(REVIEW ARTICLE)

The role of human resource management practices in enhancing organizational commitment: Systematic literature review

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Abstract

Purpose: The main aim of this review paper is to explore and discuss the role of human resource management practices in enhancing organizational commitment.

Research Methodology: The foundational theoretical frameworks are meticulously established through a comprehensive and systematic review, followed by an intricate thematic content analysis of an extensive body of literature, which encompasses a diverse array of reports derived from both published scholarly articles and various research papers that have been made publicly available within academic circles between 2018 and 2024 focused on HRM, organizational behavior, and employee retention. These documents were subjected to a rigorous and critical examination process, wherein the most relevant and well-matched sources were subsequently selected with great care for inclusion in the analysis, ultimately leading to the formation of a well-supported conclusion. Additionally, the Scopus database was also utilized to gather pertinent data regarding "HRM strategies, organizational behavior, and employee retention." The primary keyword used in the search strategy was "HRM strategies, organizational behavior, and employee retention".

Findings: The authors manually assessed the entire 620 articles by perusing their titles, abstracts, and entire articles. 46 articles were eliminated due to duplication, and 194 abstracts were discarded due to screening. In addition, 311 articles were rejected after screening the complete text, and 50 articles were rejected after screening the eligibility of the full text. Hence, only 10 documents were considered appropriate for further analysis.

The study indicates that employee engagement declines during crises, whereas job satisfaction generally rises over time. The research emphasizes the need for mixed methods and longitudinal studies to accurately reflect employee experiences and enhance understanding of retention and organizational performance factors.

Future Implications: Future research should keep exploring these dynamics in diverse and changing work environments, offering a thorough understanding of how HRM practices can effectively nurture employee engagement and loyalty. This analysis captures essential themes and findings from various studies, enriching our current knowledge of employee behavior and retention strategies in modern organizational settings.

Keywords: Human Resource Management; Organizational Behavior; Employee Retention; Systematic literature review

1. Introduction

In recent years, there has been a significant increase in research focusing on employee dynamics within contemporary organizational settings. This surge is reflected in the growing number of published articles, with 118 articles released

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in 2022 alone, indicating a robust interest in understanding the complexities of workplace environments and their impact on employee behavior. [1].

Organizational commitment exerts a profoundly significant impact on the domain of human resource management (HRM), as it plays a critical role in influencing various aspects such as employee performance, retention rates, and the overall effectiveness of the organization as a whole. When employees demonstrate elevated levels of commitment, this phenomenon can lead to a marked reduction in instances of absenteeism and employee turnover, while concurrently enhancing job satisfaction levels and fostering improved problem-solving abilities among the workforce [2, 3]. The intricate relationship between organizational commitment and HRM highlights the paramount importance of implementing strategic HRM practices designed to cultivate and sustain a dedicated and committed workforce that is aligned with the organizational goals. Impact on employee performance the concept of organizational commitment is intricately linked to the enhancement of employee performance, as individuals who are motivated to engage with their work responsibilities are significantly more likely to exhibit proactive behaviors that contribute positively to the overall objectives of the organization [3]. In the context of healthcare settings, the presence of committed staff members is absolutely essential for the ongoing maintenance of high-quality patient care services, given that such individuals are considerably less likely to succumb to feelings of burnout or job dissatisfaction, which can detrimentally affect their performance and the well-being of patients [2].

The implementation of equitable compensation structures and the establishment of sustainable development plans are instrumental in reinforcing organizational commitment among employees, thereby contributing to a more stable and engaged workforce [4]. Furthermore, the provision of comprehensive training and development initiatives is of paramount importance, as empirical evidence has consistently demonstrated a significant correlation between these programs and elevated levels of commitment among employees, thereby underscoring the necessity of strategic human resource management practices aimed at fostering a culture of growth and engagement within the organization [5].

