

Antecedents of Turnover Intentions: A Literature Review

Bandhanpreet Kaur¹, Mohindru² and Dr. Pankaj³

¹Research Scholar, Punjabi University, Patiala, Punjab.

²Professor, University, Punjab.

³Assistant, Punjabi, Patiala.

Abstract

Employees are the most important asset of the organization. It's a major challenge for the organization to retain its workforce as a lot of cost is incurred on them directly or indirectly. In order to have competitive advantage over the other organizations, the focus has to be on the employees. As ultimately the employees are the face of the organization as they are the building blocks of the organization. Thus their retention is a major area of concern. So attempt has been made to reduce the turnover rate of the organization. Therefore this paper attempts to review the various antecedents of turnover which affect turnover intentions of the employees.

Keywords: Workforce, Retention, Turnover.

1. Introduction

The employees spend most of their time in a day at their workplaces. For an employer it is important to make the environment conducive for the employees so that they better perform and also the organizational efficiency can be increased. Many organizations are working on designing the retention strategies for the employees so that the talent in the organization can be utilized in the best possible way. As there is lot of cost associated with the employees whether direct or indirect cost. The various costs can be recruitment, selection, training etc. So in order to maximize the return on investment done on the employees it is important to focus on reducing the rate of turnover of the employees as it is a kind of discouragement for the existing employees and also a loss for the organization. Employee Turnover may be defined as the change in the workforce during a definite time period. In other words it is a measure of the extent to which the old employees leave and new employees enter the organization in a

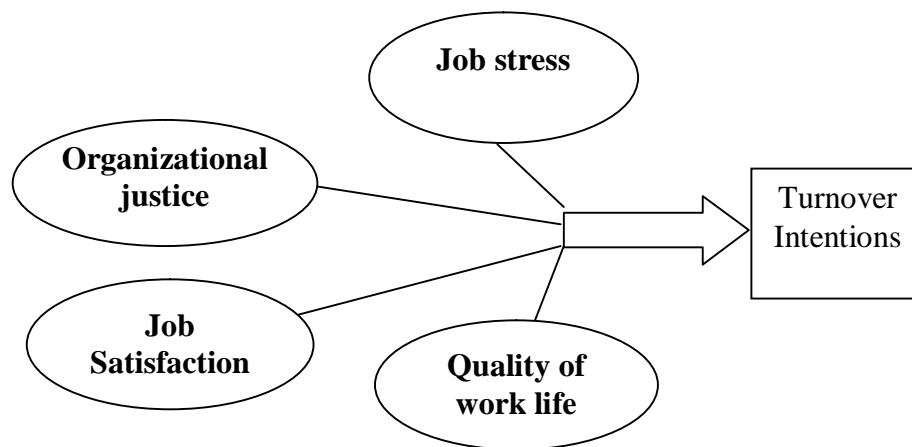
given period. Turnover can be categorized as voluntary turnover and involuntary turnover. When employees decides to leave the organization their own choice, is called voluntary turnover, while, when an organization removes an employee is called involuntary turnover (Price & Mueller, 1981). Historically, it has been investigated that involuntary turnover is generally good for the organizational interest (Mc Shane & Williams, 1993); but voluntary turnover is considered very detrimental for organization.

Employees voluntarily leave organizations for a variety of reasons, including low satisfaction with their jobs, low satisfaction with their employer, limited promotion and growth opportunities, a better opportunity elsewhere, or disapproval of organizational changes or restructuring. On the other side, turnover intention may be defined as the intention of employees to quit the organization. Intentions are a statement about a specific behaviour of interest .Turnover intent is the probability that an individual will change his or her job within a certain time period and thus it leads to actual turnover. It is the individual's intention to voluntary quit the organization or the profession. Turnover intention has been acknowledged as the best predictor of actual turnover. Actual Turnover is expected to increase as the intention increases. The measurement of Turnover Intention can determine the likelihood of the staff leaving the organization. This helps to determine how one can find opportunities to reduce the overall turnover.

