CHAPTER 1

INTRODUCTION, AIMS AND OBJECTIVE,
RESEARCH QUESTIONS, SCOPE,
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STUDY
CHAPTER 1

Introduction

Employees switch organizations for several reasons that managers and researchers are striving to find out. Managers would readily agree that retaining the top performer's results in higher customer satisfaction, quality improvement and effective succession planning and managers know these facts so well, why do they fail to retain their best employees? This research study provides an analytical review of turnover intention among public, private and government organizations employees based on the factors that significantly contribute to it. The main objective was to analyze and verify whether job satisfaction, organizational commitment and job involvement are correlated with turnover intention and influence turnover intention attitudes. The study is also aimed to determine the influence of work attributes on turnover intentions amongst the employees of public, private and government organizations in Lucknow city.

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations cannot succeed without their employees' efforts and commitment. Employees' satisfaction with their jobs, their job involvement and commitment to their organizations has been viewed as major determinants of organizational effectiveness.

Job satisfaction and commitment are critical to retaining and attracting well-qualified personnel. Concerns about employees' job satisfaction and organizational commitment are just as, or even more critical in public, private and government sectors. These factors are especially important in professionalized and service-based organizations, where long-term specialist training and retention issues are highly important.
Employees who experience job satisfaction are more likely to be productive and stay on the job. Job dissatisfaction has been found to be a strong and consistent predictor of intention to leave as well as turnover. Employees' job satisfaction is also found to be positively related to employees' commitment which is a valuable asset in an organization. Researchers have shown that increased commitment improves employees' job satisfaction, motivation, performance and creativeness, and reduces absenteeism and turnover intention.

Justification for the need to investigate employees' job satisfaction job involvement and organizational commitment is exemplified in the seemingly observed relationship between the lower levels of job satisfaction, job involvement and commitment, and negative symptoms of absenteeism, grievance expression, tardiness, low morale and high J-turnover. Job satisfaction, job involvement and organizational commitment are important indicators to managers because of the desire to retain a stable and committed workforce. Researchers are keenly interested in understanding the factors that influence an individual's decision to stay or leave an organization.

There are a small number of research studies in the literature that have examined the associations between job satisfaction, job involvement organizational commitment and turnover intention. Most of these studies have been based on data collected in Western countries. However, where job satisfaction has been found to be a direct predictor of turnover, organizational commitment has not been analyzed. This study aims to overcome this by focusing on issues such as employee attitudes, like satisfaction, job involvement and commitment, and the extent to which these factors contribute to their intention to leave the organization. There are no known studies related to the links between these subjects among
public, private and government organizations employees working in Lucknow city.

The results of this research will allow a better understanding of the relationship between employees' job satisfaction, job involvement and their organizational commitment, and their impact on turnover intention. The results will also enhance the understanding of the determinants of these three important employee attitudes. It is anticipated that a better understanding of these issues and their relationships can aid further research, pinpoint better strategies for recruiting, promotion and training of employees working in the public, private and government organizations of Lucknow.

Organizational Commitment

Organizational commitment reflects a multidimensional psychological attachment of an individual to the organization, which plays a positive role in retention of members in the organization. Meyer and Alien-defined organizational commitment as:

A psychological state that characterizes the employee's relationships with the organization and has implications for the decision to continue membership in the organization.

Meyer and Alien differentiated organizational commitment into three components: affective, continuance and normative. Affective commitment refers to employees' perceptions of their emotional attachment to their organization and its goals. Employees with high affective attachment to organization have strong motivation to contribute to the organization goals because they see them as theirs. According to Kate and Masako, individual and organizational factors may influence the
level of affective commitment. Individual factors include, for example, factors such as personality, values orientation, education or age, while organizational factors include believing that employee's roles and job goals are clearly defined and receive management support. Continuance commitment represents cognitive attachment between employees and their organizations because of the costs associated with leaving the organization. It is based on the assumption that individuals do not leave an organization if they would lose their benefits, take a pay cut, incur job search expenses and the risk of being unemployed. The level of investment employees have accumulated in an organization and lack of alternative jobs outside the organization are the most important factors that may lead to continuance commitment. If employees believe that fewer work opportunities exist outside their organizations, the perceived costs of leaving the current organizations will be higher, and they will develop a stronger sense of continuance commitment to their organizations.