Challenges in commitment notwithstanding the numerous benefits associated with organizational commitment, it is imperative to acknowledge that organizations frequently encounter formidable challenges, such as elevated turnover rates and pervasive job dissatisfaction, particularly within sectors such as healthcare, where staff shortages are a critical and ongoing concern [2]. Consequently, the necessity for continual research into the myriad factors that influence employee commitment, particularly among diverse groups of employees, remains an essential pursuit for the effective implementation and management of human resources within organizations [2] While organizational commitment is undeniably a crucial determinant in enhancing outcomes related to human resource management, it is of equal importance to recognize that external variables, including economic conditions and challenges specific to particular industries, can significantly affect levels of employee engagement and retention across the workforce.

The role of Human Resource Management (HRM) practices in enhancing organizational commitment is a critical area of research, particularly as organizations seek to foster employee engagement and loyalty.

1.1. HRM Practices and Work Engagement

HRM practices, including training and development, employee participation, and performance appraisal, significantly influence work engagement, which in turn enhances organizational commitment [1]. A study in a social solidarity institution found a correlation between HRM practices and normative commitment, indicating that specific practices can foster different types of commitment among employees [6].

1.2. Psychological Factors and Commitment

Psychological theories, such as social exchange theory, suggest that aligning HRM practices with employees' psychological needs can lead to increased organizational commitment [7]. The impact of HR practices on commitment is further influenced by factors like gender bias and employee well-being, particularly during crises [8].

1.3. Organizational Identification

The effectiveness of commitment-based HR practices is moderated by organizational identification, suggesting that employees' perceptions of HR practices can vary based on their identification with the organization [9]. While the studies collectively underscore the positive impact of HRM practices on organizational commitment, it is essential to consider the contextual and individual factors that may influence these relationships. Understanding these dynamics can help organizations tailor their HRM strategies to enhance commitment effectively.

1.4. Statement of the Problem

The role of Human Resource Management (HRM) practices in enhancing organizational commitment is critical, as evidenced by various studies. HRM practices, including recruitment, training, and performance appraisal, significantly influence employee engagement and commitment levels, ultimately impacting organizational performance.

1.5. Key HRM Practices Influencing Commitment

Training and Development: Effective training programs enhance employee engagement, which mediates the relationship between HRM practices and organizational commitment [1].

Employee Participation: Involving employees in decision-making processes fosters a sense of belonging and commitment to the organization [1].

Performance Appraisal: Regular feedback mechanisms contribute to job satisfaction and proactive behaviors, reinforcing commitment [5, 6]'.

1.6. Strategic Alignment with Organizational Goals

Integration with CSR: Aligning HRM practices with Corporate Social Responsibility (CSR) initiatives enhances employee engagement and commitment, as employees feel their work contributes to broader societal goals [10].

Supportive Work Environment: A culture that promotes transparency and accountability encourages employees to reciprocate with higher commitment levels [10]. While HRM practices are essential for fostering commitment, it is also crucial to consider individual factors such as organizational identification, which can moderate the effectiveness of these practices [9].

Objectives: The systematic literature review aims to identify key HRM practices influencing organizational commitment, including training, employee engagement, and retention strategies, and analyze the impact of contextual factors like organizational culture and work environment on this relationship, ensuring effective HRM implementation.