Turnover intention is a complex phenomenon that depends on various factors. Many researches on employee turnover behaviour indicates that age, gender, tenure, designation, experience, compensation, education, nature of employment are predictors of turnover intentions of employees in the organization. As in a study on the retail industry it was also found that following variables apart from demographic variables such as satisfaction with pay and supervision, organizational commitment and procedural justice etc. are associated with turnover intentions (Khatri et al.,2001).. Turnover intentions can largely affect the commitment level of the other employees (Azlin Natasha Armizi,2008). Organizations have to take strategic steps to reduce the turnover intentions of the employees. In order to have a competitive edge over the other organizations, the turnover has to be controlled by taking measures favourable for the employees which may lead to increase in their commitment level.

Conceptual Framework of Turnover Intentions:

There are various determinants for voluntary turnover such as Job Satisfaction, Job Stress(Psychological), Quality of work Life(Economic) and Age, Tenure, Marital Status(Demographic)etc. It can also be concluded from the available literature that there are significant correlations between turnover intention and demographic variables such as age, qualification designation and it was found that age ,designation and experience are negatively significantly correlated with turnover intentions(Gurpreet Randhawa,2007).



Quality of Work Life

Quality of work life (QWL) constitutes a major part of any employee's life. As most the time of an employee's life is spent on their jobs so it is important to have better quality of work life. Quality of work life means the favorableness or unfavorableness of the work environment of the people. It refers to the quality of relationship between employees and the total working environment. It is a multi dimensional concept which constitutes many dimensions that have an influence on the job of the employees and are also considered for measuring the quality of work life. Many researches have been done in the past, the result of which has shown that there are a number of factors which affect the quality of work life. These factors are adequate and fair compensation, safe and healthy working condition, opportunity to use and develop human capacities, opportunity for career growth, social integration in the work force, constitutionalism in the work organization, work and quality of life, special relevance of work etc.

Organizational Justice

Organizational justice is the study of the fairness in an organization and how the people perceive it. It is the perception of fairness according to individuals. "At its most general level, organizational justice is an area of psychological inquiry that focuses on perceptions of fairness in the workplace. It is the psychology of justice applied to organizational settings". It becomes imperative for the organizations to have committed and loyal employees, thus the organization needs to be fair in its system regarding distributive justice, procedural justice, and interactional justice. When employees feel that they are treated fairly by the organization in every aspect, they are inclined to show more positive attitude and increased commitment towards their jobs. There are three types of organizational justice: distributive (fairness of outcomes), procedural (fairness of processes) and interactional (fairness of interpersonal treatment one receives from authority figures). Research has demonstrated that unjust processes generate negative consequences in the workplace like low job satisfaction, turnover, low commitment and organizational citizenship behavior (Cropanzano & Greenberg, 1997; Folger & Cropanzano, 1998).

Job stress

Stress is state of mental or emotional strain or tension resulting from adverse or demanding circumstances. Stress is synonymous with negative conditions. A job stress individual is likely to have greater job dissatisfaction, increased absenteeism, increased frequency of drinking and smoking, increase in negative psychological symptoms and reduced aspirations and self esteem. The use of role concepts suggests that occupational stress is associated with individual, interpersonal and structural variables. Stress on the job is costly for employers, reflected in lower productivity, reduced motivation ,job skills, turnover and increased accidents. It adds to the health costs and so is a significant cause of economic loss for both individual and the organization. It has been evidenced that employees who experience more job stress have more intention to quit(Ahmad,2012). When stress is caused by working environment and it harms employee performance, is called as stimulus. Thus control over the job stress can help the Human Resource Managers to reduce the organizational cost by reducing the turnover rate.

Job Satisfaction

Job satisfaction is the end feeling of a person after performing a task. To the extent that a person's job fulfils his dominant needs and is consistent with his expectations and values, the job will be satisfying. The level of job satisfaction seems to have some relation with various aspects of work behaviours such as accidents, absenteeism, turnover and productivity. Most of the studies showed that low absentee employees were more satisfied with their jobs. Less satisfied employees are more likely to quit their jobs than more satisfied employees. Job satisfaction is seen to be the stronger predictor of turnover intention(Martin, 2007). There is a close relationship between employee satisfaction and employee turnover (Loveday,1996). If the employees' morale decrease and there is insecurity in a job, employees are likely to leave the organisation and seek alternative employment.

