

Talent Management: Maintaining High Performance Personnel Based on Compatible Competence and Adaptable Culture (Compact) In an Organization

Sugiyono¹ and Suharnomo²

Abstract: For an organization, the existence of talented employees as part of an investment must be well maintained. "War for Talent" becomes a threat demanding an organization to implement a strategy to maintain the talented employees, one of which is called compatible competence and adaptable culture (COMPACT) approach. The aim of this study was to analyze the effect of transformational leadership and adaptability on retention through COMPACT. This research was conducted at a vocational school in Central Java Indonesia as the respondent was the principal, 200 deputy principals, taking data by sending a questionnaire with Google quest sent via WhatsApp, or sent directly to the respondent concerned. The findings of this study indicate that overall exogenous variables have a significant positive effect on endogen variables.

Keywords: Talent Management, Talent Retention, Transformational Leadership, Adaptability

I. INTRODUCTION

The existence of talented employees in an organization is a form of capitalization; therefore, this investment must be managed properly in order to keep the employees stay longer in the organization. Since the term "*the war for talent*" was coined by McKinsey (1995) and Company in the late 2000s, the existence of talented workers has been increasingly valued. According to Fishman (1998), from an organizational perspective, talented workers are individuals having high potential, performance, and productivity because they have education, knowledge, skills, experience, and desires in accordance with organizational goals. The war for talent itself is characterized by (1) efforts to retain top talent, (2) competition to recruit top talent from other organizations, (3) involvement of large and small organizations in the struggle, and (4) unexpected and unexpected impacts (McKinsey, 1995).

In term of investment, Gelade et al (2006) identified this as related to, for example, retention rates of talented people, costs for hiring talented people, time needed to hire talented people, time for full productivity per full-time employee, and so forth. Thus, the existence of a talented employee, according to Sinha (2012), benefits the organization because the organization does not lose turnover costs, knowledge, and service to customers, as well as cost of getting new employees. Thus, if an employee has certain privileges, then the organization must make various efforts to keep the employee staying in organization.

The explanation describes the fact that employee retention is not only related to personal aspects but also aspects of knowledge, skills, and superior competence. Thus, the factual condition of the existence of talented employees in an organization underlies the thought that there are a number of factors and their combination being thought to be the basis of the intention of the talented employees stay in the organization. These factors are compatible competence and adaptable culture (COMPACT).

¹ Students of Doctoral Program in Economics, University of Diponegoro, Central Java, Indonesia

² Management Department University of Diponegoro, Central Java, Indonesia

COMPACT is related to the development of talented employees based on the suitability of the personal values and abilities of talented employees with the tasks or jobs to be carried out and the culture or values of the organization. The development of talented employees who are prospecting to occupy key positions will also be assessed on the ground of their leadership abilities such as managerial skills, communication skills, ability to manage change, ability to manage risk, and ability to manage conflict.

Researchers such as Arnold and Feldman, (1982); Wotruba and Tyagi, (1991); Brodie, (1995) concluded that age, job satisfaction, position, image, expectations, and commitment are consistently related to turnover desires and turnover realization. In fact, Jewell and Segall (1990) and Locke (1976) argued that that employees satisfying with work tend to last a long time in the organization, thereby reducing turnover. Meanwhile, Carsten and Spector (1987) in their meta-analysis stated that job satisfaction is negatively correlated to turnover. Furthermore, Harrington et al. (2001) showed that emotional exhaustion, low intrinsic job satisfaction, dissatisfaction with salary, and opportunity to get a promotion are the main predictors. Meanwhile, Gurpreet Randhawa (2007) concluded that the more satisfied the employee with his work is, the less likely the employee will leave the organization.

Some researchers such as Amadasu (2003); Taplin et al. (2003); Gberevbie (2008) stated that when the right strategy is implemented, talented employees will stay and work for the benefits of the organizational success. However, Steel, Griffeth, & Hom (2002) reminded that the reason for employees to remain in the organization is not always the same as the reason they left the organization.