2. Material and methods
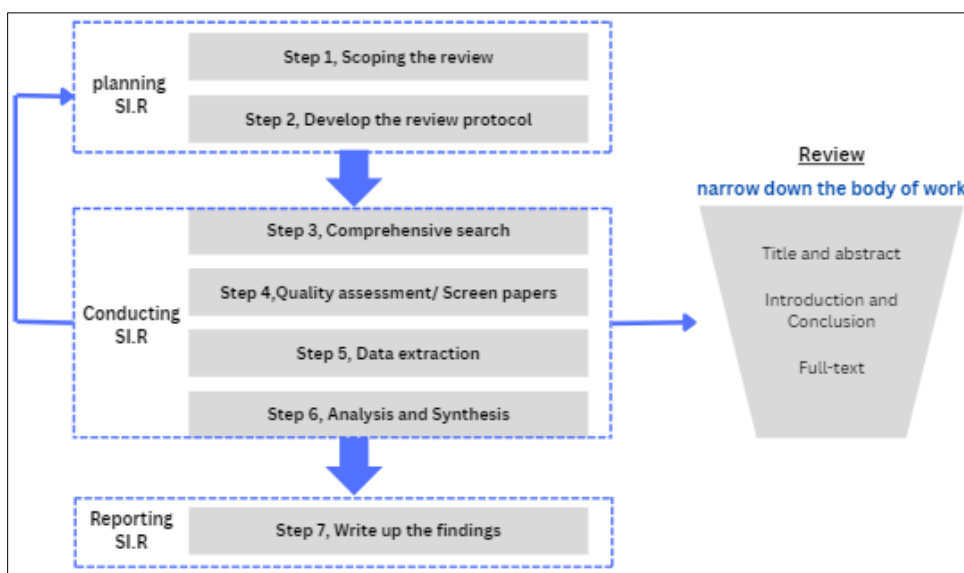
Source: Chompunuch (2019)

Figure 1 The research framework of this study

This section explains where to get publications about HRM, organizational behavior, and employee Retention. The process involves strict procedures as well as steps that look at pertinent content. The methodology employed for this exhaustive search was systematically implemented by utilizing the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach, which is widely recognized for its rigor and transparency in conducting systematic reviews. The criteria for selecting and eliminating relevant studies for this study are also presented [11]. In

a systematic review, PRISMA emphasises the necessity of randomised trials as a basis for other forms of research, such as intervention, which poses various obstacles, particularly when assessing qualitative or mixed-method study designs [11].

An extensive and meticulously organized examination of the existing literature, which is fundamentally anchored in a comprehensive analysis of bibliographical citations alongside the body of previously published scholarly work, has been conducted with the explicit objective of achieving the aforementioned aims that have been articulated. The methodology employed for this exhaustive search was systematically implemented by utilizing the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach, which is widely recognized for its rigor and transparency in conducting systematic reviews. In the course of executing this thorough search, a diverse array of pertinent bibliographic references was meticulously collected from a variety of esteemed academic publications, which are disseminated by highly reputable publishing houses such as Taylor, Sage & Francis (under the Routledge imprint), Springer, among several others of notable distinction in the academic community.

Table 1 Criteria for Inclusion and Exclusion

Inclusion Criteria	Exclusion Criteria
Scopus-indexed articles	Non-Scopus-indexed articles
Journal articles	Conference proceedings, Review articles, Book chapters and books
English language articles	Non-English language articles
Empirical study	Conceptual study and review article

