

# An Empirical Study of Work Place Attitudes and Turnover Intentions

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**Abstract:** Rising level of opportunities and employee aspirations induced by vigorously economic growth has led to an attrition rate exceeding 20% with service sector facing the maximum brunt while an increasing number of personnel in the manufacturing sector are also found restless, according to a survey carried out by Assocham (The Associated Chamber of Commerce and Industry of India).

Organizations put in a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all costs must reduce employee's turnover. Although, there are no standard variables for understanding the employee's turnover process as whole, a wide range of variables have been found useful in interpreting employee turnover (Kevin et al., 2004).

Given this, acceptance of multidimensionality of turnover intentions is an important issue as it has been found to be differentially related to organizational behaviors and outcomes. Various workplace attitudes e.g. job satisfaction, job involvement and organizational commitment are taken in the present study for their contributions in determining turnover intentions. The present study is a more systematic and comprehensive attempt in this direction.

An attempt has been made to study the level of work place attitudes (Job satisfaction, Job involvement, Organizational commitment) and Turnover Intentions, further it explores the relationship between them. A

sample of employees working in private sector banks of Northern Region of India has been taken into consideration. Descriptive statistics and correlational analysis were applied for each of the three work place attitudes and Turnover Intentions. Results revealed that respondents (banking employees) are more involved in their respective jobs. It is found that employees are highly committed to their respective organizations. Employees of banks understudy are found highly satisfied with their jobs. Results also states that the employees have less intention to quit the organization.

Further the general trend of relationship between various work place attitudes and turnover intentions have been found negative and significant.

**Key words:** *Work Place Attitudes-Job Satisfaction, Job Involvement, Organizational Commitment, Turnover Intentions.*

## INTRODUCTION

In an environment of rapid growth, globalization and expansion, the pressure to attract and retain outstanding employees has become a scary reality for most organizations. The new-age economies, with their attendant paradigm shifts in human capital management, have placed a heavy demand on today's organizations and employee Turnover is emerging as a key business concern for organizations. It is turning into a bigger issue than attracting talent.

Employee turnover is giving sleepless nights to human

resource managers in many Organizations in India. Employees are believed to job-hop for no reason or even for fun. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. Organization psychologists have long been interested in employee turnover. Turnover has therefore, been viewed as an important organizational problem. Employee turnover can have several negative consequences, especially if the turnover rate is high. Often it is difficult to replace the departed employees, and the direct and indirect costs to the organization of replacing workers are expensive (Phillips, 1990). The remaining employees may be demoralized from the loss of valued co-workers, and both work and social patterns may be disrupted until replacements are found.

Early research tended to focus on job satisfaction as the key attitude related to employee's behaviors such as job performance and turnover (Locke, 1976). Later research has investigated organizational commitment as an important predictor of employee's behavior and intentions (Mowday et al., 1982). Weiner & Vardi (1980) suggested that organizational attitudes should be more strongly associated with organization oriented outcomes, such as turnover intentions, while the most likely behavior to be affected by job attitudes would be task oriented outcomes, such as work effort or performance.

Mowday et al. (1982) identified organizational commitment as being a prime determinant of turnover and as a more important predictor job satisfaction. There have been departures from traditional turnover research.

During the last four decades, the concept of organizational commitment has grown in popularity in the literature of psychology. In the light of "downsizing syndrome" of modern organization commitment deserves special attention. It has been identified as an important variable

for understanding the work-related behavior of organizational members (Mowday et al., 1979).

Meyer & Allen (1991) have defined organizational commitment as "a psychological state that characterizes the employee's relationship with the organization and implication for the decision to continue or discontinue membership in the organization." The concept of organizational commitment suggests a growth process whereby commitment to an organization is developed over time as the individual perceives that his or her goals and values are consistent with those of the organization. They become increasingly involved in their organizational role in the service of those goals and values (Mowday et al., 1979 and Steers, 1977). Individuals enter organization with specific skills, satisfy their desires and achieve their goals. To the extent the organization is perceived as facilitating these ends, organizational commitment is likely to increase. On the other hand, if the organization is perceived as failing to provide sufficient opportunities along these lines organizational commitment is likely to diminish (Steers, 1977).