In this perspective, Cascio (2003); Heneman and Judge (2003); Gberevbie (2008) stated that the inability of organizations to formulate and implement strategies that are able to get and retain talented employees to achieve organizational goals is a big problem. The strategy of retaining talented employees is related to proper planning, tools and decision making (Gberevbie, 2008). Thus it can be concluded that the main issue of an organization is the effort to identify and retain talented employees in order to achieve organizational goals.

II. LITERATURE REVIEW

1. Transformational leadership and COMPACT

Basically, transformational leaders are agents of change who are able to visualize the future and inspire employees to work towards the new future (Vera & Crossan, 2004) through a process of influencing employees by providing facilitation to achieve organizational goals (Konopaske and Matteson, 2008). Thus, the effectiveness of leadership is measured by the ability of the leaders to influence subordinates towards collective goals and direct and help them to deal with certain conditions.

Transformation leaders who ensure the need for change make and share a vision with their employees, direct, facilitate the process of adapting to change, and inspire employees to achieve more challenging goals (Carter et al., 2012; Bass, 1999). Transformation leaders help employees develop creative solutions to a problem, so they are able to adapt appropriately to a new environment (Bass, 1985; Bass et al., 2003; Vera & Crossan, 2004). On the other hand, one form of change desired by the organization is the creation of competency development, compatibility, and value. Armstrong (2012) stated that competence is a person's character that produces superior ability and superior ability. Competence is the ability of someone to do something based on the expertise (skill) that a person has.

Meanwhile, the design of an organizational change in the context of employee empowerment to be more qualified must be conducted in a carefully planned manner. Employees' attitudes toward accepting planned organizational change can be determined by analyzing readiness for change because employee reactions to change play an important role in every organization (Oreg et al., 2011; Bartunek et al., 2006). According to Holt et al., (2007), organizations need to prepare planning for a change, if the chance for success is higher and vice versa, as these changes require employees to make adjustments (compatibility).

Furthermore, competence and compatibility that a talented employee has must be integrated with the employee's belief in a particular culture and other culture adopted by the organization. According to Cristescu et al (2013), employees can be intrinsically or extrinsically motivated; intrinsic motivational factors are the relationship between one's expectation, perceptions, and feelings in one side, and the actualization of work and individual behavior on the other side. Extrinsic motivation is also based on individual-organizational relationships and is intended to meet employee expectations with respect to organizational reactions in relation to the employee's business, behavior, and results. Therefore, the right approach to adjust the company's vision and mission to the expectations of employees must be maintained well and wisely.

Based on the theoretical basis and the previous research, the following hypothesis is proposed:

Hypothesis 1. Transformational Leadership has positive and significant effect on COMPACT.

2. Adaptability and COMPACT

Job obligations encourage employees to adapt, be more tolerant, and productive in a dynamic and competitive environment (Burke, Pierce, & Salas, 2006). Pulakos et al., (2000) developed an adaptation taxonomy of critical events of work-related adaptive behavior from a variety of jobs and provided empirical support for the following eight dimensions: managing emergencies or crisis situations, handling work stress, solving problems creatively, facing work which are uncertain and unpredictable situations, learning tasks, technology and procedures, show interpersonal adaptability, demonstrate cultural adaptability, and show physical adaptability. Furthermore, Ployhart and Bliese (2006) suggested that the ability to adapt can be defined as the ability of individuals to change themselves or adjust from one behavior to another.

Thus, one's ability and willingness to adapt is very important for a successful career (Pulakos et al., 2000). Adaptation to changes in the workplace is an active process so that employees who are more active in their efforts to adapt will be more successful. Ployhart and Bliese (2006) suggested that individual adaptability is a relatively stable differences of individual that affects how employees interpret and respond to a situation. Thus, the selection of talented employees who are able to adapt and have a positive interpretation upon organizational actions becomes an option for further prospects.

The adaptability of a talented employee drove the emergence of COMPACT. For example, Armstrong (2012) stated that the core of competencies includes team orientation, namely cooperative work ability and high flexibility. Communication is the ability to communicate well, both written and oral communication. Result orientation is the ability and desire to do something better. Problem solving is the ability to analyze situations, examine, and be able to solve problems well. Technical skills is the ability related to knowledge, understanding an expertise possessed to do work effectively, and Business awareness as the ability to see business opportunities, understanding business process priorities and business needs and looking for the best methods to run the organization well, Decision Making is the ability make decisions effectively based on analysis and diagnosis of problems.

