested the data for compliance with the Kaiser–Meyer–Olkin (KMO) test of sampling adequacy and Bartlett test of sphericity. Field (2015) suggests an acceptable value of 0.7 for KMO and a significance level of 0.05 for Bartlett's test of sphericity. Table I shows Bartlett's tests were all significant, and the KMO tests met the minimally acceptable level of 0.7.

RELIABILITY AND VALIDITY

Cronbach's α technique was used to test the item reliability and validity. Research suggested that reliability varies between 0.5 and 0.6 (Nunnally and Bernstein, 1994). The measurement items loadings ranged from 0.65 to 0.94. These values confirm that reliability was achieved in this study. Cronbach's α values of POS, OC and employee retention are 0.901, 0.816 and 0.849, respectively. These values indicated that the scales are reliable and valid. The average variance extracted (AVE) was used to evaluate the convergent validity of this study. Convergent validity is confirmed if AVE values are more significant than 0.5. The analysis confirmed that convergent validity was achieved in this study as shown in Table I.

DATA ANALYSIS

Based on the reliability and validity tests and the confirmation of the psychometric properties of the instrument, the second phase of the hypotheses testing was conducted. We employ the Statistical Package for the Social Sciences (SPSS) macro named PROCESS (Hayes, 2013), Process Macro regression analysis is an advanced and robust regression-based approach focusing on mediation, moderated mediation models and the conditional indirect effect. PROCESS Macro incorporates the stepwise procedure which facilitates the analysis of the indirect effect, Sobel's standard theory test and a bootstrap estimation of the confidence intervals. The PROCESS Macro tool was used to estimate the research hypotheses.

RESULTS OF THE REGRESSION ANALYSIS

Four hypotheses were tested in this study. H1 hypothesised a relationship between POS and employee retention. The regression analysis found a significant relationship between POS and retention (β¼ 0.579, t ¼ 10.32, po0.05). The statistical significance of the analysis therefore support the hypothesised relationship. The second hypothesis (H2) tested the relationship between organisational support and commitment; and found a positive association between POS and OC (β¼ 0.513, t ¼ 11.07, po0.05). H3 assessed the relationship between OC and retention. The finding shows that OC influenced employee retention (β¼ 0 0.684, t ¼ 7.83, po0.05). The results from this

analysis support H2 and H3 in the research model. Overall, the three hypothesised direct relationships are strongly supported in this study.

Similarly, the R^2 value for the endogenous latent variable (employee retention) was 0.623. The finding indicates that the organisational support and OC substantially explain 62.3 per cent of the variance in the regression model.

MEDIATION RESULT

The mediation analysis shows that the beta weight of the direct effect of perceived organisation support on retention shrank (β¼ 0.228, t ¼ 3.53, po0.01). The result connotes a partial mediation effect, this showing that OC mediates the relationship between POS and employee retention. Further evidence from the analysis shows that the indirect effect is significant (LLCI ¼ 0.252; ULCI ¼ 0.473). Mediation analysis is significant when zero is not straddled between lower and upper confidence intervals, such as the case in this analysis. The Sobel regular theory test for indirect effect was similarly significant (z ¼ 6.40, po0.05).

DISCUSSION

Findings from this study reveal several patterns in the tested hypotheses. All the tested hypotheses in this study were significantly supported. The result confirms a significant relationship between organisational support and employee retention. This finding shows that organisational support is a vital employer branding attribute which can significantly predict employee retention because employees deserves some organisational support to meet socioemotional needs.

Organisations with supportive strategies can maintain and retain their employees for a long time. The result is logical because employees prefer to work in a conducive work environment that offers support to their employees. Hence, an organisation should craft policies and mechanisms that could support, attract and retain employees. This finding is consistent with prior and recent studies on the impact of organisational support and long tenure of an employee with an organisation (Ghosh and Sahney, 2011; Kundu and Lata, 2017; Ghosh et al., 2013). Ghosh and Sahney (2011) demonstrate that organisational support, career development, inter-unit support, top management support, senior support, employee well-being and work-life balance have a positive influence on employee retention. When organisations recognise their contributions and show concerns for their well-being and provide a positive work environment; then employees are likely to stay and remain with an organisation (Ghosh et al., 2013). There is a significant relationship between peer support and supervisory support as favourable organisational supporting factors and transfer performance in the organisation (Muduli and Raval, 2018).

