

The Motives Underlying Turnover Intentions: Perspectives of IT Professionals

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Key Words:

- 1 Turnover Intention
- 2 Job Hopping
- 3 Recognition
- 4 External Career Opportunity
- 5 IT Sector

Abstract:

For the past century, worker turnover has been of keen interest for both managers and researchers. When an employee involuntarily leaves an organization, the cost to the organization ranges between 50-150% of the departing person's annual salary. IT firms in India have saw high employee turnover during the past years, but no serious efforts have been made to find out the factors which are responsible for this. The focus of this study was on 4 independent variables namely Recognition, External Career Opportunity, Job Hopping and Demographic factors that were thought to be associated with turnover intentions. The findings reveals that if Organization provide Employee Recognition and External Career Opportunity within their organization that creates very healthy working environment of Organization .As a result employees enjoys their work, become more productive and motivated and gradually develop sense of belongingness for the company which decrease their job hop and absenteeism behavior and finally turnover intention phenomenon drastically.

Introduction :

Employees' turnover is giving sleepless nights to human resource managers in many countries in Asia. Due to shortage of labor, employees have developed negative attitudes in this Countries. In a human resource point of view, labor turnover is the rate at which an employer gains and loses employees. High turnover is harmful to a company's productivity if skilled workers leave the organization. Voluntary and involuntary turnover depicts two different angles of turnover. Voluntary turnover, initiated at the choice of the employee whereas involuntary instances where the employee has no choice in their termination (such as long term sickness, death, moving overseas, or employer-initiated termination). The Information Technology (IT) sector has been instrumental in driving the Indian economy onto the rapid growth curve. Its contribution to the country's GDP stood at 6% with an impressive revenue record of US\$ 64 bn during 2009-10. Though the picture seems to be bright, people-related issues continue to be the most critical in almost all technology-driven organizations in the country. The rate of turnover of IT professionals has been historically high (Connolly, 1988), which is about average of business managers and professionals (Ludlum, 1988) and is in the range of 20 to 40% in some organizations in India (Atlas, 2005). Previous IT empirical studies on turnover have also used turnover intention and not the actual turnover behavior as a study variable. Additionally, turnover intentions which are under more individual control can provide results much more quickly, and are less difficult to predict than actual turnover (Price and Bluedorn 1977).

For these reasons, turnover intentions have been used in the present study.

Various Demographic factors such as age, tenure, level of education, experience, designation, income level, gender have been found to have stable relationship with turnover intention. For most IT professionals, a significant part of their motivation comes from the recognition they get from their managers for good job work and this develops feeling in employees that they are an important part of the organization. One may provide Recognition in terms of non-monetary means (e.g., vacations, tickets of any event, appreciation, certificates, and organizational recognition events) or monetary ways (e.g., bonus, increment, cash awards etc.). External Career Objective involves defines as organized, formalized, planned effort to achieve a balance between an individual's career needs and the organization's workforce requirements (Barbara et al., 2005). External Career Opportunity motivates employees for career enrichment as well as desired performance in the organization (Feldman, 1988). As per the Ghiselli (1974) concept similar to job-hopping is termed as 'hobo syndrome'. He describes the hobo syndrome as 'the periodic itch to move from a job in one place to some other job in some other place'. This phenomenon comes from instinctive impulses and does not seem to result from organized logical thought, but instead from the internal impulsiveness of individuals. The second construct of job-hopping consists of social influences or turnover culture.

The study attempts to understand the importance of External Career Opportunities (ECO), Job hopping and recognition when determining employee Intention to Quit (turnover intentions) from an organizational point of view.

The paper is organized as follows: section 2 provides Review of literature, section 3 depicts objectives of the study and Section-4 deals with data base and Research methodology. Section 5

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highlights empirics of the study, section 6 is devoted to conclusion and policy implications and section 7 shows limitation of the study.

Literature Review :

Researchers around the world have written papers, articles and other literature on employee turnover and reasons for high turnover at the organizations.

