

Impact of Turnover Intention on Organization Commitment among IT employees with special reference to Coimbatore city

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Abstract - This study aims to investigate and find out the influences of turnover intention on organizational commitment in IT industry with special reference to Coimbatore city. There are a total of 133 questionnaires collected from 150 questionnaires that had been distributed at the chosen organization. Demographic characteristics were discussed briefly according to the frequency level and percentage. In addition, both descriptive and inferential statistics were applied to analyze the data obtained. As for inferential statistics, Pearson Correlation Coefficient, Multiple Regression and ANOVA were used to measure the degree between independent variables with dependent variable in this research. The research findings showed that for the independent variable i.e., Organizational commitment (affective commitment, and normative commitment) had significant relationship with dependent variable i.e., Turnover Intention. However, organizational commitment (Continuous commitment) had no significant relationship towards turnover intention among the employees within the organization.

Keywords: Strategic HRM, Commitment, Turnover intention, Work environment

I. INTRODUCTION

In today's working environment, employee turnover issues have increased tremendously. Such matter may directly affect the human resource practices of recruitment and selection, training, and maintaining the workforce. Besides, if a high number of employees leave the organization, workload and overtime for existing employees are heavily increased, and thus, may reduce their productivity level due to low employee morale. In addition, not only it brings negative consequences towards the employees, a high rate of job turnover in an organization may impact its overall performance. Therefore, in order to obtain a high productivity and performance, it is crucial for on turnover issues. Job satisfaction, for an instance, could help to increase employee commitment and motivation. A research conducted by Hay(2015), found that the majority of the employees chose career opportunities, learning and development as the foremost reason to stay in an organization, to which, lead towards job satisfaction. Employees who are dissatisfied would eventually leave the organization, and at the same time, the organization loss the knowledge that the employees had brought in. If the organization decides to recruit new employees to replace those who leave, and their feelings of dissatisfaction are not met too, this could affect the daily operation of the organization, and the vicious cycle of turnover rate will happen again. In this study, to ensure that the employees in an organization are retained, the researchers focused on

several factors that could influence the turnover intention among the employees, which include job satisfaction (satisfaction with pay, supervisory support), and organizational commitment.

The meaning of organizational commitment is an effective connection to the organization with encouraging decisions to work and remain committed to continue work with the organization (Porter, Steers & Mowday, 1974). Therefore to understand a positive return on training, organizations must ensure that the training is appropriately aligned with the organizational goals (Clark & Kwinn, 2005). In this study, to ensure that the employees in an organization are retained, the researchers focused on several factors that could influence the turnover intention among the IT employees (which include work environment, career growth, satisfaction with pay, rewards and recognition, working hours, job satisfaction) and organizational commitment.

II. REVIEW OF LITERATURE

J.W.N.T.N. Kumara and S.F. Fasana (2018)¹ studied Work Life Conflict & its impact on Turnover Intention of Employees: The Mediation Role of Job Satisfaction. The Researcher identifies the negative relationship between Work Life Conflict & Job Satisfaction, Job Satisfaction & Turnover Intention, Work Life Conflict & Turnover Intention. The study also identifies the mediate role of Job Satisfaction on Work Life Conflict & Turnover Intention.

SinemAydogdu and BarisAsikgil(2011)², investigated the Relationship among Job Satisfaction, Organizational Commitment & Turnover Intention. The Researcher analysis and explains the relationship among Job Satisfaction, Organizational Commitment & Turnover Intention and concludes that Job Satisfaction yields positive results on Organization Commitment & Turnover Intention has negative effects on Job Satisfaction & Organizational Commitment.

Jaime Lee Lui (2014)³, examined the main causes of Voluntary Employee Turnover and Factors & their relationship with expectations & preferences. The study shows that money, recognition & career development opportunities are important motivators for employees to work in an organization. The Research also showed that women with children are likely to retain their job whereas a male employee seeks to change their jobs.

Anders Frederiksen(2016)⁴, studied the relationship between Job Satisfaction & Employee Turnover: A Firm-Level Perspective. The Researcher argues and proves that when a firm entrusts the Job Satisfaction Surveys to be implemented by an external consulting agent, it yields better & accurate results. The Researcher in his study combined personnel records with Job Satisfaction Surveys at the individual level that helped the companies to reduce uncertainty among Employee Turnover and move from being descriptive to becoming predictive about Labor Turnover Intentions.

Turnover intention and intention of the employees to quit are used interchangeably in the literature (Balogun, Adetula, & Olowodunoye, 2013)⁵. When the employees are seriously consider to quitting their jobs, they also thought to have the intention to quit the organization (Omar, Anuar, Majid, & Johari, 2012)⁶. The term "intention" describes an employee's aspiration or deliberateness to leave the organization (Martin Jr., 1979; Tett & Meyer, 1993)⁷. Turnover intention, a strong forecaster of quitting an organization, becomes a final step before an employee actually leaves the organization (Lee & Bruvold, 2003)⁸.

