

Determinants of Turnover Intentions: A Conceptual Review

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Abstract

High turnover among employees signals a major weakness in the organizations. High turnover in organizations affect the performance of organization in the long run. The paper aims to present through the literature review key factors that affect the intentions of employees to leave the organizations. The findings of the study revealed that various factors such as Job satisfaction, Organizational culture and Job security are significantly related to employee turnover intentions.

Introduction

In the competitive business environment, every organization tries to maintain a competitive advantage by maintaining and retaining talented employees. Employees commitment determines organizational performance(Arokiasamy et al, 2010) Turnover means the employees movement within an organization. Turnover also refer to quitting, attrition, exists, mobility, migration or succession. There are 3 types of turnover. Voluntariness, Avoid ability, and Functionality. Voluntary turnover is referring to those employees who move from the organization voluntarily for e.g resignation.

Involuntary turnover is referring to those employees who are not initiated to move for example, dismissal, retrenchment and death.

Avoid ability turnover is referring to prevent the voluntary employees from leaving the organization

Functionality turnover refers to the impact to the organization after an employee leave the company. The positive impact of functional turnover is that it enables the replacement of inefficient employees with efficient employees. The negative impact is that the organization is losing valuable asset (PEREZ 2008)

Turnover Intention is not explicit. It defines as an employee who has his or her own conscious and deliberate intent to leave or resign from the organization at some point in the near future (HEDMI)

Intention to leave is defined as an employer's determination for intention to leave the current doing job and look forward to find the other one.(Purani & Sahadev,2007, Weisbag1994)

An Individual's intention to leave its organizations has been given in many stress models(Irancevich,Matteson,& Preston 1982, Kemrcy, Mossholder,& Bedian 1987)

Objectives

- To identify the factors affecting turnover in the organizations
- To study the impact of various factors on intention to leave.
- To suggest various measures for future research

Research Methodology

The current study is based on literature review based on secondary data.

Review of Literature

Kuotsai 1998 examined the relationship between detention workers' turnover intention and professional orientation. The findings of the study indicated that employee turnover intention was greater among female detention workers who expressed low levels of job securing and job satisfaction. The study also added to the list of previously reported determinants of voluntary turnover is that employees' turnover intention may be influenced by their professional orientation. In the case of detention workers, punishment orientation contributes significantly to their intention to leave their organization.

Ucho et al(2012) conducted a study to explore the relationship between jobsatisfaction ,gender ,tenure and turnover intention. The result of the regression analysis showed that job satisfaction was negatively related to turnover intentions. The results showed that gender and job tenure were not significant factor in turnover intentions

Macintosh & Doherty(2010) investigated the impact of organizational culture on job satisfaction and intention to leave the organization through a survey of fitness staff. The result of the study highlighted that organizational culture have high impact on intention to leave

Alishah et.al(2010) conducted a study for professional qualified teacher's in higher education institutions the result of the study highlighted that most significant turnover intention is personal factor followed by pull factor.

Salleh Mohd Radzi et.al (2009) investigated the relationship between organizational justice and turnover intentions among the lower and middle – level hotel departmental managers. The result of the study highlighted fairness in terms of reward allocation , formal procedure and interpersonal treatment are the highest contributor to the turnover intentions.

Jahangir N, Akhbar M.M and Begum, N(2006) conducted a conceptual framework to investigate the effects of employees' perception of supervisors' social power bases on employees' turnover intention' mediated by employees' perception of "procedural justice", employees' 'organizational commitment' and job satisfaction'. The results obtained indicate that procedural justice, job satisfaction and organizational commitment are significantly and negatively related to employees' turnover intention.

Park and Kim (2009) conducted a study 527 nurses working in two public hospitals in Korea. The study was conducted to find out the relationship among organizational culture, job satisfaction and turnover intention. The study indicated that among the different types of culture, consensual culture and rational culture had significant positive associations with the nurses' job satisfaction consensual culture exhibited negative impact on turnover intentions while hierarchical culture showed a positive impact on turnover intentions.

Arshad H. & Puteh F (2015) conducted a study to determine the turnover intention among employees. The study was conducted on 106 employees working in Woongjin Coway(Malaysia). The findings of the study revealed that job alternatives and work life balance have a significant impact on employee turnover intention.

Belete AK(2018) conducted a empirical work review and focused on the relationship between job satisfaction, job stress, organizational culture, organizational commitment, salary, organizational justice, promotional opportunity, demographic variables, leadership styles and organizational climate. The study highlighted other factors also to be considered like perceived organizational support, perceived supervisor support, job autonomy, employees' benefits and training and development. The researcher also indicated that the influence of factors studied will be different for different types of organizations. So future researchers can examine the influence

Husain Wajeh et.al (2015) conducted a study on executives working in the banking sector in Pakistan. The purpose of the research was to discover the reasons of turnover. Findings shows that employee turnover intention has a significant relationship with the variables i.e Job satisfaction, Trust relationship, Job Security, Organisational Commitment.

Connor Johnny(2018) The purpose of the study was to examine the relationship between job satisfaction and turnover intent of executive level central office administrators in Texas public school districts. The findings of the study revealed that there is a negative relationship between job satisfaction and turnover intent.