There is consistent evidence to prove that turnover intentions are the 'strongest cognitive precursor of (actual) turnover' (Tett and Meyer, 1993, p. 262; Hom and Griffeth, 1995; and Griffeth et al., 2000).. As we all know that prevention is better than cure, so if we know about the factors which are responsible for employees quit behavior then organization can work on the policies that can retain its potential work force.

Demographic Variables :

Tenure appears to be the most meaningful demographic predictor of turnover (Griffeth and Hom, 2001). Findings indicate that demographic variables are relevant with turnover intentions. Age, income and tenure are negatively related to turnover intentions (Cotton and Tuttle, 1986; Morrow, 1983). But the effects of demographic factors on turnover intentions may differ in different international environment. Scott and Blau (1963) also reported differences in the predictability of turnover for men and women doing the same job

Recognition :

Agarwal and Ferratt (1999) found that successful IT organizations are devoting resources toward empowering IT professionals to take increasing responsibility for their work and for decision making. In most studies, Recognition and rewards are effective in attracting talents and retaining good performers (Lawler, 1981;). Organizational behavioral researchers (Meyer & Smith, 2000) argue that organizational rewards reflect appreciation and recognition of individual performance.

External Career Opportunity :

Studies by Griffeth and Hom (2001) confirmed that employees who have been provided with ECO demonstrate higher internal work motivation, satisfaction with growth and development, improved quality of work performance, lower absenteeism and turnover. Organizations that provide tasks that offer proper challenge, skill balance or energetic resources to cognitively enliven their employees can reduce intentions to turnover (Shirom, 2003; and Barbara et al., 2005). If task characteristics and critical psychological states are relatively low in a particular job, then these work outcomes are also low and the employee is less likely to behaviorally participate in the job or the organization (Griffeth and Hom, 2001).

Job Hopping :

According to Khatri et al. (1999), the definition of job hopping behaviour varies from one country to another. They suggest two types of such behaviours based on their study in Singapore. The first is when individuals change jobs because of their strong personal desire to try it for fun. The second type describes a turnover culture that is motivated by some social support. Chew (1996) claims that job hoppers used to find alternative

employments before quitting their jobs but the trend is to leave even before they have secured any alternative appointments. Kawabe (1991) finds job hopping common among the knowledge intensive and information technology (IT) employees in Malaysia. James (1991) concluded that money is not the main reason why some highly educated employees and those working in favourable labour. They do so because of the availability of vast options in the job market.

Turnover intention :

According to Tett and Meyer (1993) turnover intentions is conscious willfulness to seek for other alternatives in other organization. There is evidence to prove that turnover intentions are the 'strongest cognitive precursor of (actual) turnover' (Hom and Griffeth, 1995). Apprehensions about job scope, role stress, group cohesion, procedural justice, employment security, training and job investments and the organizational level of human resource practices, such as organizational rewards, employee participation in decision making, training and career development opportunities (Rhoades et al., 2001), induce intentions to quit. Unexpected events, such as alternative job offers, job transfers, acquisition/merger of a company, and changes in marital status or spouse's work may induce individuals to resign.

Objectives of The Study :

The main objectives of the study is

1. To find out the level of turnover intention in IT professionals of Indore.
2. To draw policies to decrease turnover rate in organizations
3. To study how Demographic variables, recognition, External career opportunity and job hopping influences employees' turnover Intention.

Data Base and Research Methodology :

This comparative study is based on primary information which has been collected through mailing questionnaire to those people who are associated in the IT Sector of Indore City. From IT companies who having employees' more than 350 in numbers, 2 organizations were selected by random sampling method.

Total 200 questionnaires (100 each from both organizations) were undertaken for comprehensive study. The opinion of the selected respondents were recorded on a set of questionnaire which containing 16 statements related to Job hopping, recognition, external career opportunity and turn over intention.

They were asked to respond on the basis of 5 points Likert scale for strongly Agree (SA), 4 points for agree (A), 3 for neutral (N), 2 for Disagree (DA) and 1 for strongly Disagree (SD). The analysis has been made on the basis of ranking.