In line with Tsarenko et al. (2018), this study highlights the importance of organisational social exchanges with employee retention through commitment. This current finding indicates that investment in supporting practices positively influences employee retention in the organisation. Strong exchange in terms of help, feedback, support, resources and encouragement could motivate employees in task environments.

Logically, support for employees in whatever form is usually responded with high-performance work attitudes, employees' loyalty, commitment and discretionary behaviours with positive consequences on organisational outputs and productivity. Specifically, this study reveals that commitment is a stronger basic mechanism which enables talent retention. This study infers that organisation investments into employee development, empowerment, training provisions and associated supportive mechanism enhances firm performance.

Furthermore, the research findings confirm the impact of organisational support on employee commitment. OC is a highly desirable attitude that usually affects organisational performance. Research had shown that organisational support practices like training enhance the dimensions of OC. Rhoades and Eisenberger (2002) indicated that organisational support help in building employees' affective commitment and emotional connection with an organisation. Commitment connotes strong emotional attachment, identity and determination to maintain a long-term employment relationship with an organisation. Due to this, highly committed employees are strongly attached and stay longer with an organisation. Supports from peers, superiors and co-workers stimulate employee outcomes in the forms of OC and job satisfaction. This assertion suggests that employees' commitment and job

satisfaction can be nurtured by conducive environments provided by the organisation, supervisors, managers and colleagues in the workplace (Luthans et al., 2008). The mediation analysis further highlighted that OC partially mediates the relationship between organisational support and employee retention. Overall, the analysis confirms organisational support as a vital employer branding proposition.

IMPLICATIONS

There are several practical implications of this study for organisations. Though, employee retention is a challenge in today's competitive environment. However, well-thought-out employer branding policies can assist organisations to lure and attract, engage and retain their workforce. Also, organisations should look at employer branding as strategies that could affect a firm's sustainability, competitiveness and reputation.

This finding implies that supervisors should represent their organisation competently when dealing with the employee; because employees' perception of organisational support is greatly influenced by the supportive attitudes of their supervisors. Supervisors are proxies of the organisation and subordinates often associate their supportive attitudes as a measure of the organisational support. The organisation should integrate the variables in this study into their employer branding strategies. This can be done by formulating some strategies that would strengthen employee's attitudes, affective commitment and employee advocacy behaviour using appropriate reward strategies. Evidence from this study shows that employees prefer to work in a conducive environment, especially those with strong social resources and support. Strong organisational support and favourable work environments potentially may impact on the development of employees' commitment. The social exchange theory (Blau, 1964) posits that employees are obliged to return perceived favours from their organisation with loyalty, commitment and increased performance. Robust employer branding approach can be used to attract job applicants, and to maintain existing staff. Organisations will benefit from a stable workforce which facilitates innovative behaviours, creative culture and outstanding performance.

LIMITATIONS AND FUTURE RESEARCH

Forthcoming research should assess the influence of other factors as employer branding on retention. Potential areas include reward and compensation, work environments, supervisor support, training and development as employer branding characteristics. A similar study may be undertaken in other settings/contexts to unearth and provide new insights into employer branding characteristics. This study is cross-sectional research; future studies may adopt a longitudinal or triangulated approach to gain additional research insights. Future studies should employ a larger sample size. Due to the concerns of the small sample size in this study, the research findings should be interpreted with caution.

CONCLUSION

This study examined the impact of organisational support as an attribute of employer branding on employee commitment and employee retention in a local government setting. Data analysis confirms that organisational support substantially influenced employees' commitment and talent retention in organisations. Organisation support significantly explains a substantial variance in employee retention.

The influence of employer branding attributes on retention has attracted few comments from the literature. The impact of the POS on employer branding is somewhat anecdotal. This study contributes to organisational support and employer branding theories by empirically validating the influence of the organisational support as an attribute of employer branding on retention. This research highlighted the relevance of organisational support as an employer branding factor on employee retention which has remained an unexplored topic in this area. Overall, organisational support and commitment explain a substantial variance in employee retention.