The authors manually evaluated the entire 620 articles by perusing their titles, abstracts, and entire articles, 46 articles were eliminated due to duplication, and 194 abstracts were discarded due to screening. In addition, 311 articles were rejected after screening the complete text, and 50 articles were rejected after screening the full text for eligibility. Thus, 10 documents were deemed suitable for further analysis. Figure 1 illustrates flowchart of the entire search process.
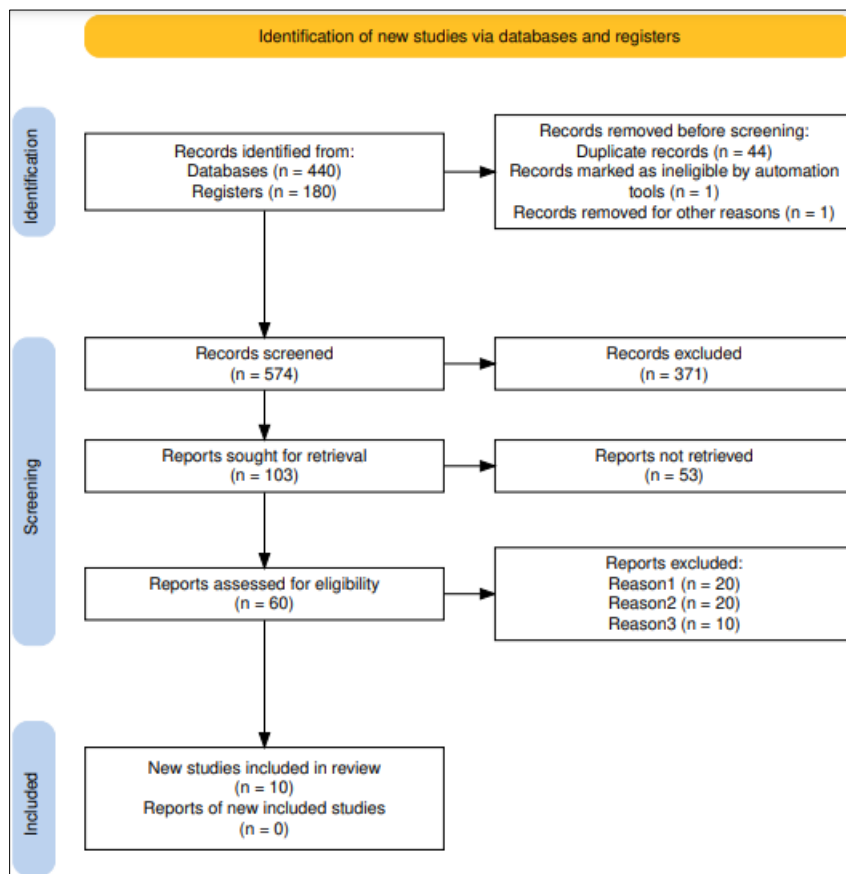

Figure 2 PRISMA Methodology

Researchers depict the methodology employed in identifying published data pertinent to the subject and their criteria for determining its inclusion in the systematic review through the utilization of PRISMA flow diagrams. The acronym PRISMA stands for Preferred Reporting Items for Systematic Reviews and Meta-Analyses. A fundamental set of components designed for reporting in systematic reviews and meta-analyses is illustrated in Figure 2. The PRISMA statement comprises a four-phase flow diagram accompanied by a checklist consisting of 27 items. It encompassed information regarding the characteristics of the studies that were incorporated, the risk of bias (quality assessment within studies), as well as the outcomes derived from various investigations. In your summary of the principal findings, it is imperative to incorporate the strength of the evidence and the limitations associated with the review.

Figure 2: proved to be instrumental in illustrating the principal outcomes derived from a systematic review encompassing ten pertinent studies on Human Resource Management (HRM), organizational behavior, and employee retention, with a particular focus on the disparities in risk. It is imperative to incorporate the extent of the evidence as well as the limitations of the review within your synthesis of the primary findings. Figure 1 served a multitude of purposes concerning the essential findings, including but not limited to odds ratios, risk differences, sensitivity, and specificity, among others, as extracted from a systematic review of ten interconnected studies on HRM, organizational behavior, and employee retention. Additionally, it may be requisite to employ a funnel plot to evaluate the text for potential publication bias. The criteria governing the arrangement of figures in scholarly journals vary significantly.