As an antecedent, organizational commitment has been used to predict employees' absenteeism, performance, turnover and other behaviors. As a consequence, organizational commitment has been linked to several personal variables, role stress and aspects of the work environment, ranging from job characteristics to dimensions of organizational structure. Organizational commitment has been taken as a process through which individual's interest become attached to carrying out socially organized pattern of behaviors which are seen as fulfilling those interests and expressions of the nature/needs of the person (Kanter, 1968). Several other variables of interest are also taken into account, which are perhaps best preferred to as correlates (e.g. job involvement, motivation, job satisfaction and union commitment).

Job satisfaction is one of the most crucial but controversial issues in industrial psychology and behavior management in organization. It ultimately decides the extent of employee motivation through the development of organization climate or environment job satisfactions has been a subject of hot chase by researchers. Job satisfaction is the attitude one has towards his or her job. Sated another way it is affective response to the job. Job satisfaction is concerned with the 'feeling one has towards the job. The importance of job satisfaction is fairly evident from a description of the importance of maintaining morale in any industry. If a worker is not satisfied with work, and then both the quantity and quality of his output will suffer. If his job satisfaction increase then there is an improvement in both the quality and quantity of production. Factories in which the workers are satisfied with their work are also characterized by a high morale.

Job satisfaction as general attitude formed as result of specific job factors, individual characteristics and relationship outside the job. Job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). It results from the perception that one's job fulfills or allows the fulfillment of one's important job values, providing end to the degree that those values are congruent with one's needs.

Job involvement has been defined as the degree to which a person's work performance affects his self esteem. Its main determinant is a value-orientation towards work that is learned early in the socialization process. In some ways it operationalizes the "Protestant ethic" and because it is a result of the introduction of certain values about work into the self, it is probably resistant to changes in the person due to the nature of a particular job.

In Allport's (1947) treatment of psychology of participation it was defined as the situation in which the person engages the "status seeking motive" in his work. If

job performance is central to the worker then we have "ego involved performance". It has the implication that the job performance affects the self esteem of the worker. It becomes clear from above definitions that job-involved person is one for whom work is a very important part of life, and one who is affected very much personally by his whole job situation, the work itself, his co-workers, the organization, etc. On the other hand, the non-job involved keeps his living off the job. Work is not an important part of his psychological life. His interests are elsewhere, and the core of his self-image, the essential part of his identity is not greatly affected by the kind of work he does or how well he does it.

## **REVIEW OF LITERATURE**

Job involvement and Organizational commitment have been major themes in the organizational literature, especially with regard to the prediction of organizational outcomes, such as turnover.

Job involvement and organization commitment have each received attention as work-related attitudes and subsequent predictors of work-related outcomes such as intentions to leave an organization (Freund, 2005).

Employees with high levels of job involvement identify with and care about their jobs, whereas, employees with high levels of affective commitment feel positively about their organization and wish to remain a member in it. Consequently, employees with high levels of both attitudes should be the most behaviorally motivated because they are both attracted by their job and their organization. Alternatively, working conditions and the organization can be perceived as alienating and employees, over time, may distance and separate themselves from their jobs and their organization (Drummond & Chell, 2001).

Most of the prior work on job involvement has focused on its ability to predict turnover and absenteeism, with

special interest on the interaction between job involvement and organizational commitment as a predictor (Huselid & Day, 1991). The interaction hypothesis avers that someone who is both involved in one's job and committed to one's organization will tend to stay with their organization and to have low absenteeism (Blau & Boal, 1987), support for his interaction hypothesis has been found by field studies of turnover, turnover intentions and absenteeism (Blau, 1987; Mathieu & Kohler 1990; and Martin & Hafer, 1995). Steel & Rentsch (1995) also found job involvement to predict low absenteeism.

Blau & Boal (1987) predicted that various combinations of organizational commitment and job involvement will have distinct consequences for organizations. For example, employees who exhibit both high organizational commitment and high job involvement (institutional stars) should be the least likely to leave the organization. Employees with low level of organizational commitment and job involvement (apathetic) should be the most likely to leave the organization voluntarily. Finally, Blau & Boal (1997) designated that employees with high job involvement and low organizational commitment are lone wolves and called employees with low job involvement and high organizational commitment are corporate citizens. Because of their strong organizational identification, corporate citizens were predicted to leave the organization less frequently than Lone wolves.