Aghaei Najaf et.al The paper intended to evaluate the relationship between organizational justice and intention to leave in employees of sport and youth head office of Tehran in Iran. The findings of the study suggested that sport organizations should pay enough attention to the performance of employees, do not have personal prejudice benefit from all decision making criteria provide on time feedback and reasoning for making any decisions, trust and respect the fellows, and follow high level aspects in communication skills in order to have effective progress towards more interaction justice in the organization. These help to reduce feeling among employees for any intention to leave as well.

Song Linyi(2016) conducted a study on 500 employees of king power group at downtown area in Bangkok Thailand. The result of the study implied that they were statistically significant relationships with regard to stress, experience ,salary, leadership support, job satisfaction , organization commitment and turnover intention. The study suggested that organization needs to work on these parameters.

Olusegun S Qyetola(2013) conducted a study the influence of Job satisfaction on turnover intentions of Library personnel in selected universities in south west Nigeria. The result of the study revealed that library personnel in public universities are motivated although the level of motivation is not very high. Most of the respondents are undecided about the level of job satisfaction in public universities, which indicates that institution need to improve their conditions of service. The result of the study also revealed that majority of the library personnel have high turnover intention i,e large number of them would quit if they have opportunities for better pay in similar organizations.

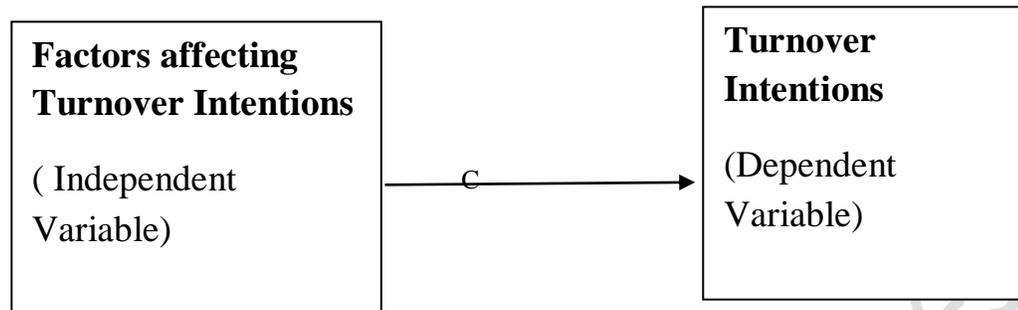
Nicolas Caroline(2016) conducted a study to examine the role of the psychological resource as a mediator for the relationships between perceived working conditions and turnover intentions in a sample of 336 french workers from different job contexts. The result of the study shows that adverse working conditions were positively and significantly associated with turnover intentions. Meaning of work is negatively related to both perceived working conditions and turnover intentions.

Shamsuzzoha and Shumon (2015). Study objective was to find out the actual reasons behind turnover and its damaging effects on the productivity. Study revealed that the skill of the employee or worker is expressed in terms of weight or in percentage, a mathematical model then could be possible to measure the direct relationships of turnover and productivity. To develop the model several factors such as; relationships among wage and salary structure, compensations, fringe benefits, location advantage, job security, social and economic factors to turnover etc. By integrating all these factors in a model could help in controlling turnover.

Dr. Chaubey and Rawat (2015).The research focused on the impact of various Human Resource management strategies followed by HR managers to retain the employees in the organization. The study analyzed the impact of various strategies followed by HR managers to retain the employees in the organization. It included the study of practices related to Training and development, Induction Programme under taken to place employees in the organization, Strategies for Development of teams in the organization, Performance appraisal system of the organization, Internal communication system of the organization, work flows in organization, Grievance Handling Practices of the organization, Employment security provided by the organization, Recruitment and selection system (person- organization fit) of the organisation, Employee empowerment schemes, Reward and compensation policies of organization and Employees Retention policies of the organization. Logistic regression method was employed to identify the model fit. It was found that the variables taken for the study were providing a very good explanation for the intention to switch (92%).

Hussain (2014). The study examined the impact of P-O fit on employee turnover intentions. The findings of this study contribute to improve P-o fit with reference to the banking sector. This study concludes that employees' fit with the organization in terms of good stream relations, better working environment, preferable job location, value congruence enhances employees' relation with the organization and acts as a retention tool.

Kannan and Vivekanand (2012). The Purpose of the Study was to investigate the turnover intentions among new employees in software testing professionals who are working in software industry located in Chennai. The Study investigated the Organizational Satisfaction, Job Satisfaction, Interpersonal Relationship with Supervisor's and Life Satisfaction has significant impact on Turnover Intentions among new entrants.

Conceptual framewok**Conclusion**

Turnover intentions or intention to leave is a emerging topic. Very few studies have been conducted on the topic. The result of the study highlighted that various factors such as Job satisfaction, Job Security, Organization culture have a high impact on turnover intentions of employees. Other factors such as reward allocation, work life balance, Job autonomy, Employee benefit, working conditions, internal communication, grievance handling practices, Organizational culture, interpersonal relationship, organizational culture and Training and development also has a significant relationship with the turnover intentions of employees. Very few studies have taken factors such as Stress, Experience, Salary, Leadership support, Job alternatives, Perceived organizational support and Organizational commitment.

Suggestions for Future research

Most of the research are conducted in Hospitality, Banking, Education and Public Enterprises. Very few studies have been conducted in Manufacturing, BPO, IT sector and Small enterprises. Future empirical research can be conducted in the same area with different factors such as Job autonomy, Fringe benefit and perceived organizational support and organizational commitment.

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