2.1. Years of publication
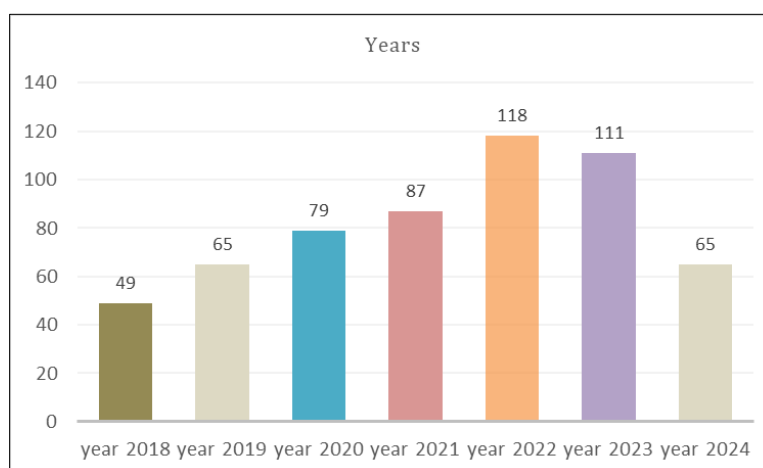
Figure 3 *Y*ears of publication

It is important to note there has been a considerable increase in the number of articles published each year with regard to the publication timeline. 118 articles were published in total in 2022, compared to 111 articles in 2023 and 87 pieces in 2021. With 79 articles published in 2020, 65 articles in both 2024 and 2019, and the last lowest publishing rate seen in 2018 with 49 articles, the trend is still going strong. The data, as shown in Figure 2, unmistakably shows an increase in the number of publications produced each year.

3. Results and discussion

The initial stage in the data analysis process was to compile every organizational behavior, employee retention, and every HRM practice result from the studies that were included.

3.1. Result of Systematic literature review HRM effect on organization performance

Table 1 Systematic Literature Review

Author(s)	Objective of the study	Methodology	Findings	Research Gaps	How the study seeks to fill the gaps
[12]	Outline theoretical approaches for employee behavior in crises. Provide methodological considerations for empirical studies on employee experiences.	Review of theoretical models for employee behavior during crises. Methodological considerations for quantitative empirical studies on employee experiences. Analytical strategies include multilevel modeling and latent growth curve modeling.	Work engagement decreased, job satisfaction increased over time. Trajectories of work-non-work balance, workload, and autonomy showed initial declines. Job loss linked to decreased mental and physical health over time.	Lack of focus on qualitative studies. Limited discussion on crisis leadership and future crisis implications.	By outlining theoretical approaches and methodological considerations in crisis research. Integrating various theories and methodologies to understand employee experiences in crises. Using longitudinal and diary designs to capture moment-to-moment variability. Combining qualitative and quantitative data for comprehensive insights in crises.
[13]	Study relationships between ER factors and voluntary turnover antecedents. Use extended SEM techniques for a comprehensive understanding of ER factors.	Extended SEM techniques for comprehensive understanding of ER factors. Multiple imputation procedures for handling missing data in PV datasets. ESEM nested in CFA and PVs used for SEM analyses. EwC model nested in ESEM for precise estimates.	Affective commitment and job satisfaction mediate ER factors and turnover intention. Extended SEM techniques provide insights into ER factors and turnover antecedents. ER factors directly affect job satisfaction and turnover intention. Job satisfaction negatively correlates with turnover intention, impacting retention strategies.	Lack of longitudinal data for causal relations. Limited use of experimental designs for solid findings.	Analyzing multiple ER factors and attitudinal antecedents simultaneously. Using extended SEM techniques for a comprehensive understanding. Addressing the need for advanced statistical analyses in ER studies.