2. Review of Literature**2.1. Turnover Intention**

Mohammed J Almalki et al., (2012) in their study revealed significant associations between turnover intention and demographic variables of gender, age, marital status, dependent children, education level, nursing tenure, organisational tenure, positional tenure, and payment per month. The PHC nurses in this study also indicated low satisfaction with their QWL and a high turnover intention. There is a significant association between QWL and turnover intention of PHC nurses. Sustaining a healthy work life for PHC nurses is crucial to improve their QWL, increase retention, enhance performance and productivity and promote safe nursing care.

Ahmad, Bashir et al.,(2012) concluded that job satisfaction is significantly and negatively correlated with turnover intention. Also job stress has significant negative

relationship to turnover intention. It has been evidenced that, employees experienced more job stress has more intention to quit.

Khadija Al Arkoubi, et al., (2011) explored some determinants of turnover intention. They proposed a model hypothesizing the existence of relationships between fairness and recognition and job satisfaction. The latter along with commitment are perceived in this model as negatively related to the intent to quit. Not only these two factors lead to turnover intentions however there are many other factors that can lead to turnover intentions.

Melanie Lovie- Tremblay et al., (2011) in their study found that there were no differences in Generation Y and X nurses with respect to their perceptions of nursing work environment and their intention to leave their position or the profession. There is inverse relationship between age and turnover intentions. This finding attributed to the fact that older nurses had increased job satisfaction and organizational commitment as compared with their younger peers. Apart from age differences the actual work environment also has an affect on the turnover intentions of the nurses.

Galetta, Maura (2011) found that having the opportunity of responsibility and freedom to develop own work activities, can encourage the sense of identification and attachment to work environment that in turn can reduce the turnover intention. The research also showed the importance of intrinsic motivation to promote affective commitment. Also that the affective commitment completely mediates the relationship between intrinsic motivation and turnover intention. This means that employees intrinsically motivated towards their own work, develop a sense of identification and attachment to their organization that in turn is negatively related to turnover intention.

Perez, Mylene (2008) in the study on '*Turnover Intent*' revealed that age has a negative relationship to turnover intent, indicating that the older an employee gets the less he intends to leave. Tenure also showed to be significantly correlated with the dependent variable. The longer an individual is employed, the less the individual will have intentions to leave. Apart from the other variables, job satisfaction has also shown to have the highest impact on turnover intention.

Randhawa, Gurpreet (2007) concluded that there are significant correlations between turnover intention and demographic variables such as age, qualification, designation and it was found that age, designation and experience are negatively and significantly correlated with turnover intentions. This shows that the intentions of an individual to leave the organization are greatly influenced by age, designation and experience of the individual. The negative correlations reveals that with increases in age, experiences and status in the organization the intentions to quit decreases significantly .

2.2. Quality of Work Life and Turnover Intentions

R, Indumathy et. al., (2012) found QWL affects employees' timings, their output and available learners. A happy healthy employee will give better turnover, make good decision and personality contribute to organization's goal. QWL will not only attract young and new talents but also retain the existing experienced learners.

Pavithra, S., et al., (2012) found what QWL means to lawyers and how it affects the profession as a whole. Thus, it was concluded that once the lawyers attain a good work life balance it will improve the quality of work life. It was also founded that if the quality of work life is good it will help in reducing the attrition and absenteeism rate of lawyers.

Khosla ,Bhawna.,et al., (2012) have attempted to establish a relationship between QWL, employee performance and career growth opportunities. They have concluded that in high quality of work life is essential for organizations to continue to attract and retain employees. There is also a relationship which exists between QWL, employee performance and career growth aspects.

Barzegeer,Mehdi, et al., (2012) studied the relationship between Leadership behaviour, QWL and Human Resources productivity in hospitals in Iran. The purpose of the study was to gain insight on how QWL, Leadership Behaviour and Human Resources productivity would be inter-related in the high performance hospitals in developing countries. The finding of the study demonstrated a strong the correlation between Leadership behaviour and QWL. The employee's perception of Leadership behaviour is positively correlated with their perception of QWL. Also, the QWL level and Leadership behaviour is positively correlated with Human Resources productivity.

Jofreh, Manouchehr.,et al.,(2012) concluded that there is a positive and significant relationship between components of QWL and staff performance and QWL is a factor to enhance performance.