REFERENCES

1. Backhaus, K. and Tikoo, S. (2004), "Conceptualizing and researching employer branding", Career Development International, Vol. 9 No. 5, pp. 501-17.
2. Blau, P.M. (1964), Exchange and Power in Social Life, Wiley, New York, NY.

3. Bulut, C. and Culha, O. (2010), "The effects of organisational training on organisational commitment", International Journal of Training and Development, Vol. 14 No. 4, pp. 1468-2419, doi: 10.1111/j.
4. Catteeuw, F., Flynn, E. and Vonderhorst, J. (2007), "Employee engagement: boosting productivity in turbulent times", Organization Development Journal, Vol. 25 No. 2, pp. 151-7.
5. Chhabra, B. (2015), "Person-job fit: mediating role of job satisfaction and organisational commitment", The Indian Journal of Industrial Relations, Vol. 50 No. 4, pp. 638-50.
6. Chhabra, N. and Sharma, S. (2014), "Employer branding: a strategy for improving employer attractiveness", International Journal of Organizational Analysis, Vol. 22 No. 1, pp. 48-60.
7. CIPD (2007), Employer Branding: The Latest Fad or Future of HR?, Chartered Institute of Personnel and Development, London.
8. Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986), "Perceived organisational support", Journal of Applied Psychology, Vol. 71 No. 3, pp. 500-7.
9. Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D. and Rhoades, L. (2001), "Reciprocation of perceived support", Journal of Applied Psychology, Vol. 86 No. 1, pp. 42-51.
10. Ghosh, K. and Sahney, S. (2011), "Impact of the organizational sociotechnical system on managerial retention: a general linear modelling approach", Journal of Modelling in Management, Vol. 6 No. 1, pp. 33-59.
11. Ghosh, P., Satyawadi, R., Prasad Joshi, J. and Shadman, M. (2013), "Who stays with you? Factors predicting employees' intention to stay", International Journal of Organizational Analysis, Vol. 21 No. 3, pp. 288-312.
12. Hayes, A.F. (2013), Introduction to Mediation, Moderation, and Conditional Process Analysis: A RegressionBased Approach, Guilford Press, New York, NY.
13. Herger, B.K. (2007), "Linking the employment value proposition (EVP) to employee engagement and business outcomes: preliminary findings from a linkage research pilot study", Organisation Development Journal, Vol. 25 No. 2, pp. 121-32.
14. Khan, R.N. (2017), "Relationship between reputation perception and job pursuit intention in the private sector", International Journal of Economics and Management Sciences, Vol. 6, p. 422, doi: 10.4172/2162-6359.1000422.
15. Kundu, S.C. and Lata, K. (2017), "Effects of supportive work environment on employee retention: the mediating role of organizational engagement", International Journal of Organizational Analysis, Vol. 25 No. 4, pp. 703-22.
16. Kurtessis, J.N., Eisenberger, R., Ford, M.T., Buffardi, L.C., Stewart, K.A. and Adis, C.S. (2015), "Perceived organizational support: a meta-analytic evaluation of organizational support theory", Journal of Management, pp. 1-31, doi: 10.1177/0149206315575554.
17. Kyndt, E., Dochy, F., Michielsen, M. and Moeyaert, B. (2009), "Employee retention: organisational and personal perspectives", Vocations and Learning, Vol. 2, pp. 195-215.
18. Lamm, E., Kharas, J.T. and King, C.E. (2015), "Empowering employee sustainability: perceived organisational support toward the environment", Journal of Business Ethics, Vol. 128, pp. 207-20.
19. Luthans, F., Norman, S.M., Avolio, B.J. and Avey, J.B. (2008), "The mediating role of psychological capital in the supportive organizational climate-employee performance relationship", Journal of Organizational Behavior, Vol. 29 No. 2, pp. 219-38.