Finally, normative commitment refers to typical feelings of obligation to remain with an organization. Normative commitment is based on an ideology or a sense of obligation. An employee feels obligated to stay with the organization because it is the moral and right thing to do. Factors that may influence the level of normative commitment are education, age and related factors.— Normative commitment could be based on organization investment in an employee who then feels a 'moral' obligation to stay with the organization, based on employee's social or cultural norms and believes that one should be loyal to one's organization.
Job satisfaction

Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Job satisfaction is defined as 'the extent to which people like or dislike their jobs'. It is an employee's affective reaction to a job, based on a comparison between actual outcomes and desired outcomes. Job satisfaction is generally recognized as a multifaceted construct that includes employees' feelings about a variety of both intrinsic and extrinsic job elements. Intrinsic elements of job satisfaction is derived from internally mediated rewards, such as the job itself and opportunities for personal growth and accomplishment; and extrinsic elements of job satisfaction results from externally mediated rewards such as satisfaction with pay and benefits, company policies and support, supervision, co-workers, job security and chances for promotion.

Job Involvement

The term job involvement is a more recent addition to the Organizational Behaviour literature. Although there is no complete agreement over what the term means, a workable definition states that job involvement measures the degree to which a person identifies psychologically with his or her job and considers his or her perceived performance level important to self worth.

Interest in the concept of job involvement has grown in recent years beyond its value as an index of the quality of work life (Chems & Davis, 1975), because of the concept's fundamental importance to the understanding of work behaviours like turnover, tardiness, and absenteeism (Blau, 1986, Mathieu & Kohier, 1990). Job involvement has been variously conceptualized in the literature as (a) the degree to which one is actively participating in one's job (Allport, 1943), (b) the degree of
importance of one’s job to one’s self-image (Lawler & Hall, 1970), and (c) the extent to which one’s self-esteem is affected by one’s perceived level of self-image-job involvement conceptualization is empirically independent. Based on Blau’s finding, job involvement is conceptualized here as the degree to which one psychologically identifies with one’s job (Kanungo, 1982a, b) and therefore, one’s motivational orientation to the job.

Interest in the concept of job involvement has been focused on identifying the determinants of the concept (Hollenbeck, Connolly, & Rabinowitz, 1982; Rabinowitz & Hall, 1977). Three classes of antecedents of job involvement have been identified: personal characteristics, situational characteristics, and work outcomes. A multivariate study of the determinants of job involvement, however, indicated that the personal characteristics class of antecedents could more appropriately be divided into personal-demographic and personal-psychological (Saal, 1978). Earlier efforts at identifying the determinants of Job involvement led to a universally applicable model for both men and women and did not take into consideration variables external to the work environment.

**Turnover Intention**

In literature, turnover intention has been identified as the immediate precursor for turnover behaviour (Mobley, Horner & Hulingsworth, 1978; Tett & Meyer, 1993). It has been recognized that the identification of variables associated with turnover intentions is considered an effective strategy in reducing actual turnover levels (Maertz & Campion, 1998).

Past research on turnover intention has produced very extensive and sophisticated models. However a recent and more parsimonious model of turnover utilizes only two employee work attitudes to
predict turnover propensity. (1) These three attitudes are job involvement, job satisfaction and organizational commitment. The premise discussed here is that job involvement, job satisfaction and organizational commitment interact jointly to affect turnover. For example, the job employees do helps them meet their intrinsic needs, such as satisfactorily performing a challenging job, which in turn increases their sense of competence. This leads to increasing involvement attitude. Likewise; the organization helps employees meet their social and other extrinsic reward needs, such as pay, fringe benefits and promotion. This leads to increasing employees' organizational commitment attitude.