Sabarirajan,A., et al.,(2011) investigated the extent to which QWL among the employees of public and private banks inferences the performance of banks. It was found that organization excellence has higher impact on the level of QWL in an organization. The antecedents of QWL like job stability, climate, performance and development, promotion, welfare measures and various other factors directly affects the organizational excellence. The performance of organization can be improved only when the human resources are satisfied with the higher quality of working life.

2.3. Organizational Justice and Turnover Intentions

Aghaei, Najaf., et al.,(2012) concluded in their study that there is a negative and significant relation between distributed justice and intention to leave. Also it was found in this research that there is no significant relationship between approach justice and intention to leave. In addition to the results of the research, it was also shown that a negative and significant relation exists between interaction justice with intention to leave.

Muzumdar, Prathamesh (2012) found in the study that the influence of interactional justice combining the effects of both interpersonal and informational justice is found to more on an employee's intention of turnover compared to other forms of justice. Also it was concluded that the procedural fairness has more importance when compared to outcome fairness with respect to turnover intentions.

Aslam, Rabia et al.,(2006) concluded that organizational justice has positive impact on job satisfaction. It means that if employees find their organization just and

fair in distribution, processes and interactional system, employees feel more satisfied in terms of their pay, future progress opportunities, work schedule, co-workers and supervisors. Also it has been proved from the results that employees are more satisfied when they perceive their outcomes and rewards to be fair as compared to those employees who considered their rewards and outcomes as unfair. Thus satisfied and committed employees show less turnover intentions.

2.4. Job Stress and Turnover Intentions

Villanueva & Djurkovic (2009) for example, found that job satisfaction and organizational commitment partially mediated the relationship between occupational stress and intention to leave.

Firth et al., (2004) found that the intentions to quit were highly influenced by job dissatisfaction, lack of commitment to the organization, and feeling of stress.

Moore (2002) observed that social support from supervisors reduced their burnout levels, and this effect, indirectly diminished their turnover intentions.

Wunder et al., (2001) in his research found job stressors to have a direct and negative effect on the managers' job satisfaction, which, resulted in reduced organizational commitment that led to intentions of quitting and finally the actual quitting from organization.

2.5 Job Satisfaction and Turnover Intentions

Dua'a Abdul Rahim Mohammad Issa et al.,(2013) in their study showed that there is significant low negative relationship between pay, supervision and promotion satisfaction and turnover intentions and significant very low relationship between co-workers and satisfaction with the work itself and turnover intentions. It was also found that pay satisfaction was the dominant dimension.

Samuel Emeka Mbah et al.,(2012) in their study found that greater the job satisfaction less likely is the turnover intention, thus confirming previous literature that a person with a high level of job satisfaction holds positive attitude toward the job and conversely the person who is dissatisfied with the job holds negative attitude about the job. It means that employees who are satisfied on their job will retain their jobs and not quit. So it was found that specifically job satisfaction reduces employees' turnover intention and adoption of standard pay structure, conducive nature of work and efficient supervision not only acts as strategies to reduce employees' turnover but also as the company retention strategy.

Rohani Salleh (2012) provided empirical support that satisfaction with salary, promotion, superior, and the work itself has a significant influence on turnover intention. Interestingly though, satisfaction with the co-workers was found not to be associated with turnover intention.

Prodromos D. Chatzoglou et al.,(2011) suggested that job satisfaction can be enhanced not only by providing a satisfactory salary, promotion opportunities or having good relations with one's co-workers, which constitute some of the constructs facets, but, also, through strengthening the variables that are related to it. Job

satisfaction leads to improvement in the commitment level of employees thus reducing the turnover intentions.

3. Conclusion

The above factors are thus the antecedents of turnover intentions. It can be concluded from the available literature that these factors i.e. quality of work life, job stress, job satisfaction and organizational justice have an impact on the turnover intentions. As turnover intentions are the antecedent of the turnover of the employees. Thus it is important for the organization to design strategies to improve the above factors so that the performance and efficiency of the employees can be improved which can in reduce the turnover intentions ultimately.

