CHAPTER- 2

Review of Literature
2.A Introduction

This chapter presents major studies that happened on turnover intention specifically for the factors in the proposed model: emotional intelligence, perceived manager status, perceived manager support, perceived colleague support, social support, task interdependence, feedback from others, interaction outside organization and work to family conflict. Each section analyse these variables separately. Wherever studies in combination with turnover or turnover intention cannot be found, variables like job satisfaction, job commitment and job stress will be taken as these variables are proved mediating factor for turnover intention and turnover. For each study, the methodology and results are provided in accordance to relevance. The studies are presented in chronological order.

2.B Job Satisfaction, Commitment, Stress and TI

Junak (2007) conducted a study among 319 employees who were also students of Midwestern university. The results established that job satisfaction and affective commitment significantly predicted perceived organizational support positively. In addition, the study proved that perceived organizational support was negatively related with turnover intention. Further, the mediating effect of job satisfaction and affective commitment with the relationship between perceived organizational support and turnover intention was established.

Tsai and Wu (2010) collected their research samples from nurses in different hospitals in Taiwan. Pearson’s correlation was used to analyse the relationship among variables. The results indicated that job satisfaction was negatively related with turnover intention and the
variable organizational citizenship behaviour was found to have a mediational effect on the relationship between job satisfaction and turnover intention.

Zhang and Feng (2011) carried out a cross sectional study in central China with 1445 physicians. Social demographic variables were controlled in this study. For data analysis, structural equation modeling was also used. Job satisfaction showed significant negative relation with turnover intention. In addition, the study established a significant positive relationship between burnout and turnover intention.

Yücel (2012) analysed data from 250 manufacturing employees from Turkey. Hypothesized model predicted that job satisfaction negatively predicted turnover intention. A mediating effect of organizational commitment enumerated as affective commitment, continuance commitment and normative commitment was posited for the relationship between job satisfaction and turnover intention. Data analysis through structural equation modeling proved the hypothesized model entirely.

**Summary**

Many variables like job satisfaction, job commitment, job stress, job involvement, organizational citizenship behaviour, perceived organizational support are found to have correlation with turnover intention. These variables are found to mediational variables when considered with other variables.
2.C Emotional Intelligence and Turnover Intention

Trivellas et al. (2011) conducted a study with a sample size of 145 nurses with majority of them having an experience of 11 to 15 years. The Wong and Law Emotional Intelligence Scale (WLEIS) was used to measure emotional intelligence. Partial least square (PLS) method was used for data analysis. The study established that there is relation between emotional intelligence and turnover intention. The study also established a relation between emotional intelligence and job satisfaction.

Jordan and Troth (2011) did a study for which the data was collected from an Australian private pathology company. The sample size was 579. The study was of longitudinal nature. At the first instance emotional intelligence of followers and leader member exchange (LMX) were measured. In the second instance, job satisfaction and turnover intention were measured. Results showed that there is relationship between emotional intelligence and turnover intention. The study also found that the leader member exchange (LMX) mediated the relation between emotional intelligence of followers and turnover intention.

Demir (2011) conducted a research in Turkish hospitality sector among 563 executives. Emotional intelligence was measured using a new scale developed out of MSCEIT (Mayer, Salovey, Caruso, & Sitaraneos, 2003), EQ-I (Bar-On, 2004), and ESCI (Boyatzis, 2007). Data analysis was carried out using structural equation modeling with LISREL. The results indicated a strong negative influence of emotional intelligence on turnover intention. Also the factor called quality of work life showed a negative influence on turnover intention.
Anari (2012) conducted a study at Kerman in Iran among 84 high school English teachers. Emotional intelligence was measured using Schutte Self-Report Inventory (Schutte et al., 1998). The findings of the study showed that there is significant positive relationship between emotional intelligence and job satisfaction. It also showed significant positive relationship between emotional intelligence and organizational commitment. Also a high correlation was seen between job satisfaction and organizational commitment.

Summary

Emotional Intelligence as a variable is seen to have influence turnover intention directly or through mediating variables like job satisfaction. Overall, though the nature of relationship cannot be established from the above studies, it can be deduced that emotional intelligence plays in role in the model of turnover intention.

2.D Perceived Manager Support, Status and Turnover Intention

Kalliatth and Beck (2001) collected data from 312 respondents employed in health care profession. Data analysis was carried out by structural equation modeling. Results showed that perceived manager support negatively determined turnover intention. In addition, emotional exhaustion or burnout was found to have a mediational effect on the relationship between perceived manager support and turnover intention.