Based on the theoretical basis and previous research, the following hypothesis is proposed:

Hypothesis 2. Adaptability has a positive and significant effect on COMPACT.

3. COMPACT and Talent Retention

COMPACT is the improvement of talented employees based on the suitability of the personal values and abilities of talented employees with the tasks or jobs to be carried out and the culture or values of the organization.

The preparation of talented employees who will occupy key positions is based on leadership abilities such as managerial skills, communication skills, ability to manage change, ability to manage risk, ability to manage conflict and others. Compatibility is the adjustment of talented abilities to the position that will be carried out after the

prospective person completes leadership training with the intention that after the person occupies the position they do not need to be adjusted too long. In other words, the person fit the job with the competencies have been possessed. Likewise, talented employees in their training need to be synchronized with personal culture or individuals with organizational culture. Adjusting personal culture with the culture of the organization with the intention that the person knows and understands the values or values adopted by the organization or the organization's vision.

Strategy to retain talented employees could be focused on keeping highly ranked employees (Vasatham, 2014). Previous explanations suggested that the "value" of a talented employee was highly valued by the organization, so the biggest challenge faced by organizations is to maintaining or keeping talented employee considering the attitude of workers and the ever-changing situation. Therefore, retaining talents can be done through the creation of an environment that involves employees and ensures that they continue to survive and work to achieve business goals (Masibigiri & Nienaber, 2011; Frank, Finnegan & Taylor, 2004).

Based on the theoretical basis and previous research, the following hypothesis is proposed:

Hypothesis 3. COMPACT has a positive and significant effect on Talent Retention.

4. Adaptability dan Retention

Adaptation is a means of understanding the capacity of individuals with the aim of regulating their behavior constructively in responding to new conditions (Martin, 2012). In theory, one's adaptability is directly related to success, especially in the face of changing environments. Therefore, organizations must improve the ability of employees to be able to adapt effectively to changes that occur, and the speed of adaptation is one of the competitive advantages for organizational survival (Griffin, Hesketh, and Parker, 2007). Furthermore, Ployhart and Bliese (2006) suggested that individual adaptability is a relatively stable individual difference that affects how employees interpret and respond to a situation in the context of work.

Thus, the most important organizational management demands are to maintain the most motivated and dedicated human resources (Cutler, 2001); and employees who are dedicated to work and always strive to improve their organization are those who are always happy and satisfied with their work (Denton, 2000). Thus, managing and retaining talented employees is fundamental for organizations competing with other organizations (Walker, 2001).

Some researchers such as Amadasu (2003); Taplin et al. (2003); Gberevbie (2008) states that when the right strategy is implemented, talented employees will survive and work for the sake of organizational success. However, Steel, Griffeth, & Hom (2002) reminded that the reason for an employee to remain in the organization is not always the same as the reason he left the organization.

Explanations related to retention show that employee retention is not only related to the person concerned but concerns superior knowledge, skills and competencies. In this perspective, Cascio (2003); Heneman and Judge (2003); Gberevbie (2008) even states that the inability of organizations to formulate and implement strategies that are able to get and retain talented employees to achieve organizational goals is a big problem. The strategy of retaining talented employees is related to proper planning, tools and decision making (Gberevbie, 2008). Thus it can be concluded that the main issue of an organization is an effort to identify and retain talented employees in order to achieve organizational goals.

Some researchers such as Amadasu (2003); Taplin et al. (2003); Gberevbie (2008) states that when the right strategy is implemented, talented employees will survive and work for the sake of organizational success. However, Steel, Griffeth, & Hom (2002) reminded that the reason for an employee to remain in the organization is not always the same as the reason he left the organization.