III. RESEARCH GAP

From the above review, studies show a greater effect on turnover intention and its impact organizational commitment and job satisfaction. But no attempt made to find the impact of turnover intention on the dimensions of organizational commitment. So this study is focused on how far turnover intention influencing the dimensions (Affective, Continuous & Normative) of organizational commitment.

Research Objectives, Conceptual Framework and Hypotheses

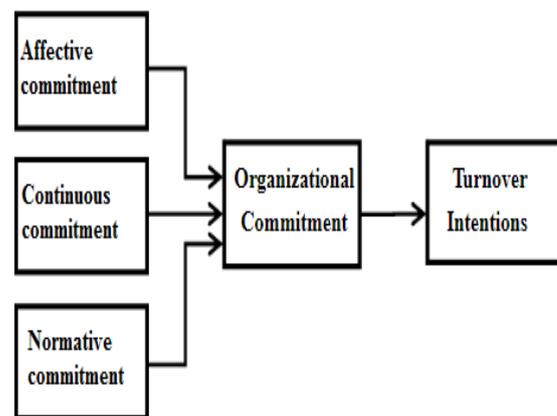
In this study, there are approximately three (3) research objectives and hypotheses used as a guideline for the

researcher to work on. The specific objectives of this study are to:

1. Examine whether there is a statistically significant association between organizational commitment and turnover intention of employees
2. Investigate the influence of affective commitment, continuous commitment and normative commitment on turnover intention.
3. Provide suggestions to reduce the turnover intention of employees in IT industry as well on the basis of the results of the study.

Figure 1 shows the conceptual framework of relationship between organization commitment (with factors such as affective commitment, continuous commitment and normative commitment), and turnover intention.

Fig 1: Conceptual Framework



Research Questions

From the research objectives mentioned above, this study will attempt to answer the following questions.

1. Is there any significant relationship between organizational commitment and turnover intention of employees?
2. Do affective commitment affects organizational commitment?
3. Do Continuous commitment affects organizational commitment?
4. Do Normative commitment affects organizational commitment?

IV. RESEARCH METHODOLOGY

The type of research used in this study is descriptive research. This research finds the impact of Turnover intention on dependent variable Turnover Intention with the help of independent variables viz. organizational commitment (affective commitment, continuous commitment and normative commitment).The Population taken for this study is the employees of IT industry from

Coimbatore district. Since Coimbatore is a second largest IT hub after Chennai in Tamilnadu. Every employee is taken as an individual data source. Purposive sampling is used and samples of 133 respondents were taken for the study from Coimbatore. Organization having work force strength more than 120 were selected for the study since the study is about employee commitment and turnover intention. Primary data is collected from respondents with the help of structured questionnaire comprised of two sections. Section A is comprised of the Demographical data relating to age, gender, experience, qualification, income and Section B is comprised of the variables of this study which work environment, career growth, satisfaction with pay, rewards and recognition, working hours, job satisfaction, organizational commitment and its dimensions such as affective commitment, continuous commitment and normative commitment. Five-point Likert-scale ranging from (1=strongly disagree to 5= strongly agree) is used to measure the responses. The tools used for the study is correlation, regression and One way ANOVA using SPSS software.

ANOVA is used to find out the employee opinion regarding Turnover Intention and Dimensions of organizational Commitment. Correlation Analysis is used to examine the association between independent variable Turnover Intention and Dependent variable Organizational Commitment. Regression analysis is used to determine the extent of relationship exist between the variables.

V. ANALYSIS AND INTERPRETATION

Percentage analysis is done based on the demographic profile of the respondents and the results are depicted in the form of table as follows.

Table1: Percentage analysis of Demographic profile

S. No .	Factors	Category	No. of Respon dents	Percenta ge (%)
1	Gender	Male	83	62.4
		Female	50	37.6
2	Age	Less than 30 years	62	48.6
		31 - 40 years	55	41.4
		41 - 50 years	16	12
3	Educational Qualification	UG	83	62.4
		PG	32	24.1
		Others	18	13.5
4	Experience	4-6 years	66	49.6
		6-8 years	47	35.3
		>8 years	20	15.1
5	Income	Less than Rs.30,000/-	67	42.9

	Rs.30,001 – Rs.40,000/-	42	31.6
	Rs.40,001 – Rs.50,000/-	18	13.5
	Rs.50,001 and above	16	12

Source: Primary data

From the above table it is interpreted that 62.4% of the respondents are male and 37.6% are female. Majority of the respondents 48.6% are fall under the age group less than 30 years, 41.4% are between 31-40 years and 12% are between 41-50 years of age. 62.4% of the respondents are under graduate, 24.1% are post graduate and other categories are 15.1%. Majority of the respondents 49.6% are having 4-6 years of experience, 35.3% are having 6-8 years of experience and 15.1% are having more than 8 years of experience. Majority of the respondents 42.9% salary is less than 30000 Rs, 31.6% earning is 30001-40000 Rs, 13.5% respondents earning is 40001-50001 Rs.

Correlation between Talent Intention with Organizational Commitment (Affective, Continuous and Normative Commitment)

H₀: There is no significant correlation between Organizational Commitment and Turnover Intention.

H₁: There is a significant correlation between Organizational Commitment and Turnover Intention.

