CHAPTER 8

FINDINGS, CONCLUSIONS, SUGGESTIONS,
RECOMMENDATION & IMPLICATIONS
CHAPTER – 8

FINDINGS

The Inferential analysis reveals the followings:-

(1) The value of alpha is found 0.789, which is more than 0.75 as such consistency in sampling data is exists.

(2) That degree of influence between work related attitudes ($J_s + J_i + oc$) on turnover Intention (Independent variable) 5.1%

(3) Since the value of $R^2 = 5.1\%$ this means that there must be other important factors influencing Turnover intention which are not included in this research. These factors need to be identified in future studies.

(4) Among Public, private and Government sector the influence of private sector is highest on Turnover intention i.e. 13.6% whereas the lowest influence is noted is case Public sector i.e. 1.2%

(5) The linear co-relation exists between all independent Factors and also between independent and dependent factors.

(6) In Public sector employees, the value of $B (p)$ between Job Involvement and turnover intentions are found as statistically significant predictor. Further between organizational commitment and turnover intention the value of Beta is also statistically found as significant predictor.

(7) In case of all three sectors of employees the value of Beta is found as significant predictor between Independent variable (Job involvement) and Dependent variable.

(8) In case (Turnover Intention)of Job satisfaction & organizational commitment (independent variable) and dependent variable, the value of Beta is found as statistically not significant predictor.

(9) The influence of Job involvement on Turnover Intention is found as highly negative among three independent variably.
Intention may be reduced by increasing the level of Job satisfaction and organizational commitment.

(10) In case of Public sector employee (based on the value of B) it is found that by increasing the level Job involvement the turnover Intention may be increased therefore an effort is required to reduce the level of Job involvement in Public sector employees. However is the case of Job satisfaction and organizational commitment it is found that by increasing the level of Job satisfaction and organizational commitment the employee turnover Intention may be reduced.

(11) In case of Government sector employees the influence of Job involvement on turnover is found positive and in other case the influence of Job satisfaction and organizational commitment on Turnover Intention is found negative. Among all three Independent factors the influence of Organizational Commitment is found highest but negative i.e. -25.3

(12) Correlation is found among all independent variables and also between Independent and Dependent variables.

(13) It is found that out of 36 sub factors as of three variables i.e. Job satisfaction, Job involvement and organizational commitment in 18 cases the degree of correlation (between Independent & Dependent factor) is found as moderate and in the reaming 18 cases it is found as low.

(14) No high or perfect degree of Correlations is found between Independent variables and dependent variables and also between independent variables.

(15) The correlations between Independent and Dependent variable are found significant.
SUMMARY OF FINDINGS

(1) There is a relationship between factors of variables (Independent factor) and (Dependent factor) i.e. public, private and Government sector organizations.

(2) This relationship is also found between different variables (Independent factor) and turnover Intention (Dependent factor).

(3) The degree of relationship either low or moderate.

(4) The Nature of relationship either positive or Negative.

(5) The significant relationship exist between all Independent variable and Dependent variable.

(6) Work related attitude (Job satisfaction, Job Involvement & Organizational commitment) Influences on Turnover Intention.

(7) The degree of Influence of these work related attitude is not considerably high.

(8) Among Public, Private and Government sectors employees the Influence of work related attitudes on Turn over Intention is found highest in public sector organizations.
CONCLUSIONS

With reference to the research question and research objects, this study has reached to the following conclusions.

(1) With the support of comprehensive view of literature, the various factors of Independent variables i.e. Job Involvement, Job satisfaction, Organizational commitment which affects the employee Turnover Intention have been identified.

The effect of these factors i.e. Independent variable (Job involvement, Job satisfaction and organizational commitment) on Turnover Intention have been obtained on the basis of the reply of the respondent to assess the answer of research question i.e. whether any significant relationship exists between each Independent variables and dependent variables.

(2) On the basis of respondents reply the relationship and influence of independent variables (Job satisfaction, Job Involvement & organizational commitment) on Turnover Intention has been assessed from the result obtained by using the various statistical methods through SPSS.

(3) The nature of relationship between Independent factors and Dependent factor, and also relationship between each Independent variable and employee Turnover Intention have been established.

(4) The degree of co-relations between Independent factor and Dependent factor has been obtained.