Eisenberger et al. (2002) did a study using the variables perceived manager support, perceived organizational support and perceived manager status and their effect on turnover intention. In the first study involving 314 employees, it was found that perceived manager
support leads to perceived organizational support. Structural equation modeling was employed to do the data analysis. In the second study involving 300 sales executives, the mediational effect of perceived supervisor status on the relationship between perceived manager support and perceived organizational support was established. Also in the final study involving 493 sales executives, it was found that the negative relationship between perceived manager support and turnover was fully mediated by perceived manager support.

Quebbeman and Rozell (2002) posits the moderating effect of emotional intelligence on workplace behavioural choice and aggressive work behaviours that includes turnover intention. It establishes that the degree of emotional intelligence can have an impact on the behaviour exhibited at organization in response to perceived injustice. The study uses the research data from various other studies to reach the above conclusion.

Sweeney and Boyle (2005) conducted a study among 166 chartered accountant trainees who are employed in Ireland. Using various parametric tests it was established that perceived managerial actions, which is seen as a composite of leadership aspects, mentoring aspects and provision of work conditions, was positively related to job satisfaction. In turn, job satisfaction was found to be negatively related to turnover intention.

Maertz et al. (2007) did a study using the variables perceived manager support and perceived organizational support and their effect on turnover cognitions. The study was conducted on 375 social workers working in family and children services state department and data analysis was done using structural equation modeling. The study found a direct relationship between perceived manager support and turnover intention without being mediated through perceived organizational support.
Braunig (2007) conducted a study among 135 employees from a large non-profit social service agency in Chicago. The results of the study indicated that there is a significant relationship between perceived manager support and turnover intention. The variable called ‘informational justice’ mediated this relationship. In addition, the study showed that there is relationship between frequency of the between manager and employee with turnover intention and this relation as well is mediated by informational justice. The correlation between perceived manager support and meeting frequency is not reported in the study.

DeConinck and Johnson (2009) studied the effect of perceived supervisor support, perceived organizational support and performance on turnover intention. The study was conducted among 384 sales executives and the analysis was done using structural equation modeling. The results established that there is a negative effect of perceived supervisor support on turnover intention and this relation is mediated through perceived organizational support and job performance.

Farahani et al. (2011) studied the moderating effect of emotional intelligence on the relationship between transformational leadership and turnover intention. The test was conducted in 214 insurance experts using Bar-On emotional intelligence inventory. (Bar-On, 2004). Hierarchical regression was used for data analysis. The study established the direct effect of transformational leadership on turnover intention and ascertained the moderating effect of emotional intelligence on the said relation.

Clarke and Mahadi (2011) studied the effects of leader member exchange and job satisfaction and the influence of emotional intelligence on this relation. The study was conducted in an Islamic insurance company in Malaysia. Analysis using hierarchical moderated regression showed that emotional intelligence moderates the relationship between leader-member exchange and job satisfaction.
Newman, Thanacoody, and Hui (2012) conducted a study in China among five multinational enterprises belonging to the service sector. The sample size was 437. A direct significant relationship between perceived manager support and turnover intention was established. In addition, a mediational effect of perceived organizational support for the relation between perceived manager support and turnover intention was observed. Moreover, a relationship between intra-organizational network resources with turnover intention was fully mediated through perceived organizational support.

Summary

*Perceived manager support is seen to have a direct effect on turnover intention and through mediating variables like perceived organizational support. Further, the variable perceived manager status moderates the relationship between perceived manager support and turnover intention. In addition, emotional intelligence influences the relationship between perceived manager support and turnover intention. The moderating effect is deduced even when the moderating variable moderates the relationship between a mediating variable and turnover intention.*
2.E Perceived Colleague Support and Turnover Intention

Cox (1999) provides details on how colleague communication and colleague support influence turnover intention. In this study undergraduate students distributed questionnaire to their acquaintances who were employed. The final sample size was around 139. It was found that the colleague communication and colleague support has a significant influence on turnover intention.

Ducharme and Martin (2000) studied the effect to perceived colleague support on job satisfaction with a sample size of 2505 employees who were employed full time. The result of the study carried out using ordinary least square method (OLS) established that there is direct negative effect between perceived colleague support and job satisfaction.