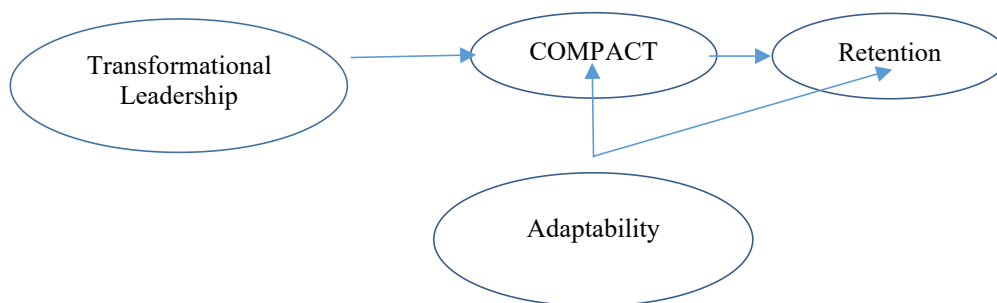
Based on the theoretical basis and previous research, the following hypothesis is proposed:

Hipotesis 4. Adaptability has a positive and significant effect on Talent Retention.

III. RESEARCH MODEL

Based on the hypotheses and research background, the following research model is proposed.

Figure 1. Research Model



IV. METHODS

a) Population and Sample

The population of the study was 1320 principals and vice principals within Semarang residency, from which 400 were chosen and further sampled into 250. Data were collected through questionnaires shared directly in a meeting, and were analyzed using SEM/AMOS. From 400 questionnaires, 250 questionnaires (62.5%) were processed.

b) Measures

All variables were measured using Likert scale consisting of ten points, (1) "strongly disagree" to (10) "strongly agree".

- a. Transformational Leadership was measured by intellectual stimulation, individual consideration, idealized influence, and inspirational motivation. In this study, with a sample of 250, the Cronbach alpha was 0.990, which was higher than 0.70; the recommended level.
- b. Adaptability was measured by believe and acceptance, organization efforts, and desire to continue. In this study, with a sample of 250, the Cronbach alpha was 0.986, which was higher than 0.70; the recommended level.
- c. Compact was measured by leadership, high performance, enthusiasm, suitable, personal character, and culture. In this study, with a sample of 250, the Cronbach alpha 0.985, which was higher than 0.70; the recommended level.
- d. Talent Retention was measured by feel contribution, commitment, employee desire, learn and grow, care to other, and care to vision and mission. In this study, with a sample of 250, the Cronbach alpha 0.993, which was higher than 0.70; the recommended level.

V. RESULTS AND DISCUSSION

The confirmatory factor analysis on both the exogenous variables (transformational leadership dan adaptability) and endogenous variables (competence, compatibility, and culture dan retention) showed that all indicators had a standardized regression weight value of > 0.5 significance at <0.05 . Thus, the measurement of the variable transformational leadership and adaptability was carried out using predetermined indicators. Furthermore, all latent variables met the criteria of reliability construct (minimum value of acceptability is 0.70) and extracted variance (minimum value of acceptability is 0.50). So, it could be concluded that the indicators observed reflected the analyzed factors and together were able to reflect the existence of a un-dimensionality).

After analyzing the level of un-dimensionality of the dimensions/indicators that form latent variables, which were tested by confirmatory factor analysis (CFA), the next analysis is Structural Equal Modeling (SEM) analysis in full model. The result of data processing for the full SEM model.

Next, Model Fit Index was used to test the accuracy of the model as presented in table 1.

Table1. Model Fit Index

<i>Goodness of Fit Indeks</i>	<i>Cut off Value</i>	Hasil	Conclusion
Chi-Square (df = 147)	< 176.294	150.858	Fit
Probability	≥ 0.05	0.397	Fit
CMIN/DF	≤ 2.00	1.026	Fit
GFI	≥ 0.90	0.888	Marginal
AGFI	≥ 0.90	0.855	Marginal
TLI	≥ 0.95	0.997	Fit
CFI	≥ 0.95	0.997	Fit
RMSEA	≤ 0.08	0.015	Fit

Source: Primary data 2018, processed

Model fit index indicated that overall the testing criteria was in good category or meet the required assessment criteria, as Chi-Square value was 150.858, and the Chi-Square table with df = 147 was 176.294. As the calculated value of the Chi-Square was smaller than the table, the research model was not different from the estimated population/the model therefore it was accepted. Next, the regression estimates SEM showed that all path variables were positive and significance (table 2). Thus, all hypotheses of this study were accepted.