20. Macey, W.H. and Schneider, B. (2008), "Engaged in engagement: we are delighted we did it", Industrial and Organisational Psychology, Vol. 1 No. 1, pp. 76-83.
21. Mahal, P.K. (2012), "HR practices as determinants of organisational commitment and employee retention", The IUP Journal of Management Research, Vol. 11 No. 4, pp. 37-53.
22. Maheshwari, V., Gunesh, P., Lodorfos, G. and Konstantopoulou, A. (2017), "Exploring HR practitioners' perspective on employer branding and its role in organisational attractiveness and talent management", International Journal of Organizational Analysis, Vol. 25 No. 5, pp. 742-61.
23. Matongolo, A., Kasekende, F. and Mafabi, S. (2018), "Employer branding and talent retention: perceptions of employees in higher education institutions in Uganda", Industrial and Commercial Training, Vol. 50 No. 5, pp. 217-33.
24. Meyer, J.P. and Allen, N.J. (1991), "A three-component conceptualization of organisational commitment", Human Resource Management Review, Vol. 1 No. 1, pp. 61-89.
25. Meyer, J.P. and Allen, N.J. (1997), Commitment in the Workplace: Theory, Method and Application, Sage, Thousand Oaks, CA.
26. Michaels, E., Handfield-Jones, H. and Axelrod, B. (2001), The War for Talent, Harvard Business School Press, Boston, MA.
27. Minchington, B. (2010), The Employer Brand Manager's Handbook, Collective Learning, Torrensville.
28. Morrow, P.C. (2011), "Managing organisational commitment: insights from longitudinal research", Journal of Vocational Behavior, Vol. 79 No. 1, pp. 18-35, available at: http://dx.doi.org/10.1016/j. jvb.2010.12.008
29. Muduli, A. and Raval, D. (2018), "Examining the role of work context, transfer design and transfer motivation on training transfer: perspective from an Indian insurance industry", European Journal of Training and Development, Vol. 42 Nos 3/4, pp. 266-82, available at: https://doi.org/10.1108/ EJTD-09-2017-0078
30. Munsamy, M. and Bosch, A.V. (2009), "Retention factors of management staff in the maintenance phase of their careers in local government", SA Journal of Human Resource Management, Vol. 7 No. 1.
31. Noe, R.A. and Wilk, S.L. (1993), "Investigation of the factors that influence employees participation in development activities", Journal of Applied Psychology, Vol. 78 No. 2, pp. 291-302.
32. Nunnally, J.C. and Bernstein, I. (1994), Psychometric Theory, 3rd ed., McGraw-Hill, New York, NY.
33. Park, S., Kang, H. and Kim, E.J. (2018), "The role of supervisor support on employees' training and job performance: an empirical study", European Journal of Training and Development, Vol. 42 Nos 1/2, pp. 57-74.
34. Ployhart, R.E. (2006), "Staffing in the 21st century: challenges and strategic opportunities", Journal of Management, Vol. 32 No. 6, p. 868.
35. Podsakoff, P.M. and Organ, D. (1986), "Self-reports in organizational research: problems and prospects", Journal of Management, Vol. 12 No. 4, pp. 531-5.
36. Premalatha, P. (2011), "Voluntary turnover in knowledge-intensive organisations: a conceptual framework", The IUP Journal of Organisational Behavior, Vol. 10 No. 4, pp. 54-68.
37. Rhoades, L. and Eisenberger, R. (2002), "Perceived organisational support: a review of the literature", Journal of Applied Psychology, Vol. 87 No. 4, pp. 698-714.
38. Rhoades, L., Eisenberger, R. and Armeli, S. (2001), "Affective commitment to the organization: the contribution of perceived organizational support", Journal of Applied Psychology, Vol. 86 No. 5, pp. 825-36.

39. Sivertzen, A., Nilsen, E.R. and Olafsen, A.H. (2013), "Employer branding: employer attractiveness and the use of social media", Journal of Product & Brand Management, Vol. 22 No. 7, pp. 473-83.

40. Tlaiss, H.A., Martin, P. and Hofaidhllaoui, M. (2017), "Talent retention: evidence from a multinational firm in France", Employee Relations, Vol. 39 No. 4, pp. 426-55.

41. Tsarenko, Y., Leo, C. and Tse, H.H.M. (2018), "When and why do social resources influence employee advocacy? The role of personal investment and perceived recognition", Journal of Business Research, Vol. 82, pp. 260-8.