1. In order to reduce the turnover propensity of employees, a manager's goals should be to get employees to identify with and care about their jobs. The greater the success at this, the more the job becomes important to each employee's self-image, which reflects "the basic definition of job involvement" (2) It important to get employees feeling positively about the organization that employs them so they identify with particular organizational goals, values, and culture, and want to maintain membership in it. This is defined as organizational commitment. (3) Employee's with both high job involvement and organizational commitment should, therefore, have the most positive attitudes and the lowest propensity to quit because they are attracted by both the job and the organization. These employees feel they have an relationship with the company; the employee and company are part of the same whole.

Aims of the Study

Organizational behaviour focuses our attention on very limited number of work related attitude. These work related attitudes top positive or
negative evaluation that employees hold about aspect of their work environment and motivation, organizational culture, job satisfaction, job involvement and organizational commitment and organizational climate.

Most of research in organizational behaviour has been concerned with three attitudes i.e. job satisfaction, job involvement and organizational commitment. These attitudes reflect the feeling of employees about their job i.e. whether to stay or leave the job. Job satisfaction, job involvement and organizational commitment each have received attention on work related attitudes and subsequent predictions of work related out come such as turnover intention to leave the organization (Freud 2005).

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With this concern in mind, numerous scholars have tried to disclose the most effective factors to predict employees turnover behaviours and they find commitment, job involvement, satisfaction and intention to quit, particularly turnover intention is regarded the best indicator for foresee employees’ turnover behaviours. (Mobley, 1977; Mitchal, 1981) Thus, to have better understand employees’ intention to leave contributes to eliminate the turnover rate. Studies show that turnover intention is negatively associated with organizational commitment. (Allen & Meyer, 1991). The level of organizational commitment immediately affects individuals’ intention to leave. According to researches, the variables to organizational commitment include personal characteristics (e.g. work
values), organizational factors (e.g. pay satisfaction), job characteristics, work experiences and role-related factors.

An employee’s separation normally results in a great sum of financial cost, such as recruitment, re-training, and low quality of services or products. (Lum et al., 1998). Thus, human resource managers and other managers would seek every possible and eligible ways to prevent or predict employees’ separation behaviour.

Thus, this study focuses on the investigation of the influence of three values i.e. job satisfaction, job involvement and organizational commitment and its determinants on turnover intention of the public, private sector and government employees working in the vicinity of Lucknow Nagar Nigam.

**Statement of the Problem**

Employee’s turnover intention is pre stage of employee’s turnover. The employees turnover effects the smooth functioning of the organization. Due to globalization, operation of various multinational companies has created multi opportunities for employment on higher salaries to the experienced staff.

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

The employee’s turnover intention depends upon three factors. These three variables factors i.e. job satisfaction, job involvement and organizational commitment are 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 belonging to these three variable are taken into consideration to study. These antecedents/variables that contribute to high turnover and low turnover in the public, private sectors and government departments.

**Purpose of Study**

According to Lo Biondo – Wood and Haber (2002-60) the purpose of the study indicates the research wishes to achieve with the result. The following is the purpose of the study.

- Identification of the variables and attributes which causes high turnover intention among employees of public/private and government organization.

- Identification of the variables and attributes which causes no effect or low effect on turnover intention.

**Objectives of the Study**

- To examine the relationship of the job satisfaction, job involvement, organizational commitment and turnover intention to know whether the degree of job satisfaction, job involvement, organizational commitment and turnover intention will affect the employee’s voluntary turnover intention.

- The result of research /work will provide the manager to draw up appropriate strategy and management to increase the job satisfaction and job involvement.
• Work attitudes (Job Involvement, Job Satisfaction, organizational commitment) are negatively associated with employee's voluntary turnover and influence the work related behavior independently. Therefore to know the influence of job satisfaction, job involvement and organizational commitment on employee's voluntary turnover individually and collectively.

• To verify the effectiveness and eligibility of the relationship of mentioned features. Many researches are made in the past. This study seeks to obtain the confirmation of the co-relationship of the four features in the Indian context.

With the results of the above objectives, this study would provide some advices for human resources managers and management bar handling employees' turnover intention better. Also with the understanding of determinants to turnover intention.