Bibliography

- [1] Ali Mohammad, Mosadeghrad (2013) "QWL: An antecedent to employee Turnover Intention", *International Journal of Health Policy and Management*, Volume 1, No.1.
- [2] Alireza Bolhari, Ali Rezaeean, Jafar Bolhari, Sona Bairamzadeh, Amir Arzi Soltan, (2011) "The Relationship between Quality of Work Life and Demographic Characteristics of Information Technology Staffs", *International Conference on Computer Communication and Management*, Volume 5.
- [3] Aondoaver Ucho, Terseer Mkavga, Ike E. Onyishi (2012) "Job Satisfaction, Gender, Tenure, And Turnover Intentions Among Civil Servants In Benue State", *Interdisciplinary Journal Of Contemporary Research In Business*, Vol 3, No 11
- [4] Bashir Ahmad, Muhammad Shahid, Zill-e-Huma, Sajjad Haider, (2012) "Turnover Intention: An HRM Issue in Textile Sector", *Interdisciplinary Journal of Contemporary Research in Business*, Volume 3, No 12.
- [5] Charu Mohla (2011) "Importance of QWL With Specific Reference To TCS", *International Journal of Multidisciplinary Research* Vol.1 Issue 3, ISSN 2231 5780.
- [6] David A. DeCenzo, Stephens P. Robbins,(2001) "Human Resource Management"(7th Edition) John Wiley & Sons, Inc.
- [7] Dua'a Abdul Rahim Mohammad Issa, Fais Ahmad and Hamid Mahmood Gelaidan(2013), "Job Satisfaction and Turnover Intention Based on Sales Person Standpoint", *Middle-East Journal of Scientific Research* 14 (4): 525-531, 2013 ,ISSN 1990-9233.
- [8] Firth, L., Mellor, D.J., Moore, K.A., Loquet, C. (2004), "How can managers reduce employee intention to quit", *Journal of Managerial Psychology*, 19(2), 170-187.

- [9] Guna Seelan Rethinam, Maimunah Ismail, (2008) “ Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals”, *European Journal of Social Sciences*, Volume 7, Number 1(58).
- [10] Gurpreet Randhawa,(2007) “Relationship between Job Satisfaction and Turnover Intentions: An Empirical Analysis”, *Indian Management Studies* 149-159.
- [11] Hajieh Rajabi Farjad(2013)”Study Of Relationship Of Quality Of Work Life (Qwl) And Organizational Commitment”, *Interdisciplinary Journal Of Contemporary Research In Business*, Vol 4, No 9.
- [12] Hojjatollah Darafsh(2012), “Quality of Work Life of Teachers in Universities: A Comparative study between India and Iran”, *International Journal of Business Management & Research*, Vol 2, No.1,ISSN:2249-2143.
- [13] Indumathy R, Kamalraj S., (2012) “A Study on Quality of Work Life among Workers with Special Reference to Textile Industry In Tirupur District- A Textile Hub, *Zenith International Journal of Multidisciplinary Research*, Volume 2, Issue 4,ISSN 2231 5780.
- [14] Khadija Al Arkoubi, James W. Bishop, Dow Scott,(2011) “An Investigation of the Determinants of Turnover Intention among Drivers”
- [15] Loveday, M. (1996), *Management Development Review*, MCB University Press.
- [16] Maura Galletta, Igor Portoghese, Adalgisa Battistelli, (2011) “Intrinsic Motivation, Job Autonomy and Turnover Intention in the Italian Healthcare: The Mediating Role of Affective Commitment”, *Journal of Management Research*, ISSN 1941-899X,Volume 3, No. 2:E3.
- [17] Martin, A.(2007), “Perceptions of Organisational Commitment, Job Satisfaction and Turnover Intentions in a Post-Merger South African Tertiary Institution”, Thesis.
- [18] Mehdi Barzegar, Elham Afzal, Seyed Jamaledin Tabibi, Bahram Delgoshei, (2012) “ Relationship between Leadership Behaviour, Quality of Work Life and Human Resources Productivity: Data from Iran”, *International Journal of Hospital Research*,1(1):1-14.
- [19] Mohammed J Almalki,Gerry FitzGerald and Michele Clark,(2012) “ The relationship between quality of work life and turnover intention of primary health care nurses in Saudi Arabia”, *BMC Health Services Research Journal* 2012, 12:314,doi:10.1186/1472-6963-12-314.
- [20] Motshegwa Baakile(2011) “Comparative Analysis of Teachers’ Perception of Equity, Pay Satisfaction, Affective Commitment and Intention to Turnover in Botswana”, *Journal of Management Research*, ISSN 1941-899X, 2011, Vol. 3, No. 1: E5
- [21] Muhammad Ehsan Malik,Basharat Naeem(2011) “Role Of Perceived Organizational Justice In Job Satisfaction: Evidence From Higher Education Institutions Of Pakistan”, *Interdisciplinary Journal Of Contemporary Research In Business*, Vol 3, No 8