[14]	Explore epistemic malevolence in organizational wrongdoing through empirical research. Connect epistemic malevolence to organizational deception in high-penalty cases. Investigate strategies of 'sowing doubt' and 'exploiting trust' in organizations.	Conceptualized epistemic malevolence as organizational deception with malevolence and harm. Studied high-penalty corporate misconduct cases between 2000 and 2020.	Organizations exploit trust more than sowing doubt in deception strategies. Epistemic malevolence found in 60 out of 80 corporate misconduct cases. Cases categorized based on 'sowing doubt' or 'exploiting trust' strategies.	Lack of research on preventing epistemic malevolence in organizations. Limited understanding of epistemic vices beyond high-penalty cases. Inadequate exploration of epistemic harm caused by organizational deception.	Connects epistemic malevolence to empirical literature on organizational deception. Studies high-penalty corporate misconduct cases to understand deception strategies. Focuses on 'exploiting trust' strategy used by organizations in deception.
[15]	Examine training impact on turnover intention with employee-employer survey data. Investigate the mediating role of organizational identification in training-turnover relationship.	Quantitative regression analyses to test hypotheses on training and turnover. Utilized Loewenstein and Spletzer's typology to assess specific training programs. Empirical examination of training effects on turnover using survey data.	General and firm-specific training reduce employee turnover intention. Firm-specific training has a higher impact on turnover intention. Organizational identification partially mediates the effect of training on turnover. Justice perception does not substantially moderate the training-turnover relationship.	Limited research on differential impact of training types on retention. Lack of focus on the role of organizational identification in training.	Examines impact of different training types on employee retention behavior. Considers specific and general training's impact on loyalty and commitment. Investigates the differential effects of training on turnover intention. Explores the mediating role of organizational identification in training-turnover process.
[16]	Investigate SHRM impact on employee retention with job engagement moderation. Study the distinction between HRM and SHRM in retaining strategic employees.	Quantitative survey with 197 completed questionnaires. Stratified random sampling method for homogeneous population. Smart PLS-2 and SEM with partial least square's method.	SHRM practices impact employee retention significantly, moderated by job engagement. Job engagement moderates SHRM impact, except for performance appraisal. Job engagement moderates SHRM impact on vigor, dedication, and absorption.	Lack of cross-industry analysis. Limited generalizability due to single geographic area. Absence of comparative studies on SHRM practices.	Investigates HRM practices' impact on employee retention in public sector. Identifies HRM practices contributing to sustainable competitive advantage in retention.

[17]	Examine TD impact on OP with mediating effects of EC, EE, ER. Test moderating role of PA in relationships between EE, ER, OP.	Quantitative methodology used for data analysis. Survey conducted with a Likert scale questionnaire. PLS-SEM method applied for composite-based path models.	Training positively impacts organizational performance. Employee engagement, commitment, and retention mediate TD and OP. Performance appraisal moderates employee engagement and retention with organizational performance.	Limited generalization to western countries due to industry-specific focus. Need for further studies on turnover impact of training and development. Lack of comprehensive model with variables like self-motivation.	Investigates mediating roles of EC, EE, and ER in TD-OP relationship. Explores moderating influence of PA on EE and ER with OP. Addresses theoretical gap on factors affecting TD-OP relationship.
[18]	Investigate IMO's influence on employee commitment, retention, and firm performance. Examine moderating effects of interdepartmental relations, communication, and ownership types. Explore IMO's contribution to corporate performance in the Chinese context.	Questionnaire development, translation, and linguistic equivalence verification. Data collection through purposive sampling in small and medium-sized enterprises.	IMO positively influences employee commitment and organizational performance. Ownership type moderates IMO's impact on employee commitment and retention. IMO is applicable to service, manufacturing, and non-service firms. POEs benefit from IMO, enhancing employee commitment, retention, and performance.	Lack of prior research on IMO's impact on employee management. Limited studies on IMO's influence on firm performance in China.	Investigates IMO's impact on employee management in Chinese context. Bridges gap in research on internal marketing and employee management in China.

| [19] | Identify competency factors affecting retention in IT professionals. Analyze competency-related factors among IT professionals. Study relationship between competency factors and employee retention. | Descriptive research design with structured questionnaires for data collection. Correlations, regressions, and SEM analysis conducted for data analysis. Primary data collected through surveys among IT professionals. | Competency mapping crucial for employee retention in organizations. Skills utilization key for retention, followed by motives and commitment. Personal characteristics and behavior have minimal impact on employee retention. | Lack of focus on behavior and personal characteristics' impact on retention. Limited exploration of competency mapping in non-IT sectors. | Identifies factors affecting employee retention in IT companies. Investigates competency mapping's impact on employee retention and organizational development. Highlights the importance of skills, motives, and commitment for retention. Emphasizes the need for challenges and skill utilization for retention. |
| [20] | Examine deference to leader authority inducing unethical pro-organizational behavior. Investigate personal and organizational factors influencing unethical behavior in employees. | Quantitative survey data collected among 350 Canadian-based healthcare employees. Hierarchical moderated regression analysis to test research hypotheses. Data collected by Qualtrics, ensuring confidentiality and voluntary participation. | Deference to leader authority stimulates unethical pro-organizational behavior. Personal factors like dispositional greed and proactive personality influence unethical behavior. Organizational factors like workplace status and job rotation impact unethical behavior. | Lack of longitudinal research to measure different mechanisms explicitly. Need to extend focus to include other personal and organizational factors. | Investigates how deference to authority leads to unethical pro-organizational behavior. Identifies personal and organizational factors influencing unethical behavior in organizations. |