Ducharme et al. (2007) conducted a study among 1800 counsellors treating substance abuse. The data was analysed using structural equation modeling. The results found that perceived colleague support inversely predicted turnover intention. Moreover, emotional exhaustion positively predicted turnover intention. In addition, an inverse relationship was found between perceived colleague support and emotional exhaustion. Lack of autonomy and low work place justice were also proved to have an inverse relationship with turnover intention.

Elfenbein et al. (2008) conducted a study among 2500 employees to know the effect of emotional intelligence on the performance rating from managers and colleagues (translatable as the appreciatory outlook of managers and colleagues) when the variables like cognitive intelligence, bias from observer liking, demographic factors and personality traits. The
results showed that emotional intelligence indeed makes a difference on the appreciation factor from manager and colleagues.

Bateman (2009) studied the effect of perceived colleague on turnover intention and on job satisfaction and job stress. In fact, the study aimed to establish a moderating effect of perceived colleague support between the relationship between job satisfaction and turnover intention. The study was conducted among the workers employed in two of the women fashion companies in New Zealand. The total number of participants in this research was 98. Data analysis proved direct relationship between perceived colleague support and turnover intention was established instead of a moderating effect.

Chenot, Benton, and Kim (2009) conducted a study child welfare services employees who are in the early part of their career. The sample size was 767 and principal component analysis (PCA) was used for data analysis. The study established that perceived manager support and perceived colleague support negatively contributes significantly towards turnover intention.

Chiaburu (2009) used empirical data from a medical organization and the sample size was about 314. The results found that negative coworker behaviour predicted negatively job satisfaction and job commitment. Positive behaviours like knowledge sharing predicted negatively turnover intention better. Even though the moderation effect of task interdependence and status disadvantage were checked for the above relations, such moderation effects were not found. However, colleagues’ agreeableness and self-efficacy were proved to have an interaction effect on the above-mentioned relations.
Summary

Perceived colleague support is seen to have a direct effect on turnover intention. Further, the variable emotional intelligence influences the relationship between perceived colleague support and turnover intention. The moderating effect is deduced even when the moderating variable moderates the relationship between a mediating variable and turnover intention.

2.F Social Support and Turnover Intention

Riordan and Griffeth (1995) conducted a study on the relationship between friendship opportunities and work related behavioural outcomes. The study was conducted among 174 employees of a small electric company. Data analysis was carried out using structural equation modeling and the results established that friendship opportunity has a direct effect on employee turnover intention.

Allen et al. (2003) conducted a longitudinal study spanning one year among 215 department store employees and 197 insurance agents. Initially the attitude data was collected and after one year, the actual turnover was measured. The study showed that supportive human resource system contributed to increased job satisfaction, organizational commitment and reduced turnover. All these relations were mediated through perceived organizational support.

Nissly et al. (2005) did a study involving stress, social support and turnover intention. This study was conducted among 418 child welfare workers. The results of the study indicated that
stress contributed positively to turnover and social support contributed negatively to turnover. Even though the buffering tendency of social support for organizational stress was examined, evidence of that sort was not obtained from the study, which rules out a moderating effect and establishes a direct effect.

van der Heijden, van Dam, and Hasselhorn (2009) conducted a study among 1187 registered nurses. The questionnaires were completed twice in the gap of a year. Data analysis was carried out using structural equation modeling. Results indicated that lack of social support, low manager support and high work to family conflict results in poor job satisfaction thereby causing high turnover intention.

Lobburi (2012) studied the effect of social support on turnover intention in a collectivist society. The study was conducted with a sample size of 666 among employees working in canned seafood industry in Thailand. The results indicated that social support significantly contributed towards turnover intention. This study also established that job satisfaction has a mediating effect on the relationship between social support and turnover intention.

Balogun and Olowodunoye (2012) conducted a study among 215 bank employees from four commercial bank in Lagos (Nigeria). The sample data comprised of 106 men and 109 women. The age group of the sample data was 26 to 55 years. The results indicated that job satisfaction, social support and emotional intelligence significantly predicted turnover intention. The results also revealed that job satisfaction, social support and emotional intelligence are having a joint influence on turnover intention.
Summary

Social support is seen to have a direct effect on turnover intention and sometimes as mediated through perceived organizational support. Further, the variable emotional intelligence influences the relationship between social support and turnover intention. The moderating effect is deduced even when the moderating variable moderates the relationship between a mediating variable and turnover intention.

2.G Interdependence and Turnover Intention

Salancik et al. (1980) conducted a study among the heads of 20 departments in university of Illinois. The departments were categorized into 10 most interdependent and 10 least task interdependent departments. The results indicated that the turnover was significantly lower in the category of least task interdependent departments.