- [22] Muhammad Ehsan Malik, Rizwan Qaiser Danish, Yasin Munir(2011) “Employee’s Turnover Intentions: Is this HR Failure or Employee’s better employment opportunity?”, International Conference on Innovation, Management and Service, IPEDR vol.14.
- [23] Muhammad Subrahmanian, Anjani.N,(2010) “Constructs of Quality of Work Life– A Perspective of Textile and Engineering Employees”, Asian Journal Of Management Research, ISSN 2229 – 3795
- [24] Mylene Perez, (2008) “ Turnover Intent”, Thesis.
- [25] Najaf Aghaei, Keivan Moshiri, Shahnaz Shahrbanian, (2012) “ Relationship between Organizational Justice and Intention to Leave in Employees of Sport and Youth Head Office of Tehran”, European Journal of Experimental Biology,2(5):1564-1570.
- [26] Olusegun, Solomon Oyetola,(2013) "Influence of Job Satisfaction on Turnover Intentions of Library Personnel in Selected Universities in South West Nigeria",Library Philosophy and Practice (e-journal).Paper 914.
- [27] Prathamesh Muzumdar, (2012) “Influence of Interactional Justice on the Turnover Behavioural Decision in an Organization”, Journal of Behavioral Studies in Business.
- [28] Prodromos D. Chatzoglou, Eftichia Vraimaki, Eleni Komsiou, Elena Polychrou and Anastasios D. Diamantidis,(2011) “Factors Affecting Accountants’ Job Satisfaction and Turnover Intentions: A Structural Equation Model”, 8thInternational Conference on Enterprise Systems, Accounting and Logistics.
- [29] Rafael Muñoz de Bustillo Llorente, Enrique Fernández Macías, (2005) “Job satisfaction as an indicator of the quality of work”, The Journal of Socio-Economics 34 (2005) 656–673
- [30] Rajib Lochan Dhar, (2008),”Quality of Work Life: A study of Municipal Corporation bus drivers”, Uluslararası Sosyal Arastirmalar Dergisi, The Journal of International Social Research,Volume 1/5 Fall 2008.
- [31] Robert J. Blomme, Debbie M. Tromp, Arjan van Rheede(2008) “Predictors of turnover intentions of highly educated employees in the hospitality industry”, in Joseph S. Chen (ed.) 4 (*Advances in Hospitality and Leisure, Volume 4*), Emerald Group Publishing Limited, pp.3-28
- [32] Rochita Ganguly, Mukherjee, (2010) “Quality of work life and job satisfaction of a group of University employees”, Asian Journal of Management Research.
- [33] S.Pavithra and G. Barani,(2012) “ A Study on Quality of Work Life of Lawyers in Coimbatore District”, Indian Streams Research Journal, Volume 2, Issue 8,ISSN:2230-7850.
- [34] Samuel Emeka Mbah C. O . Ikemefuna (2012), “Job Satisfaction and Employees’ Turnover Intentions in total Nigeria plc. in Lagos State”,International Journal of Humanities and Social Science Vol. 2 No. 14 [Special Issue - July 2012].

- [35] Shalini Sheel, Bhawna Khosla Sindhwani, Shashank Goel, Sunil Pathak,(2012) “Quality of Work Life, Employee Performance and Career Growth Opportunities: A Literature Review”, Zenith International Journal of Multidisciplinary Research Volume 2, Issue 2,ISSN 2231 5780.
- [36] Sheweng Emily Masemola(2011),”Employee Turnover Intentions, Organisational Commitment And Job Satisfation In A Post-Merger Tertiary Institution: The Case Of The University Of Limpopo”,Thesis.
- [37] Shiney Chib(2012) “Quality Of Work Life And Organisational Performance Parameters At Workplace”, Segi Review, Vol. 5, No. 2, Issn 1985-5672.
- [38] Wunder, R.S., Dougherty, T.W. & Welsh, M.A. (1982), “A causal model of role stress and employee turnover”, Proceedings Academy of Management, 42, 297-301.