| [21] | Develop and measure person-space fit scale for workspace interactions. Examine impact of workspace changes on employees' experiences and behaviors. Bridge person-environment fit research with workspace design studies. | Developed a Person-Space Fit scale with 18 items. Conducted a workspace change intervention from closed to open spaces. Utilized Temporal Exponential Random Graph Modeling for social network analysis. | P-S fit scale validated with four dimensions: aesthetic, identity, instrumental, collaboration. Instrumental fit linked to task privacy, aesthetic and identity fit to spaciousness. Open office spaces hinder social network activity, decrease work-related ties. P-S fit influences work engagement, social network change, and workspace experiences. | Limited sample size affects generalizability of findings. Causal inferences constrained; future studies needed for validation and robustness. Individual differences in P-S fit dimensions require exploration for validation. | Develops P-S fit scale for workspace interactions and social network activity. Examines workspace transitions and impact on employees' experiences and behaviors. Bridges P-E fit research with workspace design to understand work outcomes. |

3.2. Analysis of the studies presented in the journals

This matrix offers a comprehensive and nuanced examination of diverse studies that concentrate on the determinants affecting employee retention, organizational behavior, and turnover intention. Each study delineates specific objectives, methodologies, outcomes, research deficiencies, and proposals for addressing these deficiencies, thereby making a substantial contribution to the discourse surrounding human resource management and employee conduct.

Zacher & Rudolph (2022) investigate the reduction in employee engagement during periods of crisis, while job satisfaction tends to exhibit an upward trend over time. The research utilizes quantitative methodologies, including latent growth curve modeling and multilevel modeling, to analyze employee experiences in crisis contexts. The authors discern a declining trend in work-life balance, workload, and autonomy, which adversely affects both physical and mental well-being. Identified research deficiencies include the absence of qualitative data and insufficient discourse on leadership dynamics during crises. The study advocates for the integration of mixed methods alongside longitudinal research to capture moment-to-moment fluctuations in employee experiences and to provide a more holistic understanding by merging qualitative and quantitative perspectives.

Olckers (2018) concentrates on the interrelations between Employee Relations (ER) factors and voluntary turnover. Employing sophisticated Structural Equation Modeling (SEM) techniques, Olckers emphasizes the mediating influence of job satisfaction and affective commitment within the ER-turnover nexus. The research highlights the direct impact of ER factors on job satisfaction and turnover intention, indicating that job satisfaction exhibits a negative correlation with turnover intention, which consequently affects retention strategies. Research gaps are identified in the necessity for longitudinal data to enhance comprehension of causal relationships. The study recommends the utilization of experimental designs and expanded SEM techniques to achieve a more thorough understanding of ER factors and turnover.

Meyer et al. (2024) investigate the notion of epistemic malevolence within organizational deception, particularly in instances of corporate misconduct that employ strategies of "sowing doubt" and "exploiting trust." The research reveals that organizations frequently manipulate trust as a component of their deceptive tactics. Identified research gaps pertain to the limited examination of epistemic malevolence within organizational contexts. The authors advocate for future investigations to concentrate on the ways in which organizations exploit trust in their deception strategies, underscoring the necessity for a deeper understanding of these mechanisms.

