CHAPTER 4

STUDY MODEL AND GENERATION OF HYPOTHESIS
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Theoretical Framework

The objective of this research was to determine the influence of job satisfaction, organizational commitment and job involvement on turnover intentions so that an insight to high turnover among the employee of public, private sector and government employees residing within the boundary wall of Lucknow Nagar Nigam may be obtained.

Almost all of the studies mentioned in the literature review comprise of research in American and European firms and this study has an emphasis on Lucknow city context. The framework for this research study has three independent variables namely jobs satisfaction, organizational commitment and Job Involvement, and one dependant variable i.e. turnover intention.

The following model depicts the relationship among the independent and dependant variables, forming the theoretical framework.

<table>
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<tr>
<th>Conceptual Model of Research</th>
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<td>Job Satisfaction</td>
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<td>Organizational Commitment</td>
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<td>Job Involvement</td>
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<td>Independent Variables</td>
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Generation of hypothesis No. 1 and 2

Researchers around the world have searched the written papers, articles and other literature on employee turnover and reasons for high turnover at the organizations. Khatri et al (2001) have conducted a comprehensive research study on high turnover in Asian countries like Singapore, Malaysia, South Korea and Taiwan. The research sample (n=422) was taken from food and beverage industry, shipping and marine industry and retailing industry. The study suggests that main reasons for high turnover were procedural justice and low organizational commitment. Findings revealed that managers had more turnover intention than non-managers and procedural justice was considered more important than the distributive justice. Organizational commitment was found to be very critical in turnover intention. It has been strongly assumed that job satisfaction and organizational commitment are predictors of turnover intention, as suggested by Karsh, Booske & Sainfort (2005).

According to Guimaraes & Igbaria (1992) organizational commitment was an intervening variable in models of turnover and job satisfaction had direct effect on turnover intentions, and indirect effect through organizational commitment. Aryee, Wyatt & Min (1990) have also identified job satisfaction and organizational commitment as main predictors of turnover intention. The study was conducted among professional accountants in Singapore. A research in Turkish context by Wasti (2003) also proved organizational commitment to be a predictor of turnover intentions.

Korunka et al (2005) conducted a research on IT workforce and found significant negative correlation between turnover intentions and job satisfaction. Similar has been proved by Harrell, Chewning & Taylor
(1986), who have explored relationship among organizational-professional conflict, job satisfaction and turnover intentions. The research was conducted among Internal Auditors. A research by Chen et al. (2004) on career management, job satisfaction and turnover intentions reveal a negative relationship between job satisfaction and turnover intentions. Job satisfaction has been verified to be a strong negative predictor of turnover intentions. (Brough & Frame, 2004)

Howard & Homma, (2001) conducted a research on Japanese career women and have argued that job satisfaction, alone, is not a sufficient predictor of turnover intentions. The authors suggested that organizational commitment should also be included in the turnover model as another independent variable. Samad (2006) had added organizational commitment to a similar research and found it to be negatively correlated with turnover intentions. Moncrief et al. (1997) conducted a research survey on job stress among salespersons and their results reveal a negative correlation between organizational commitment and propensity to quit the job. Elangovan (2001) has argued that there is a reciprocal link between organizational commitment and turnover intention i.e. lower commitment increases turnover intention which lowers commitment further.

Dick et al. (2004) have also identified Job satisfaction as a predictor of turnover intention, however, they argue that it is a mediating variable between organizational identification and turnover intention. According to their study, organizational identification feeds into job satisfaction which, in turn, predicts turnover intention.

Turnover intention is a mediating variable between organizational commitment and turnover as suggested by Sjoberg and Sverke (2000). It
can be concluded that turnover is, in fact, outcome of the turnover intentions. A research by Morrison (2004) on the informal work relationships at the workplace also shows both job satisfaction and organizational commitment to be negatively correlated with turnover intentions.