Blau & Boal (1989) reported empirical support for their theory. They found the interaction between organizational commitment and job involvement to be significantly related to turnover beyond the main effects of sex, marital status, and tenure. Elangovan (2001) argued that there is a reciprocal link between organizational commitment and turnover intention i.e. lower commitment increases turnover intention which lowers commitment further. Samad (2006) found that organizational commitment be

negatively correlated with turnover intentions.

Porter et al. (1974) also highlighted the importance of organizational commitment in explaining turnover. They demonstrated that organizational commitment was a better predictor of turnover than job satisfaction. Since then organizational commitment has been frequently explored in the turnover literature, and like job satisfaction, has been shown to be negatively related to turnover (Porter et al., 1974; & Bluedorn, 1982). Many studies found the relationship between organizational commitment and turnover intentions. Perryer & Catherine (2010) found significant relationship between organizational commitment and turnover intention. There is a good amount of research which supports the view that highly committed employees have less intention to leave the organization (Aryee et al., 1991; Elangovan, 2001; Meyer et al., 2004; Thompson & Prottas, 2005; Samad, 2006; Gaan, 2008; and Samgnanakkan, 2010).

The relationship between job satisfaction and turnover is one of the most thoroughly investigated topics in the turnover literature. The relationship between job satisfaction and voluntary turnover has been heavily researched (Porter & Steers, 1974; Price, 1977; & Mobley et al., 1979) The general conclusion of these reviews is that there is a moderate correlation between job satisfaction and turnover; that is dissatisfied employees are more likely to quit their jobs than are their satisfied colleagues.

The relationship between job satisfaction and employee turnover is one of the pathways to better understanding employee turnover-organization linkages. This connection of employee responses has attracted the interest of researchers, because satisfied employees have a greater tendency to stay, and contribute to an organization's competitive advantage and productivity (Wright & Bonett, 2007).

Although past research suggests a stable negative relationship between job satisfaction and turnover, job satisfaction alone has been found to account for small percentage of the total variance in a turnover model – less than 15% (Blau & Boal, 1989). The fact that the relationship (between job satisfaction and turnover) is not stronger does not suggest that satisfaction should not be measured. It does suggest that measures of satisfaction must be combined with other measures to effectively predict and understand turnover (Mobley, 1982). A scrutiny of past research on job satisfaction suggests that most of the studies have examined the effect of overall satisfaction on turnover with only a few investigating the relationship between turnover and the specific aspects of job satisfaction such as pay, supervision, and nature of work.

## **METHOD**

### **OBJECTIVES OF STUDY**

1. To study the nature and level of personality attributes- self esteem, self efficacy, self monitoring, locus of control and Work Place Attitude i.e. Organizational Commitment.
2. To study the relationship between various Personality Attributes and Organizational Commitment

### **SAMPLING PLAN**

A sample of 400 respondents was drawn from employees working at different levels in their respective banks such as ICICI bank, Axis Bank, HDFC Bank, situated in North Zone of India. The participation of the employees was voluntary. The sample was drawn using convenient sampling procedure. The age of the respondents ranged between 23-45 years. Minimum educational qualification of the respondents was graduate.

## **TOOLS USED**

### **JOB INVOLVEMENT SCALE**

Lodahl and Kejner's job involvement scale (1964) consisting of 20 statements was used in the present study. Job involvement scale in its final form (with 20 statements) is a five dimensions attitude scale which covers all aspects of job involvement, i.e. 'status seeking motive, work-values, job satisfaction, ego involvement, work organization and social nearness with other workers.

The scoring of the job involvement scale was measured on four point scale which ranges from strongly agree to strongly disagree. It has 6 negative items and 14 positive, Negative items were scored on 1 to 4 and positive were score on 4 to 1. A score of '1' being the least and '4' being the most was assigned. Then a single aggregate score was obtained by adding up individual item scores to represent an overall job involvement index.