To Make Comparative Analysis of Perception of IT Professionals Of Two Organization , The Following Statistical Tool Has Been Used.

$$S.E.(\bar{X}_1 - \bar{X}_2) = \sqrt{\frac{\sigma_1^2}{n_1} + \frac{\sigma_2^2}{n_2}}$$

Where,

X_1 = Mean of Employees of Organization A

X_2 = Mean of Employees' of Organization B

σ_{12} = Standard Deviation of Employees of Organization A

σ_{22} = Standard Deviation of Employees' of Organization B

n_1 = Number of Observations of Employees' of Organization A

n_2 = Number of Observations of Employees' of Organization B

If difference / SE greater than the table value, the difference is significant. It can be inferred that there is the employees of Organization A and Organization B. It may be considered as significant.

To Verify The Above Results, The Regression on Dummy Variable is Used :

$$Y_i = \beta_1 + \beta_2 D_i + U_i$$

Where,

Y_i is denoted for perception of employees .

D_i is dummy variable, where, $D_i = 1$ for Organization B and $D_i = 0$ for organization A.

Mean of Organization A $Y_i = (Y_i/D_i = 0) = \beta_1$

Mean of Organization B $Y_i = (Y_i/D_i = 1) = \beta_1 + \beta_2$

Therefore, the hypothesis which is to be tested is nothing but about the significance of β_2 .

$H_0 : \beta_2 = 0$; $t = \beta_2 / SE(\beta_2)$ is calculated value of statistics. If calculated value of t is greater than the relevant table value, then β_2 is statistically significant and accordingly the difference in two means may be considered significant.

Empirics :

The results are analyzing statement wise for each factor and to verify this results empirics of dummy regression model is also given. Below the results of large sample test for each statement is given in (a) part and of regression model in (b) part. i.e 5.2.1(a) denote result of employee recognition regarding use of large sample test and 5.2.1(b) shows result of dummy regression model for employee recognition.

Demographic Factors :

Empirics regarding Demographic variables depicted that Most IT Professional of both organizations were found in the age group of 20-30, mostly male (87.28% in organization A and 83% in Organization B) and 60% having work experience of 5-10 years. Their income ranges from 30,000 – 60,000. The observation also reflects that 72% of them holds designation of Software Engineer and they having education background of MCA (39%) and BE (37%).

It has been found that there is lot of similarity in the responses of IT professionals. Review of various research studies indicated that employees resign for a variety of reasons, out of them the present

study focus particularly on 4 variables. They are :

Employee Recognition :

Employee recognition efforts reward employees both individually and collectively for their contributions to the organization. Recognition can take various forms, formal and informal, monetary and non-monetary.

Supervisors Use Different Tangible Ways to Recognize Employees' Efforts :

Regarding this statement the perception of employees of both firms are almost alike. That means employees of both companies believe that if their supervisor recognize their contribution in some tangible ways they feel motivated. The hypothesis is accepted as there is no statistical difference has been observed at 5% level (Exhibit -1)

$$\text{Observation is } Y_1 = 3.53 + 0.01D_i$$

$$T = (0.09)$$

$$\text{Mean of Organization A} = 3.53$$

$$\text{Mean of organization B} = 3.53 + 0.01$$

Mean of perception of IT professionals of Organization B is greater than the thinking of employees of Organization B. But the $t = 0.09$ is not significant at 5% level of significance. Hence it may be concluded that there is no statistically significant difference between perception of IT professionals of both organizations. (Exhibit -2)

Disciplinary Actions against Employees are Done in A Respectful and Human Manner :

No doubt, the mean score of thinking of workers of Organization B is higher than Organization A but statistically there is no significance difference between both mean scores (1.427) at 5% level and thus hypothesis has been accepted. So statistically it has been confirmed that employees of both firms want human touch in disciplinary action if it taken against them.