Table 2. Regression Estimates

	Variable	Std Estimate	Estimate	S.E.	C.R.	P
COMPACT	← Transformational Leadership	0.356	0.302	0.089	3.414	***
COMPACT	← Adaptability	0.237	0.186	0.080	2.319	0.020
Talent Retention	← COMPACT	0.214	0.215	0.106	2.033	0.042
Talent Retention	← Adaptability	0.216	0.170	0.083	2.040	0.041

Source: Primary data 2018, processed

Descriptive Analysis

Hypothesis testing

Hypothesis 1 (H1)

The estimated parameter for testing the effect of transformational leadership on COMPACT showed that the CR value was 3.414 with a probability of 0.000, which was < 0.05. Therefore, the variable of transformational leadership significantly and positively affected the COMPACT.

This finding suggested that transformational leaders contributed to the employees’ competence improvement, created an environment suitable for employees, and established a culture acceptable for both organization and employees by inspiring and motivating employees to be optimist, being a role model to support individual, and encouraging employees to create new ways in solving any problems.

This finding was in line with the one of Wainaina et al., (2014) that transformational leadership enhance employees’ ability to adapt; meanwhile, Amabile et al., (2004); Jong dan Hartog (2007); Chaoping et al., (2006)

concluded that transformational leadership provides positive impact on employees feeling, motivates employees to improve achievements as well as self-efficacy, and above all, positively affect adaptive performance.

Hypothesis 2 (H2)

The estimated parameter for testing the effect of adaptability on COMPACT showed that the CR value was 2.319 with a probability of 0.020, which was < 0.05 . Therefore, the variable of adaptability significantly and positively affected the COMPACT.

The result of the analyzes on H2 showed the efforts of the employees to adapt to the new position, after completing a set of leadership training, would not need long time to make an adjustment in a new position. In other words, the prospective employees' fit job was in line with their competence. Moreover, during the training session, the culture held by the talented employees had to be synchronized with organizational culture in the hope that both sides appreciated both sides' cultures. The positive significance of H2 was in line with the finding of Pulakos et al., (2000) that capability and willingness of employees to be adaptable are essential to pursue successful career.

Hypothesis 3 (H3)

The estimated parameter for testing the effect of COMPACT on talent retention showed that the CR value was 2.033 with a probability of 0.042, which was < 0.05 . Therefore, the variable of COMPACT significantly and positively affected the talent retention.

This finding suggested that the developed talented employee prospected to administer key position significantly related to leaders' capability viewing the future such capability of managerial, communication, managing changes, maintaining risks, and others. In line with this finding, Arnold and Feldman, (1982); Wotruba and Tyagi, (1991); Brodie, (1995) concluded that age, work satisfaction, position duration, position image, reward, and commitment consistently related to turn over intention and turn over realization. Furthermore, Jewell and Segall, (1990) and Locke (1976) identified that satisfied employees on the jobs done tend to stay longer in the organization; thus, decrease the turn over.

Hypothesis 4 (H4)

The estimated parameter for testing the effect of adaptability on talent retention showed that the CR value was 2.040 with a probability of 0.041, which was < 0.05 . Therefore, the variable of COMPACT significantly and positively affected the talent retention.

As the H4 was significantly and positively accepted, it showed that individuals' capacities should be managed and maintained to adapt to the situational changes in the context of work, as they were the motivated and dedicated individuals. Employees having these characteristics should be considered asset and kept within the organization. In this context, maintaining and keeping those talented employees were fundamental to the organization in relation to having competitions with others (Walker, 2001).

VI. CONCLUSION

The successful of an organization to retain its talented employees is influenced by COMPACT and well planned supporting system prepared by organization. The synchronization between the expected and the respected values from both organization and employees having COMPACT may form a new valuable culture hold by them. In this context, this study has proven significantly and positively that COMPACT of an employee developed based on systematic design encourages the employee to work harder, work better, and remain longer in the organization. In this case, the capability of transformational leaders and the capability of the employee are the two essential elements.