### **ORGANIZATIONAL COMMITMENT**

#### **QUESTIONNAIRE**

Organizational commitment was assessed by using organizational commitment questionnaire (OCQ) developed by Mowday et al. (1979). The authors developed a 15 item questionnaire having statements that represent possible feelings that individuals might have about the company or organization for which they work. The responses for each item is measured on 7 points scale with labels ranging from strongly agree to strongly disagree. It consisted of 9 positive items and 6 negative items. Positive items were scored on 7 to 1; negative items were scored on 1 to 7. A score of '7' was assigned for strongly agree and '1' was assigned for strongly disagree for positive items and for negative items vice-versa procedure was adopted. Then overall score was obtained to measure overall organizational commitment of the respondents towards their organization.

**JOB SATISFACTION SCALE**

Job satisfaction scale has been comprised of 18 items which has been adapted from the original job satisfaction questionnaire (Brayfield & Rothe,1951).Although their instrument contains both positive and negative items, with labels from strongly agree to strongly disagree. Author reported .87 reliability of the scale.For job satisfaction items were measured on five point scale. It contained 9 negative and 9 positive items. Negative items were scored

on 1 to 5 and positive were scored on 5 to 1. Score of ‘1’ being the least and ‘5’ being the most was assigned and then overall score was obtained by adding up all the individual scores.

**RESULTS**

In order to fulfill the main research objectives of the present study, the obtained data were processed for the computation of means, Standard Deviation, Skewness, Kurtosis, large sample Z test and Pearson’s Correlation.

**DESCRIPTIVE STATISTICAL ANALYSIS**

**Table-1**

**Descriptive statistics and Z values of Work place Attitudes & Turnover Intentions**

Sr.No	Variables	Observed Mean	Standard Mean	SD	SE	Z	Skew-ness	Kurt-osis
1	Job involvement	56.62	50	4.85	0.24	27.58	-0.35	2.15
2	Organizational commitment	71.80	60	8.30	0.41	28.78	-0.72	0.82
3	Job satisfaction	61.62	54	8.13	0.40	19.05	-0.20	-0.04
4	Turnover Intentions	10.24	12	2.81	0.14	-12.57	0.021	-0.53

**Note:** Z value significant 1.96 at 5% and 2.58 at 1%.

The job involvement includes some of the indicators like overtime work, personal involvement in the work, negative feelings about not fulfilling the targets etc. From the obtained results it can be inferred that the respondents have the motive to work overtime, show their personal involvement in the work and attempt to achieve the specified target attach to their respective jobs. The distribution of score on job involvement is skewed left (-0.35), a little departure from normality, indicating thereby that there are lot of employees who have high level of job involvement but there are just a few employees who have low level of job involvement. Kurtosis is 2.15, indicating thereby a leptokurtic distribution, it means respondents are more than heavily concentrated about the mean than a

normal distribution.

**ORGANIZATIONAL COMMITMENT**

It refers to a strong faith and belief in the policies of the organization, a strong desire to remain a member of particular organization, a willingness to exert high levels of efforts on behalf of the organization. A perusal of the table-1 reveals that the organizational commitment is significantly higher than the expected level. The observed mean score of 71.28 is higher than the standard mean score of 60. Further the departure from expectations was tested by applying Z test. The value of Z (28.78) is found significant 0.01 level. Thus the obtained findings reveal that employees are highly committed to their respective organizations.

The distribution of organizational commitment is skewed towards left (-0.72), a little departure from normality, the property of skewness indicates is negatively skewed, indicates that there are lot of employees who have high organizational commitment, but there are just a few employees who have low organizational commitment. Kurtosis is 0.82, indicating a leptokurtic property of distribution, indicating thereby that scores are more than heavily concentrated about the mean than a normal distribution.

### JOB SATISFACTION

It is defined as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. It results from the perception that one’s job fulfills or allows the fulfillment of one’s important job values, providing end to the degree that those values are congruent with one’s needs. It is clear from table-1 that observed mean score obtained by the respondents was 61.62 higher than the standard mean score of 54. Further Z value reveals that this observed mean score is highly significantly different from the standard mean score (Z=19.05, p<0.01). Thus the obtained findings reveal that employees are highly satisfied with their jobs. The distribution of job satisfaction is skewed towards left (-0.20), a little departure from normality, indicates that there are lot of employees who have high job satisfaction, but there are just a few employees who have low job

satisfaction. Kurtosis is -0.04, indicating a platykurtic property of distribution, it means respondents are less than heavily concentrated about mean.