Turner (1985) conducted a study among mortgage loan servicing clerks with a sample size of 1282 and among financial investment officers with a sample size of 131. The result of the study showed that in a structured job environment with heavy use of application system, task interdependence contributed to high stress and decreased job satisfaction.

Luca and Tarricone (2001) conducted a case study among 82 final year multi-media students who were doing project work who were developing web site for real clients. At the end, the team members were interviewed to find the factors of success. A strong relation was found...
between emotional intelligence and team harmony in performing collaborative tasks. The dysfunctional teams showed a lack of emotional intelligence.

Glew (2012) conducted a study on 209 cross-functional team members. Interdependence and social interaction was conceptualized to form a factor called person-team fit. Results indicated that the person-team fit directly influenced job satisfaction, trust, commitment and performance. This study does not provide a hint on the direction of relationship between interdependence and turnover intention as the variable person-team fit deals in similarity between individual preferences for both task interdependence and social interaction.

**Summary**

Interdependence is seen to have a direct effect on turnover intention. The direction of relation between interdependence and turnover intention is seen as positive in relevance to the IT industry as the interdependence in IT industry does not happen in accordance with a predefined pattern and such interdependence can cause conflict. Further, the variable emotional intelligence influences the relationship between interdependence and turnover intention. The moderating effect is deduced even when the moderating variable moderates the relationship between a mediating variable and turnover intention.

**2.H Feedback and Turnover Intention**

Rosen, Levy, and Hall (2006) conducted a study among 150 manager-employee dyads from a number of organizations. The research findings suggested when the organizational setting enhances manager and employee casual feedback then the employees’ perception of
organizational politics is reduced and it increases the positive work outcomes like job satisfaction and affective commitment. Perception of organizational politics was proved to have a mediational effect in the positive relationship between feedback environment and work outcomes namely job satisfaction and affective commitment.

Anseel and Lievens (2007) did a study among 155 government service employees in Belgium. The study explored the relationship between feedback environment and job satisfaction. It was found that a favourable manager feedback environment would result in higher job satisfaction.

Sparr and Sonnentag (2008) examines the effect of feedback environment of manager and employees with work outcomes like job satisfaction, job depression and turnover intention. The study was done among 345 people in three different types of industries. The data analysis based on hierarchical regression established the positive relation of favourable feedback with job satisfaction and negatively related to job depression and turnover intention.

McEnrue et al. (2009) based on control group research design steered a study among 135 fully employed business students. The study aimed to measure the training gains of a program to enhance emotional intelligence. The results obtained stated that the receptivity to feedback have significant influence on emotional intelligence training gains.

**Summary**

*Feedback is seen to have a direct effect on turnover intention. Further, the variable emotional intelligence influences the relationship between feedback and turnover intention. The moderating effect is deduced even when the moderating variable moderates the relationship between a mediating variable and turnover intention.*
2.1 Interaction outside Organization and Turnover Intention

Carmeli (2003) conducted a study among 98 senior officials in Israeli local government organizations. This endeavour studied the influence of emotional intelligence on work attitudes and behaviours. This study found that emotionally intelligent people tend to accept more responsibility for themselves in cases of frustrating incidents and this fact becomes more pronounced when interacting with groups outside organization. Another aspect studied was the effect of emotional intelligence in handling work to family conflict. The results suggested the emotionally intelligent employees are able to handle work to family conflict better.

Saura, Contrí, Taulet, and Velázquez (2005) conducted a study in a single financial service organization having 72 employees. Structured questionnaire was used to collect the data and regression analysis was employed to analyse the data. The results showed that the customer orientation directly influenced job satisfaction. This relation was also found to be mediated by the variable called service orientation.

Lacity, Iyer, and Rudramuniyaiah (2008) conducted a study among 25 Indian Information System (IS) professionals. They found that job satisfaction is negatively related to turnover intention. They also found that Indian IS professionals like to engage in client facing activities. In addition, activities like design and development work which are characteristics of product development companies are also found to be preferred by Indian IS professionals.
Summary

Interaction outside organization is seen to have a direct effect on turnover intention. Further, the variable emotional intelligence influences the relationship between interaction outside organization and turnover intention. The moderating effect is deduced even when the moderating variable moderates the relationship between a mediating variable and turnover intention.