FUTURE WORK

1. Limitation. This study was conducted on principals and vice principals of High Schools under Semarang Residential administration of Central Java, Indonesia.
2. Future Work. Researchers are suggested to apply this model in relation to middle upper Enterprise in Indonesia.

REFERENCES

- [1] Amabile, T. M., Schatzel, E. A., Moneta, G. B., Kramer, S. J. (2004) Leader behaviors and the work environment for creativity: Perceived leader support. *The Leadership Quarterly*, 15(1), 5-32
- [2] Amadasu, D.E. (2003). "Personnel and the Nigerian Management Crisis: Ajaokuta Iron and Steel Mill Examined." *Abuja Management. Rev.* 1:4
- [3] Armstrong, M., *Strategic Human Resources Management: A Guide to Action*, UK: Kogan Page, 2003./ Armstrong, M., 2010. *Armstrong,s Essential Human resources Management Practice*. London: Kogan Page Limited
- [4] Arnold, H. J.; and Feldman, D. C. (1982), "A Multivariate Analysis of the Determinants of Job Turnover", *Journal of Applied Psychology*, Vol. 67, pp. 350-360
- [5] Bartunek, J. M., Rousseau, D. M., Rudolph, J. W., & DePalma, J. A. (2006). On the Receiving End. *The Journal of Applied Behavioral Science*, 42(2), 182–206. <https://doi.org/10.1177/0021886305285455>
- [6] Bass, B. M. (1985). *Leadership and Performance Beyond Expectations*. New York: The Free Press.
- [7] Brodie, A. S. (1995). *Salesforce Turnover in Direct Selling Organizations in the United Kingdom and France*. Master's Thesis, Keele University
- [8] Burke, R. J., Astakhova, M. N., & Hang, H. (2014). Work Passion Through the Lens of Culture: Harmonious Work Passion, Obsessive Work Passion, and Work Outcomes in Russia and China. *Journal of Business and Psychology*, 1-15.
- [9] Carsten, J. M.; and Spector, P. E. (1987). "Unemployment, Job Satisfaction, and Employee Turnover: A Meta-Analytic Test of the Muchinsky Model". *Journal of Applied Psychology*, Vol. 72, pp. 374-381.
- [10] Carter, M., Armenakis, A., Field, H., & Mossholder, K. (2012). Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change. *Journal of Organizational Behavior*, 34(7), 942-958. doi: 10.1002/job.1824
- [11] Cascio, W.F., (2003). *Managing Human Resources: Productivity, Quality of Work Life, and Profits*. (6th Edition). Boston: McGrawHill, Irwin.
- [12] Chaoping, L., & Kan, S. (2005). Transformational Leadership Structure and Measurement. *Psychology*.
- [13] Cristescus, A., Stanila, L., & Andreica, M.E. (2013). Motivation of the Public Employee in Romania in in the Context of the Economic Crisis. *Theoretical and Applied Economics*, 20 (10), 49-64.
- [14] Cutler, G. (2001). Internet summons Pete to jump ship. *Research Technology Management*
- [15] de Jong, J. P. J., & Den Hartog, D. N. (2007). How leaders influence employees' innovative behaviour. *European Journal of Innovation Management*, 10(1), 41–64. <https://doi.org/10.1108/14601060710720546>
- [16] Denton, J. (2000), "Using Web-based projects in a systems design and development course". *Journal of Computer Information Systems*, Vol. 40 No.3, pp.85-7
- [17] Fishman, C., 1998. The war for talent. *FastCompany*, Issue 16 (July), 104.
- [18] Frank, F. D., Finnegan, R. P., Taylor, C. R. (2004). The race for talent: Retaining and engaging workers in the 21st century. *Human Resource Planning*, 27(3), 12-25