The mean score for organization B is higher but the difference between the mean score is statistically not significant. So results once again confirm that employees of both firms advise to take disciplinary action in human manner.

Employee do not Handout Quality Work are Regularly Reprimanded by Supervisors :

Once again, regarding the above statement, the perception of employees of both firms has been found similar. The mean score of Organization B is slightly higher than the mean score of Organization A. IT professionals of both firms want fair treatments from managers. They also believe in balance procedure of recognition i.e. good job done should get appreciation and poor performance should be reprimanded.

Observation shows that statistically there is no significance difference (0.538) at 5% level of significance. This means that employees of both firms want fair treatment appreciation for good job and reprimands for poor quality work.

Person Efforts are Regularly Recognize in a Monetary Way :

As we see the perception of employees of both firms are more or less same for employees' recognition concept. The mean score for this statement represent IT professionals' perception regarding monetary recognition. To our surprise it is quit less when we compare it with mean statements for above 3 statements that means that IT professional of both firms gives less weight age to monetary motivation. And they want recognition in balance manner in which they got motivation in both monetary and non monetary means.

Both firms employees possess the same thinking that monetary recognition have influence on motivation level of employees but it is always not applicable for everyone i.e not every employee get motivated by just providing them only monetary motivation.

External Career opportunity :

Employees who have been provided with External Career Opportunity shows improved quality of work performance, higher internal work motivation, satisfaction with growth and development, lower absenteeism and turnover.

This Job arranged so That I have a chance and ability to talk with customers/Clients/ End Users :

It has been noticed in the study area that the means score for this statement is higher for both firms and it is higher for organization B than organization A. but the difference between both means have not been found statistically significant. So it can be said that the opinion of employees of both firms are alike and hypothesis is

accepted. So employees are more interested in type of job in which they get chance to deal with clients or customers.

The difference value of means 1.52 is not significance at 5% level of significance. So the result may be derived that there is no statistically significant difference in the thinking of IT professionals of both firms regarding touch with customers or clients should be provided in their job work.

This job is arrange so that I have an understanding of how it relates to the business mission :

Again results for this statements proved that employees want role clarity about their jobs. If employers provide the information about the importance of their contribution in achievement of organizational mission then they feels that they are valuable part of organization and they feel motivated. The mean values for both firm confirms that the difference between their mean values are insignificant i.e. the hypothesis is accepted.

The mean value for Organization A is greater than for organization B but the difference between mean values is statistically not significant. This result supports the result for large sample test for same statement.

This job provides me an opportunity of self directed flexibility of work hours :

The mean value score for this statements for both this firms comes higher n both are approximately same with very nominal difference. This indicates that specifically IT people prefers that they should get facility of work from home or flexible working

Exhibit 1:

Statements	X1	X2	coefficient	Standard error	Difference/
Supervisors use different tangible ways to recognize employees' efforts	3.53	3.54	0`.01	0.1086	0.0925
Disciplinary actions against employees are done in a respectful and Human Manner	3.75	3.86	0.11	0.077	1.42
Employee do not handout quality work are regularly reprimanded by supervisors	3.56	3.60	0.04	0.074	0.538
Person efforts are regularly recognize in a monitory way	3.45	3.59	0.14	0.1105	1.26

Exhibit 2 :

Statements	Results
Supervisors use different tangible ways to recognize employees' efforts	$Y_i = 3.53 + 0.01D_i$ (0.09)
Disciplinary actions against employees are done in a respectful and Human Manner	$Y_i = 3.75 + 0.11D_i$ (1.43)
Employee do not handout quality work are regularly reprimanded by supervisors	$Y_i = 3.56 + 0.04D_i$ (0.54)
Person efforts are regularly recognize in a monitory way	$Y_i = 3.45 + 0.14D_i$ (1.26)

hours as a part of External Career Opportunity program.

The difference between the mean values of both the organization is nominal and thus we can conclude that perception of the employees of both the firms is almost similar.