(5) The result obtained through various statistical methods/ test will provide a picture before Management of Public, Private and Government sector organization the about present status / scenario of relationship between Independent variables and Dependent variable in Public, Private and government organization. This result will also show the present degree
of influence of each independent variable (Job involvement, Job satisfaction and organizational commitment) an employee Turnover Intention.

(6) The present degree of influence will help the management while making / deciding and implementing the HR policy to reduce the existing degree of Turnover Intention among the employee.
IMPLICATION FOR FUTURE RESEARCH

The aim of the present study was to assist Human research professionals and researchers to identify the influence of three work related attitudes on employee turnover intentions and also to assess whether any co-relation exists between all three variable i.e. Job Involvement, Job satisfaction and organizational commitment on Turnover Intention.

The result of this research shows the influence of each variable on employee turnover Intention and also the percentage of influence of work related attitude on employee turnover Intention. As per out come of the analysis of data collected from the respondent it is found that only 5.1% impact of work related attitudes on employees turnover is noticed.

In future studies the researcher may identity other work related attitude like motivation, quality of life and others.

The area of this study is restricted to the boundary wall of Lucknow Nagar Nigam. The future researcher may include wider area.

In this study the employees are selected in respective of their cadre and age. Future researcher may study the cadre, age, wise study on influence of work related attitude on employees Turnover Intention.
GENERAL RECOMMENDATIONS

Based on findings of the study it is recommended that policy makers should plan out a strategy by way of providing training, organizing developmental programme to enhance the level of employees organizational commitment, Job satisfaction, Job Involvement for minimizing their turnover Intention and to increase the employee stay.

SUGGESTIONS

1. In this study the respondents are selected on the basis of locality, respective of the cadre they are working, and number of year of service they have put in their organization. A further study based on the opinion of Managerial Supervisor, technical, clerical cadre staff with number of years of service they put in will give the picture nearer to accuracy.

2. To include more variables which effects employees turnover intention:

In this study the overall influence of work related value (Job Satisfaction, Job Involvement and Organizational Commitment) on employee's turnover intention is found as 5.11%. This result is away from the common perception. Future researchers may answer the reasons for low effect. The future researchers may include other independent variables in their study for suggesting the management to take better steps, while making the policy to minimize the employee turnover intention which in turn will increase employees stay and organizational growth.

3. To extend this study with interviews

This study conducted with the help of questionnaire method. However the answers to the questions (Job Satisfaction, Job Involvement and Organizational Commitment) may always not simple and clear to the respondent.
The researcher feels that by interview with respondents the more accurate information on each individual may be obtained. To generalize this opinion of individuals will provide more clues to picture the casual relations to work related to attitude on employees turnover intention.

4. Due to limited time and resources the research is only limited to the boundary wall of Lucknow Nagar Nigam. Its conclusion may not be applicable to all areas i.e. Bigger Metro, Rural and Semi Urban.

**SUGGESTION TO HR MANAGER**

How to reduce the turnover rate has always been the tough issue before HR Manager. To understand the causal relations of different independent variables on employee turnover intention contributes to better tackle the issue of employee retention.

In this study three variables are studied. These are Job Satisfaction, Job Involvement and Organizational Commitment. Findings of this research studies may be useful to HR Manager, while making the HR policy related to development of employee performance by way of training and development in there organization.

It is well known to the HR Managers that employees' separation with the organization result in many forms of costs both on themselves and on companies. The opportunity costs and financial losses are the main risks employees need to take while companies suffer from the loss of human capital, costs of recruiting, training, less service quality and etc. (Lum et al., 1998). New blood indeed stimulates the team but the high turnover rate reduces the company's morale. Therefore, management should always pub their eyes on employee's turnover intention which is the best predictor to employees' withdrawal behaviour.
BIBLIOGRAPHY &

QUESTIONNAIRE
Appendix A - Questionnaire

QUESTIONNAIRE

Dear Respondent,

You are kindly requested to respond to the statements in the following questionnaire. The statements are related to influence of work attribute on Turnover Intention.

Your responses are of great importance as this survey forms part of a study of the aspects mentioned above. I therefore value your co-operation very highly.

On the following pages you will find several kinds of questions. Different instructions will precede the various sets of statements. Please follow the instructions carefully. It should not take you more than 20 minutes to complete the entire questionnaire. Please ensure that you respond to every question.