- [19] Gelade, G. A, Dobson, P., & Gilbert, P. (2006). National differences in organizational commitment: Effect of economy, product of personality, or consequence of culture? *Journal of Cross Cultural Psychology*, 37, 542-556.
- [20] Gberevbie DE. 2008. Staff Recruitment, Retention Strategies and Performance of Selected public and Private organizations in Nigeria. Ph.D. Thesis.Coll.Bus.Soc.Sci.,Covenant Uni., Ota.
- [21] Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). Readiness for Organizational Change. *The Journal of Applied Behavioral Science*, 43(2), 232–255. <https://doi.org/10.1177/0021886306295295>
- [22] Maertz, C. P., & Griffeth, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behavior*, 29, 1059-1075.
- [23] Martin, T. N. and Hafer, J. C. (2009). Models of Emotional Intelligence, Spiritual Intelligence, and Performance: A Test of Tischler, Biberman, and McKeage, *Journal of Management, Spirituality & Religion*, 6, 247-257.
- [24] Steel, R.P., Griffeth, R.W., & Hom, P.W. (2002). Practical retention policy for the practical manager. *Academy of Management Executive*, 16, 149-162.
- [25] Harrington, D.; Bean, N.; Pintello, D.; and Mathews, D.(2001), "Job Satisfaction and Burnout: Predictors of Intentions to Leave a Job in a Military Setting", *Administration in Social Work*, Vol. 25, No.3, pp. 1-16.
- [26] Heneman, H.G., Judge, T.A., (2003). *Staffing Organization* (4th Edition). Boston McGraw-Hill, Irwin.
- [27] Jewell, L. N.; and Segall, M. (1990). *Contemporary Industrial/Organizational Psychology*, West Publishing Company, St. Paul
- [28] Locke, E.A.,(1976) *The Nature and Cause of Job Satisfaction*, In M. Dunnette(Ed.), *Handbook of Industrial and Organizational Psychology*(Rand McNally, Chicago) 1976, p.1300.
- [29] Masibigiri, V. and Nienaber, H. (2011) 'Factors affecting the retention of Generation X public servants: An exploratory study'. *South African Journal of Human Resource Management*, 9(1): pp. 44-54.
- [30] McKenzie, S. (1995), "Distinguishing marks", *Marketing Week*, 17 November, pp. 13-15.
- [31] Oreg, S., Vakola, M., & Armenakis, A. (2011). Change Recipients' Reactions to Organizational Change. *The Journal of Applied Behavioral Science*, 47(4), 461–524. <https://doi.org/10.1177/0021886310396550>
- [32] Pulakos, E. D., Dorsey, D. W., & White, S. S. (2006). Adaptability In The Workplace: Selecting An Adaptive Workforce. *Advances in Human Performance and Cognitive Engineering Research*, 6, 41.
- [33] Polyhart, R., & Bliese, P. (2006). Understanding Adaptability: A Prerequisite for performance within complex environments. *Advances in Human Performance and Cognitive Engineering Research*, 6, 3–39. [https://doi.org/10.1016/S1479-3601\(05\)06004-2](https://doi.org/10.1016/S1479-3601(05)06004-2)
- [34] Randhawa Gurpreet (2007).Relationship between Job Satisfaction and Turnover Intentions : An Empirical Analysis, *Indian Management Studies Journal* 11
- [35] Sinha, C., & Sinha, R. (2012). Factors affecting employee retention: A comparative analysis of two organizations from heavy engineering industry. *European Journal of Business and Management*, 4(3), 146-163.
- [36] Steel, R.P., Griffeth, R.W., & Hom, P.W. (2002). Practical retention policy for the practical manager. *Academy of Management Executive*, 16, 149-162.
- [37] Taplin, I.M., Winterton, J.,Winterton, R.,2003."Understanding Labour Turnover in a Labour Intensive Industry: Evidence from British Clothing Industry." *Journal of Manage. Stud.* 40:4.

- [38] Vera, D., & Crossan, M. (2004). Strategic leadership and organizational learning. *Academy of Management Review*, 29(2), 222–240. <https://doi.org/10.5465/AMR.2004.12736080>
- [39] Wainaina, C. N. (2014). Determinants of Employee Adaptability to Transformational Change in Commercial in Nairobi , Kenya : Empirical Review, 4(10), 1–9. <https://doi.org/10.6007/IJARBSS/v4-i9/1204>
- [40] Walker, J.W. (2001). “Perspectives” Human resource planning.24 (1):6-10.
- [41] Wotruba, T. R.; and Tyagi, P. K. (1991). "Met Expectations and Turnover in Direct Selling", *Journal of Marketing*, Vol. 55, pp. 2425.