Current job provides employee with the opportunity to both communicate with his supervisor and to receive recognition from them as well :

The result once again says that the mean score of organization B is higher than mean score of Organization A. The difference between both means score is insignificant and hypothesis is accepted. Employees enjoy the environment in which they get opportunity to communicate with supervisors and for good work they get appreciation for quality work.

The results are almost similar to the result of large sample test method.

Job Hopping :

According to Ghiselli some workers have the natural internal impulse to move from one job to another for sometime no apparent or rational reason, that is irrespective of whether they have better alternative job offers or not and this can be said as

Exhibit 3 :

Statements	X1	X2	coefficient (X1- X2)	Standard error	Difference/
This job arranged so that I have a chance and ability to talk with customers/Clients/ End Users	4	4.11	0.11	0.072.	1.520
This job is arrange so that I have an understanding of how it r elates to the business mission	3.69	3.59	-0.10	0.116	0.860
This job provides me an opportunity of self directed flexibility of work hours	4.09	4.08	-0.01	0.079	0.126
Current job provides employee with the opportunity to both communicate with his supervisor and to receive recognition from them as well	3.56	3.73	0.17	0.11	1.504

Exhibit : 4

Statements	Results
This job arranged so that I have a chance and ability to talk with customers/Clients/ End Users	$Y_i = 4.00 + 0.11D_i$ (1.52)
This job is arrange so that I have an understanding of how it relates to the business mission	$Y_i = 3.69 - 0.10D_i$ (0.86)
This job provides me an opportunity of self directed flexibility of work hours	$Y_i = 4.09 - 0.01D_i$ (0.13)
Current job provides employee with the opportunity to both communicate with his supervisor and to receive recognition from them as well	$Y_i = 3.56 + 0.17D_i$ (1.50)

Hobo syndrome or Job Hopping behavior.

Switching jobs is kind of a fun :

Regarding above statement the perception of customers of both areas is not favorable. The mean score of both firms are representing their perception very week. No doubt, no significant differences between both means of Organization A and organization B have been observed. This indicates IT professionals are very much serious for their decision regarding changing their organization.

Mean values are very week for both firms and there is no significance difference is noted in here values. So opinion of employees of both the organization is same for this statement.

Employees switch jobs because their colleagues do so :

Responses of employees of both organizations regarding this statement are alike. This turnover culture (high turnover rate in organization) have social influence on employees thinking means this turnover culture in organization increase the intensity of the job hope and turnover intention behavior in the organization.

The mean value of organization A is higher than the mean value of Organization B but again difference between mean values is not

statistically significant.

Employee tends to change jobs for no apparent reasons :

Again the mean score for both this firms represent the perception of IT professionals regarding this statement is weak. The difference in the mean score is insignificant and thus hypothesis is accepted.

Mean values for both the firms are very low and the difference between them is also very nominal this indicates that thinking of both organizations' employees is very much alike regarding this statement.

Switching job is just for the change :

No doubt, the mean score of both the firms are high in comparison to the mean score for other statements but at 5 percent level, the difference in mean scores of perception of employees of both organizations have been recorded statistically significant. In other words hypothesis has been rejected.

The mean value for organization B is more than the Mean value for organization A and the difference in the mean values is statistically significant (2.13) at 5% level of significance.

Thus one can say that employees of organization B are in favour of this statement while employees of organization A are not in favour.

Turnover Intention

Turnover intention refers to "an individual own estimated probability that they are permanently leaving the organization at some point in the near future

As soon as employee can find the better job, He/She will quit the organization

The mean score of Organization B have been found higher than Organization A and the difference between both mean scores have been recorded statistically significant. On the basis of this, it can be inferred that the employees of Organization B favors the statement while Employees of Organization A are not in favor.

Results are almost similar to result of 5.5.1(a)

Employees probably may look for a new job in the next year :

It is noticed in the study that the responses of employees of both organizations are same. Their thinking for planning to switch current organization next year is same. There is no significant difference in their mean scores. In other word hypothesis is accepted.