### TURNOVER INTENTIONS

Turnover intention is described as the cognitive process of thinking, planning, and desiring to leave a job (Mobley, 1977). Turnover intentions are the tendencies of employees about leaving an organization for better opportunities. The present analysis reveals that the employees have less intention to quit the organization. An observed mean score (10.24) is significantly below the standard mean score of (12). (Z= -12.57, p<0.01). The distribution of turnover intentions is skewed towards right (0.20), a little departure from normality, indicates that there are lot of employees who have low intentions to quit the jobs, but there are just a few employees who have high turnover intentions.. Kurtosis is -.04, indicating a platykurtic property of distribution, it means respondents are less than heavily concentrated about mean.

### CORRELATION MATRIX

In the forgoing table relationship between all the dimensions of Personality Attributes and Organizational Commitment was studied with the help of Karl Pearson coefficient of correlation

#### Inter correlation matrix between personal attributes and work place attitudes

(N-400)

Table-2

S. No.	Variables	1	2	3	4
1	Job involvement	-	<b>0.216</b>	<b>0.165</b>	<b>-0.137</b>
2	Organizational commitment		-	<b>0.520</b>	<b>-0.137</b>
3	Job satisfaction			-	<b>-0.109</b>
4	Turnover intentions				-

The pattern of inter correlations between work place attitudes viz. job involvement, organizational

commitment, job satisfaction and turnover intentions reveals that job involvement, organizational commitment and job satisfaction have highly significant positive correlations, suggesting thereby that these measures share their variances among themselves. However, all these three measures exhibit negative relationship with turnover intentions e.g. job involvement and turnover intentions (-0.137,  $p < 0.01$ ), organizational commitment and turnover intentions (-.137,  $p < 0.01$ ) and job satisfaction and turnover intentions (-.109,  $p < 0.01$ ).

Those patterns of inter correlations reveal that bank employees who are involved in their respective jobs are satisfied with their present jobs and tend to have high feelings of commitment to the organization. The results further reveal that they have very low intentions to quit the organization.

## **DISCUSSION**

The present study was carried out to understand nature & level of Work Place Attitudes (Job involvement, organizational commitment & job satisfaction) and Turnover Intentions and their relationship. The research objectives have been addressed in terms of descriptive statistics, Z test and Parson's correlation.

Respondents are more involved in their respective jobs. From the obtained results it can be inferred that the respondents have the motive to work overtime, show their personal involvement in the work and attempt to achieve the specified target attach to their respective jobs. Bank employees are highly committed to their respective organizations and also are highly satisfied with their jobs and subsequently have less intentions to quit their respective organization.

The present study was also intended to answer the question of relationship between work place attitudes and turnover intentions. Job involvement has been found to have significant negative correlation with turnover intentions, suggesting thereby that employees with high job involvement tend to have less intentions to quit the present jobs. The present finding is in close agreement with the findings reported by Blau & Boal (1987); Blau & Boal (1989); Mathieu & Kohler (1990); Martin & Hafer (1995); & Steel & Rentsch (1995); with the assertion that employees who exhibit high job involvement should be the least likely to leave the organization. Employees with low level of job involvement should be the most likely to leave the organization. Regarding the relationship of organizational commitment and turnover intentions, the pattern of correlation reveals that organizational commitment has correlated negatively with turnover intentions. A good amount of research support the view that highly committed employees have less intention to leave the organization (Elangovan, 2001; Meyer et al., 2004; Samad, 2006 and Samgnanakkan, 2010). The obtained negative pattern of correlation between job satisfaction and turnover intentions reveal that employees who are satisfied with their jobs have less turnover intentions. The obtained findings are in conformity with the findings of Locke (1976); Price (1977); Bluedorn (1982); Mobley (1982); Lee & Mowday (1987) and Wright & Bonett (2007) who observed that dissatisfied employees are more likely to leave an organization than satisfied one.



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