Considering the previous research evidences, we hypothesize that;

**H1:** A correlation exists between organizational commitment and employee turnover intention.

**H2:** A correlation exists between Job Satisfaction and Employee turnover intentions.

**Generation of Hypothesis No. 3**

Both organizational commitment and JI are well known as work-related variables (Blau and Boal, 1987, 1989). Some correlations between organizational commitment and JI that have been reported are $r=55$, $p<.01$ (Brooke et al., 1988) and $r=.31$, $p<.01$ (Blau and Boal, 1989) . Blau and Boal, (1989), however, found that the factor structure of JI differs from that of organizational commitment. The referent of organizational commitment is the company or organization where an individual works. On the other hand, the referent of JI is an individual's present job. From these two points, it is clear that organizational commitment and JI are distinct from each other. Blau and Boal, (1987) divided these two variables into $2 \times 2 = 4$ groups on the assumption that these two variables are independent. Brooke et al. (1988) made it clear empirically that organizational commitment is different from JI. So it is clear that organizational commitment correlates with JI, but JI is distinct and independent from organizational commitment.
Thus, based on previous research, the study postulates the following hypothesis:

**H3: A correlation exists between Organizational Commitment and Job Involvement**

**Generation of Hypothesis No. 4**

Some researchers have reported that Job Involvement is correlated with job satisfaction. Lodahl and Kejner (1965) analyzed the correlation between job satisfaction measured by JDI (Kendall, Smith, Hulin and Locke, 1963) and Job Involvement. According to their results, four out of five factors of job satisfaction correlated with JI positively and significantly: job itself ($r=.29$, $p<.01$), promotion ($r=.38$, $p<.01$), supervision ($r=.38$, $p<.01$) and human relations ($r=.29$, $p<.01$), Gechman and Wiener (1975) also reported the relationship between the two variables at $r=.51$, $p<.01$.

Using Herzberg’s two factor theory, Weissenberg and Gruenefeld (1968) divided job satisfaction into motivating factors and hygiene factors, and then analyzed the correlations between these job satisfaction factors and Job Involvement.

From above mentioned research the following hypothesis is generated:

**H4: A correlation exists between Job Involvement and Job Satisfaction**

**Generation of Hypothesis No. 5**

No such previous research on influence of work attitudes on turnover intention among public, private sector and government department is made earlier. Therefore, in the researchers self perception has been taken as a base
of hypothesis generation. Thus, the generation of hypothesis was based on the logical interpretation of the subject from study literature by researcher.

From the above, the following hypothesis is generated:

**H5:** The influence of work related attitudes on turnover intention in public sector, private sector and government employee are the same.

**Generation of Hypothesis No. 6**

Many researches have confirmed organizational commitment and intention to quit; these two variables are highly associated with turnover among many variables the organizational commitment is regarded as most effective independent variables on turnover intention (Mobley et al 1979, Bluedorn 1982).

From the above research, the following hypothesis is generated:

Among independent variables i.e., Job Satisfaction, Job Involvement and Organizational Commitment, the influence of organizational commitment on turnover intention is higher then the influence of Job Satisfaction and Job Involvement.

The discussion of turnover intention is always linked to organizational commitment. Job satisfaction and Job involvement Bluedorn (1982) and Hollenbech and Williams (1986) shown Job involvement, Job satisfaction and organizational commitment are significantly co-related to the turnover intention.

**H6:** A co-relation between all independent variables and dependent variables are significant.
Generation of Hypothesis No. 7

Consequent upon the availability of job on higher salary. The employee already working in public, private and government department leaving their present job to join these companies on higher salary and post the switch over the job by the experienced staff creating a hindrance in smooth functioning of the organization.

The employee's turnover intention depends upon the various variables factors. These three variables factors i.e. Job Satisfaction, Job Involvement and Organizational Commitment studied in this study.

These three variables affect the employee's turnover intention in public, private companies and even in government departments.

The influence of these variables is turnover intention based on various antecedents of variables. 36 antecedents belong to these three variables are taken into consideration to study.

Based on above statement following hypothesis are developed:

H7: The influence of Job involvement is highest on employees turnover intention.