Info et al. (2024) assesses the influence of training on turnover intention, discovering that firm-specific training exerts a more substantial effect on diminishing turnover intention relative to general training. The study posits that organizational identification partially mediates the correlation between training and turnover, whereas justice perception does not significantly moderate this connection. The authors recognize a deficiency in research concerning the differential effects of various training types and propose further investigation into the role of organizational identification in retention practices.

Sepahvand & Khodashahri (2021) explore the significance of Strategic Human Resource Management (SHRM) practices in employee retention, with job engagement serving as a moderating variable. The research concludes that SHRM practices exert a considerable influence on employee retention, and job engagement amplifies this effect, particularly in relation to performance appraisal. Nevertheless, the study is constrained by the absence of cross-industry analysis and the limited generalizability arising from a geographically restricted sample. The authors propose the expansion of research to include comparative analyses of SHRM practices across various sectors and to investigate the role of job engagement in retaining key strategic employees.

Escoonico et al. (2023) examine the influence of Training and Development (TD) on Organizational Performance (OP) and employee retention, demonstrating that training exerts a beneficial effect on both organizational performance and the retention of employees. The research identifies industry-specific variables that may moderate this association and advocates for further investigation into the moderating influence of performance appraisals in augmenting employee engagement and retention. The mediating function of employee engagement, commitment, and retention within the TD-OP nexus underscores the significance of training in not only enhancing performance but also in sustaining employee retention.

Yu et al. (2019) evaluate the impact of Internal Marketing Orientation (IMO) on employee retention, commitment, and organizational performance. The findings indicate that IMO has a positive effect on employee commitment and performance, particularly in private sector organizations. Nonetheless, a deficiency in research is observed in the limited examination of IMO within non-Western contexts, notably in China. The authors propose the expansion of

research to encompass various industries in developing nations to enhance comprehension of the global applicability of IMO in the domain of employee management.

Singh & Singh (2019) scrutinize competency mapping as a pivotal strategy for retaining employees within the information technology sector. The research suggests that competency mapping, which emphasizes the effective utilization of skills, plays a crucial role in employee retention, whereas personal attributes exert a negligible influence. The authors urge for additional research into competency mapping in sectors outside of information technology to offer a more thorough understanding of its impact on retention and skills utilization.

Clercq (2023) analyzes how deference to authority promotes unethical pro-organizational behavior. The research reveals that individual characteristics such as greed and a proactive personality affect unethical conduct, while organizational elements such as workplace status and job rotation also play a contributory role. The authors highlight the necessity for longitudinal studies to further investigate these mechanisms and recommend the extension of research to include both personal and organizational variables that influence unethical behavior.

Finally, Bankins et al. (2020) formulate a Person-Space Fit (P-S Fit) scale to assess the impact of modifications in workspace on employee behavior and interactions. Their findings indicate that open-office layouts impede social interaction, resulting in diminished work engagement. The study emphasizes the necessity of designing workspaces that correspond with employee requirements to enhance engagement and the overall work experience. Future research should investigate the various dimensions of P-S Fit across diverse workplace settings.

Collectively, these studies illustrate that employee retention and organizational performance are affected by an array of factors, including training, job engagement, internal marketing orientation, and ethical behavior. The identified research gaps encompass the necessity for longitudinal studies, cross-industry analyses, and the exploration of these factors in non-Western contexts. The authors advocate for methodological advancements, such as the integration of quantitative and qualitative approaches, to address these gaps and enrich our understanding of these pivotal issues.

4. Conclusion

In conclusion, the array of studies examined within this matrix illuminates the intricate determinants that influence employee retention, organizational behavior, and turnover intentions. These results highlight the paramount significance of addressing aspects such as training, job engagement, internal marketing orientation, and ethical conduct in the enhancement of organizational performance. In future research endeavors, scholars ought to concentrate on longitudinal studies, cross-industry analyses, and explorations within non-Western contexts to further enrich our understanding of these pivotal factors and to foster effective human resource management practices that yield advantages for both organizations and their employees.

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