2. J Work to Family Conflict and Turnover Intention

Carlson and Kacmar (2000) did a comparative study among 314 government employees by categorizing them into people who highly valued work and people who highly valued family. The results indicated that the work to family conflict affected job satisfaction in general and life satisfaction. However, the impact is more for people who places high value on family.

Anderson et al. (2002) utilized the data from 1997 National Study of the Changing Workforce (NSCW) for which the data was then collected through telephonic interviews from 3551 and $20 was given for completion of questionnaire. Variables studies includes work to family conflict, family to work conflict, turnover intention, absenteeism, job dissatisfaction. The results showed that work to family conflict resulted in job dissatisfaction and turnover intention. Family to work conflict resulted in absenteeism and it had no significant correlation with turnover intention.
Blomme et al. (2010) performed a worldwide study comprising of 247 employees in hospitality sector who are highly educated. The results showed that work to family conflict and organizational support contributed to turnover intention. The study also showed that for men work to family conflict translated more as a lack of organizational support whereas for women it was lack of workplace flexibility and lack of organizational support.

Anafarta (2011) collected data from 226 samples comprising of doctors and nurses in Turkey. Structural equation modeling was used for data analysis. Results proved that work to family conflict had a significant influence on job satisfaction. In addition, it established that family to work conflict has no influence on job satisfaction.

Gao et al. (2013) conducted a study on 212 Chinese high school teachers. The results indicated that there was a direct relationship between work to family conflict and job satisfaction. Further, the study also established that emotional intelligence negatively moderated the relationship between work to family conflict and job satisfaction.

Summary

Work to family conflict is seen to have a direct effect on turnover intention. The variable family to work conflict is seen to have no effect on turnover intention. Further, the variable emotional intelligence influences the relationship between work to family and turnover intention. The moderating effect is deduced even when the moderating variable moderates the relationship between a mediating variable and turnover intention.
2.K Gender Based Differences for Turnover Intention

Russ and McNeilly (1995) conducted a study on 168 sales representatives and first level managers of a publishing firm and about half of them were women. The results showed that there is a negative relationship between job satisfaction and employee mediated through organizational commitment. Gender and experience was found moderate the relationship between organizational commitment and turnover. Experience and performance was found to moderate the relationship between job satisfaction and organizational commitment.

Kaldenberg, Becker, and Zvonkovic (1995) carried out a study with a sample of 70 dentists who are women and 80 dentists who are men. The study excluded all samples whose age was found to be more then 45. Results indicated that affiliation related more to commitment in the case of women whereas practice control and productivity mattered related more to commitment in the case of men.

Hoonakker et al. (2004) performed a study among five IT companies among 597 employees. In this sample, number of men was 324 and number of women was 273. Data analysis was conducted using structural equation modeling. Results did not show any difference in the degree of turnover intention among men and women. In addition, the difference between men and women for the other variables in the study like job and organizational qualities and quality of work life were not statistically significant. The difference was seen in the structural path or the pathway to turnover. The prominent differences seen between men and women are that the manger support for women was more important whereas a significant pathway was not found for manager support and turnover intention among men.
Summary

Even though the individual measures like turnover intention does not show any significant difference between men and women in IT industry, the pathway to turnover intention shows difference between both the genders.

2.1 Need for the Study

There is a dire need for the study of turnover in Indian IT industry for the reasons mentioned below:

- Voluntary turnover in Indian IT industry is huge. It is tagged at 19% (DataQuest Survey 2011\(^8\)).

- There are no specific studies that happened in the context of Indian IT industry that explains the variables that cause turnover intention or moderate the effect of a causal variable causing turnover intention.

- No turnover model exists for Indian IT industry that explains the overall process for turnover exists. A turnover model is necessary to devise proper interventional strategies that can effectively curtail the unwanted outflow of employees.

- Separation, replacement and training costs are typically high in Indian IT industry and when there is a large exodus, it will affect the balance sheet of the company badly. The total replacement cost of an employee is tagged at 90% to 200% of employee’s annual salary.(Janani, 2014)

\(^8\) http://www.dqindia.com/
2.M Summary of Review of Literature

Even though there are no conclusive study in the context of Indian IT industry, based on the studies that happened elsewhere in the world and a few studies that happened in India, a turnover model in relevance for the Indian IT industry can be obtained. In certain studies, the results obtained should be read in context of Indian IT industry so that the right directions of the path can be predicted. All the relationships proposed by the model has an empirical background as those were proven by at least one study even if they are not in Indian context or in IT industry context.