There is no right or wrong answer to any question. I am only interested in your personal opinions. The "right" answer to any question is your frank and truthful response. The questions have been designed to assess the feeling and attitude of respondents toward their jobs.

Your answers will be treated in strict confidence and will only be used for research purposes. Your name should not appear anywhere on this document. Please turn to the next page.

Thanking you,

Yours faithfully,

(Researcher)

Mob. No.: ....................

Encl.: As above
QUESTIONNAIRE

Under this study 36 attributes are taken. These attributes affect the job involvement. Job Involvement, Organizational Commitment and Turnover Intention at different level. The objective of this study to understand the combined effect of Job Involvement, Job satisfaction and Organizational Commitment on employee turnover intention based on respondent effect opinion.

To get the correct reply from the respondent the meaning of all variables and attributes of variables are defined below:

**JOB INVOLVEMENT** – The degree to which a person is identified, psychologically with his work.

**ATTRIBUTES OF JOB INVOLVEMENT**

1. **Responsibility** - The state of being responsible, accountable, or answerable, as for a trust, debt, obligation.

2. **Job Challenge** - The situation of being faced with something needing great mental or physical effort in order to be done successfully and which therefore tests a person's ability.

3. **Reward** - That which is given in return for good or evil done or received; esp., that which is offered or given in return for some service or attainment, as for excellence in studies, for the return of something lost, etc.; recompense; requital.

4. **Verbal Recognition** or - the state or quality of being recognized or acknowledged;
5. **Good Working Conditions** - The physical environment in which you work, including the actual space, the quality of ventilation, heat, light and degree of safety.

6. **Supportive Supervision** - Supportive relationships between supervisors and supervisees contribute to staff’s ability to reflect upon and cope with the stresses and demands of their work.

7. **Interpersonal Relationship** - In the contexts of sociology and of popular culture, the concept of *interpersonal relationships* involves social associations, connections, or affiliations between two or more people.

8. **Good Company Policy** - Defines ways of acting for staff in areas where there appears to be latitude in deciding how best to operate.

9. **Active Participation** to planning and evaluation that gives the service user and his/her family power in influencing decisions that will define

10. **Job Clarity** - is the property of being *clear* or *transparent*. Clarity may also refer more broadly to 'perspicacity', the Zen concept of 'no mind'

11. **Degree of Autonomy** - The condition or quality of being autonomous; independence

12. **Job Security** - is the probability that an individual will keep his or her job; a job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed.
ORGANIZATIONAL COMMITMENT - Strength of the feeling of responsibility that an employee has towards the mission of the organization

13. **Ability** - the quality of being able to perform; a quality that permits or facilitates achievement or accomplishment.

14. **Education** - "The one real object of education is to leave a man in the condition of continually asking questions."

15. **Basic Salary** - a fixed payment at regular intervals for services

16. **Flexible Pay** - Capable of being flexed or bent; admitting of being turned, bowed to pressure.

17. **Job Autonomy** - Degree or level of freedom and discretion allowed to an employee over his or her job.

18. **Career Growth** or "Job advancement" usually means a change from an entry level position to a job which has more duties and that receives more compensation

19. **Quality Of Life** - is used to evaluate the general well-being of individuals and societies. The term is used in a wide range of contexts, including the fields of international development, healthcare, and political science.

20. **Work Overload** - It occurs when job demand exceeds human limits and people have to do too much, in too little time, with too few resources.

21. **Role Conflict** - A role which conflicts with their value system, or to play two or more role which conflict with each other or to cope with incompatible expectations.
22. **Training And Development** - is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings.

23. **Cost of Departure** - Tangible or intangible cost associated with replacing an employee.

24. **Locus of Control** - Within psychology, Locus of Control is considered to be an important aspect of personality. It also refers to an individual's perception about the underlying main causes of events in his/her life.

**JOB SATISFACTION** - A worker's sense of achievement and success, is generally perceived to be directly linked to productivity as well as to personal wellbeing. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work.