Significance of the Study

The influences of three variables 36 attributes on turnover intention will help the employees to know which variables contributes to high turnover in public, private sector and government organization. The variable which, influence the lowest turnover in public/private and governments may also be noticed from the finding of the research.

These results of the study will help the employer / Management of the different private/public sectors and government department to plan out the amendment to strategic level to present the employee turnover.
Research Question

The research questions are therefore the query the researcher made and its answer were given by the respondent. The following are the queries of the researcher.

1. Whether any relationship exists between the variable i.e. job satisfaction, job involvement and organizational commitment on turnover intention.

2. Whether independent variables (job satisfaction, job involvement and organizational commitment) influence the turnover intention individually and collectively.

3. Whether the relationship between independent variables and dependent variables is significant or not.

Scope of Study

The finding of the study will assist the management/employer of the public/private sector undertaking and government department to know the individual and collective effect of job satisfaction, job involvement and organizational commitment and turnover intention on this result. This in turn will help the manager to plan out the change in strategic plan to minimize the employee turnover.

Importance of Study-

Understanding, predicting and improving employee behaviours are major aspects of a manager's job. Managers often try to influence work related attitudes in order to create behavioural changes, relying on moderating variables such as the importance of the of the attitude, its specificity, its accessibility, whether social pressures exist between attitudes, and whether
employees have direct experience with the attitude to impact what employees behaviorally do. This attitude behaviour relationship asserts that attitudes significantly predict future behaviour by taking the previously mentioned moderating variables into account (Ajzen, 2001, 1996; Kraus, 1995; Sulton, 1998). to actually implement their decisions to influence employee attitudes, managers often enact various organizational and personal influence tactics. Most, if not all of these decisions are made under uncertainty and the effectiveness of some of these decisions remain questionable even after implementation.

Mowday, Porter & Steers 1982 have stated that a salient factor involved in this "contract" is the nature of the employee's organizational connection. Employee work attitudes and behaviours may be measured and examined to obtain a better understanding of the employee organizational attachment process and its effects on the employee voluntary turnover.

Limitations of the Study

The following limitations could limit the generalization of the result:-

1. The present study is restricted to three variables, 36 attributes pertaining to three variables. 12 attributes have been taken under each variable. More comprehensive picture of causal effect of work attitude on turnover intention can be obtained by widening the range of attributes.

2. The study is conducted on sample of 300 employees (100 each from public/private and government department) chosen from the population. More samples may be taken for getting more comprehensive pictures.
3. In the present study the researcher tested the normality, reliability, and validity of sampling data through Skewness, Kurtosis and Cornbach's Alpha test. In few cases the normality among sampling data is not found. In future researches on the subject the reason, of the same may be studied.

4. The relationship between level of work attitudes and turnover intention of employee has not been done separately in respect of gender wise, age wise, organizational tenure, job classification, absenteeism and qualification wise variables.

5. The study is restricted to only 46 factors of organizational commitment to find out the relationship between organizational commitment and turnover intention. Many other factors of organizational commitment are left out.

Despite these limitations, this study has assiduously attempted to find out the relationship between organizational commitment and turnover intention. The findings and recommendations should be viewed against these limitations.
Abstract of the Chapter – Introduction

In the field of turnover research, relationships between the employee and the employer have been investigated to determine possible correlations between psychological antecedents such as organizational commitment, job satisfaction and job involvement and subsequent organizational behaviour such as the voluntary turnover process (Porter, Crampon & Smith, 1976; Mowday, Steers & Porter, 1979; O'Reilly & Chatman, 1986). Mowday, Porter and Steers (1982) state organizational commitment is negatively related to the employees voluntary turnover process and is the best predictor of the voluntary turnover process, Mathieu and Zajac (1990) report in their meta-analysis of organizational commitment antecedents that the relationship between organizational commitment and job involvement was the largest observed.

The present study is designed to examine the relationship between job satisfaction, job involvement, organizational commitment and turnover intention of the employees working in public, private and government organizations situated in the vicinity of Lucknow Nagar Nigam.

Participants in this study are Managerial and Non-Managerial employees of public, private and government organizations.