Table 2: Correlation analysis

Turnover Intention		
Affective Commitment	Pearson Correlation	.252
	Sig. (2-tailed)	0.042**
	N	133
Continuous Commitment	Pearson Correlation	.168
	Sig. (2-tailed)	0.054
	N	133
Normative Commitment	Pearson Correlation	.285
	Sig. (2-tailed)	0.002*
	N	133

Source: Primary data

From the above table, it is clearly found that there exist high correlation between Turnover Intention and Organizational Commitment dimensions such as affective Commitment (r=0.252, p=0.042), Continuous commitment (r=0.168, p=0.054) and Normative Commitment (r=0.285, p=0.002). Hence it was found that significant correlation exist between Turnover Intention and Organizational Commitment.

Analysis of Variance (ANOVA) between Age, Income of the respondents with Turnover Intention

H₀: There is no significant difference in Turnover Intention with respect to the age and Income of the respondents.

H₁: There is significant difference in Turnover Intention with respect to the age and Income of the respondents.

Table 3: One way ANOVA

Source	Particulars	Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention	Age	8.586	2	4.293	10.268	.000
	Income	2.407	3	0.802	1.710	.168

Source: Primary data

From the above table it was found that the different age group people perceived differently about Turnover Intention (10.268, $p < 0.000$). The results also revealed that there is no different opinion about Turnover Intention ($F = 1.710, P = 0.168$) among different Income category respondents. Hence to find respondents of which age group opinion vary with respect to others post hoc (Tukey's-b) analysis is performed.

Table 4: Post Hoc Table of Different Age Group and Turnover Intention

Dependent Variable	Age(I)	Age(J)	Mean Difference (I-J)	Sig.
Turnover Intention	<30	31-40	0.46184	.000*
		41-50	-0.36288	.239
	31-40	<30	-0.46184	.000*
		41-50	-0.78872	.005*
	41-50	<30	0.32688	.239
		31-40	0.78872	.005*

Source: Primary data

Hence it is clearly found that 31-40 years age group of respondents have different opinion with less than 30 years and 41-50 years towards Turnover Intention.

Multiple Regression Analysis of Turnover Intention with Organizational Commitment

Hypothesis

H₀₁: There is no significant relationship between Turnover Intention with Affective Commitment.

H₁₁: There is a significant relationship between Turnover Intention with Affective Commitment.

H₀₂: There is no significant relationship between Turnover Intention with Continuous Commitment.

H₁₂: There is a significant relationship between Turnover Intention with Continuous Commitment.

H₀₃: There is no significant relationship between Turnover Intention with Normative Commitment.

H₁₃: There is a significant relationship between Turnover Intention with Normative Commitment.

Table 5: Multiple Regression Analysis

S.No	Variable	Standardized Beta Coefficients	T	Sig.
1	Affective Commitment	-0.141	1.163	.052
2	Continuous Commitment	-0.156	1.064	.040**
3	Normative Commitment	.494	2.853	.000*

Dependent variable: Turnover Intention

$F = 81.77$ $P = 0.008$ $R^2 = 0.383$
 $Adjusted R^2 = 0.380$

The above table indicates 38.3% of the variable Turnover Intention explained by Organizational Commitment dimensions such as Affective Commitment, Continuous Commitment and Normative Commitment. From the above table it is inferred that the variable Affective Commitment ($t = -1.163, p = 0.052$), Continuous Commitment ($t = -1.064, P = 0.040$) and Normative Commitment ($t = 0.494, p < 0.000$) are related with Turnover Intention. Hence it was found that the respondents are negatively influenced by Affective Commitment and Continuous Commitment.

VI. RECOMMENDATION OF THE STUDY

Human resource practitioners are encouraged to develop a more effective planning to retain the employees in their organizations. The organization must understand their employee expectation to reduce the turnover rates in an organization. Apart from their skills, their culture fit should also be considered before selecting a person. Provide employees with innovative and challenging task, so that they will not be bored. Engagement of employees during the working hours will boost their morale and encourage commitment of employees towards organizational goals. Pay attention to your employee's needs, both professionally

and personally. Companies should provide flexible working environment for employees when they have personal obligation toward family and their health.

VII. CONCLUSION

The study reveals that there is significant association between Turnover Intention and Organizational Commitment such as Affective Commitment, Normative Commitment and Continuous Commitment. So when the employee's have less turnover intention they will be more committed with the organization and vice versa. It also found that the younger generations have different opinion about the study variable when compare to other age group. So the organization must find out their expectations and try to meet out their need to retain them for longer period.

Commitment of employees towards the organization is an important factor for the growth and success of an organization. Organization should recognize the efforts of the employees and also they need to be educated regarding the vision and mission of the organization. When both employer and employee are clear about each other's commitment in successful existence in business world, both parties will get benefit out of each other. Dealing with employee turnover is huge task for the organization. Turnover intention among employees can be reduced when an organization meet the expectation of employees. Highly committed employees will not leave the organization and they will be an asset to the success of the organization. Sometime it is better to let go of the employees, but also be smart in handling the employees turnover situation as it will have huge impact on the success and steady growth of the business.

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