25. **Work & Value** - activity directed toward making or doing something and the quality (positive or negative) that renders something desirable or valuable;

26. **Socialization** - the action of establishing on a socialist basis

27. **Success Experience** - The achievement of something desired, planned, or attempted:

28. **Career Stages** - Career stages are typically defined as evolutionary phases of working life. The concept of career stage evolved as psychoanalysts (Erikson), developmental psychologists (Buehler, Levinson, Piaget), and sociologists (Form, Miller) independently studied stages of life and work.
29. **Decision Making** - The process of mapping the likely consequences of decisions, working out the importance of individual factors, and choosing the best course of action to take.

30. **Job Level** – Categorizing of the job according the amount of responsibility in organization.

31. **Organization Satisfaction** – the satisfaction as regard to the performance organization as per pre determine goals.

32. **H.R.M.** - Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers.

33. **Employee involvement** - is creating an environment in which people have an impact on decisions and actions that affect their jobs.

34. **Career Growth** or "Job advancement" usually means a change from an entry level position to a job which has more duties and that receives more compensation.

35. **Family involvement** - serves to promote and support the social, emotional, physical, academic, and occupational growth of youth. Successful family involvement relies on meaningful collaboration among youth, families, schools, employers, and agencies.

36. **Incentives** - Something, such as the fear of punishment or the expectation of reward that induces action or motivates effort.

It is being brought to the notice of all respondents that the purpose of collection of information from them, is to study how employee turnover can be minimized and employees stay may be increased for smooth functioning of an organization.
The respondent is requested to give his/her opinion on effect of each attribute on turnover intention.

While the filling the questionnaire the following steps are expected from the respondent.

1. The respondent will mention the category of his/her organization (private/public sector/ Govt. Organization).

2. The respondent will mention his/her effect opinion on the basis of score of marks ranging from (0 to 100). As he/she finds appropriate after depth thinking.

3. The respondent will put his/her choice score to the class interval (5 SCALE)

4. The respondent will than mark the degree of effect chosen by him/her in the five categories of the impact by putting a tick mark.
Category of Employees

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<th>Category of employee</th>
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(Please mark the tick in appropriate column)

PART 1 / QUESTIONNAIRE

Demographical information of the respondent

Please complete the following Biographical / demographical information. This information will be used for statistical purpose only. You have to tick mark against the factual information.

1. What is your Gender?
   a) Male
   b) Female

2. Below mentioned are the different age groups. You have to tick mark against the group, where your age falls.
   20-24
   25-29
   30-34
   35-39
   40-44
   45+

3. What is your home language?
   Hindi
   English
   Other languages
4. Highest Qualification – What is your highest qualification?

Secondary School
Standard 10/ Grade 12 or equivalent
Post School Certificate or Diploma
Bachelor’s Degree
Master’s Degree or Equivalent

5. Marital Status - What is your marital status? Please tick against correct answer.

Single
Married
Divorced
Living Together

6. Organizational Tenure – Below mentioned are the different period of service, an employee put in the organization. You have to tick mark the column as per year period of service.

Less than 1 year
Less than 2 years
Less than 3 years
Less than 4 years
Less than 5 years
Less than 6 years
Less than 7 years
Less than 8 years
Less than 9 years

7. Job Classification – Please mark the category of job in which you are working.

Professional
Others
Question No. 1  
Job Involvement

1. The followings are the factors responsible for increasing the level of Job Involvement of an employee. Do you agree to this statement?

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<th>Statement</th>
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Question No. 2  Organizational Commitment

1. The followings are the factors responsible for increasing the level of Organizational Commitment of an employee. Do you agree to this statement?

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The followings are the common reasons for an employee's intention to leave an organization. Do you agree to this statement?

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1. **PART 3: Respondent feedback on questionnaire**

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<tr>
<td>1. Whether the respondent before filling the questionnaire could understand the meaning / concept of each attribute / variables of the study.</td>
<td>Yes / No</td>
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<td>If answer of respondent is no than please mention below the reasons</td>
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<td>2. Whether the respondent wants any help from researcher in filling the questionnaire.</td>
<td>Yes / No</td>
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<td>3. Whether the language of the questionnaire is understandable.</td>
<td>Yes / No</td>
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<td>4. Whether the respondent is sure, if the blank questionnaire is given to fill it again, the respondent’s answer will be the same as he/she filled in earlier questionnaire.</td>
<td>Yes / No</td>
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<td>If answer of respondent is no than please mention below the reasons</td>
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Respondent's landline no. and mobile no.
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