Both the firms' employees think in the same manner.

Employees of the Organization prefer to spend their career in this organization rather than some other organization :

Employees of the both organization are happy with organization if they always get this type of working environment than they want to spend their career in this organization.

Both the organizations mean value indicates that difference is not statistically significant and thus IT professionals of both the company agreed with the statement.

Employee will be happy If he/she leave the organization :

The mean values for both companies show IT professional of both firms represent their perceptions weekly. The difference in both mean Scores have been found statistically significant at 1 percent level. Thus results prove that employees are happy with current

Exhibit 5 :

Statements	X1	X2	coefficient	Standard error	Coefficient / std error (t value)
Switching jobs is kind of a fun	2.39	2.66	.0.27	0.245	1.31
Employees switch jobs because their colleagues do so	3.31	3.07	- 0.24	0.164	1.45
Employee tends to change jobs for no apparent reasons	2.9	2.88	-0.02	0.198	1.00
Switching job is just for the change.	3.85	4.04	0.19	0.088	2.13

Exhibit 6 :

Statements	Results
Switching jobs is kind of a fun	$Y_i = 2.39 + 0.27D_i$ (1.32)
Employees switch jobs because their colleagues do so	$Y_i = 3.31 - 0.24D_i$ (1.45)
Employee tends to change jobs for no apparent reasons	$Y_i = 2.90 - 0.02D_i$ (1.00)
Switching job is just for the change.	$Y_i = 3.85 + 0.19D_i$ (2.13)

Exhibit 7:

Statements	X1	X2	coefficient	Standard error	Difference/
As soon as employee can find the better job, He/She will quit the organization	3.45	3.73	0.28	0.123	2.27
Employees probably may look for a new job in the next year	3.57	3.62	0.05	0.096	0.52
Employees of the Organization prefer to spend their career in this organization rather than some other organization	3.53	3.39	-0.14	0.11	1.27
Employee will be happy If he/she leave the organization	2.43	2.15	-0.28	0.087	3.211

Exhibit 8 :

Statements	Results
As soon as employee can find the better job, He/She will quit the organization	$Y_i = 3.45 + 0.28D_i$ (2.27)
Employees probably may look for a new job in the next year	$Y_i = 3.57 + 0.05D_i$ (0.52)
Employees of the Organization prefer to spend their career in this organization rather than some other organization	$Y_i = 3.53 - 0.14D_i$ (1.27)
Employee will be happy If he/she leave the organization	$Y_i = 2.43 - 0.28D_i$ (3.21)

employer and they don't want to leave organization.

Opinions of the employees' of both the firms are different at 1% level of significance.

Conclusion and Policy Implications :

The comparative study has been conducted in 2 organizations in IT Sector of Indore city. The findings depicts that External Career Opportunity, Recognition have major impact on Employees' Job Hopping behavior and turnover intention (intent to leave the organization). If organization provides such working condition in which they recognize their employees' work on both monetary and non monetary ways and gives them better external career opportunity to foster their growth, then the job hopping behavior and turnover intention of these employees' reduce drastically, which interns minimize the actual turnover of the organization and made more motivated and more loyal workforce.

While Job Hopping has least impact on employees' quit behavior as most IT professional are very sincere in their decision regarding switching the job. And they don't change their jobs without any solid reason. The findings regarding Turnover intention phenomenon proves that quit behavior in IT professional of indore is low but in some employees it has been recorded which is as a result of either under the social influence of turnover culture or because of they want to move to other city.

Thus empirics Suggests that Organizations should have to pay attention towards human factors of organization and have to

motivate then not by using only monetary because money is not always remain as a motivational factors for IT Professional but value of their work, employees career growth and human touch in conducting all activities are needed to give more importance too.

Limitations Of The Study :

üAs sample size is 200 it is not necessary that it truly represent the population / universe.

üSome people might not express their feelings freely because they might think this may have effect on their impression/ position

üSome respondents have not taken the questionnaire seriously, and hence had to discard those responses.

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