

The Research Progress and Prospect of Employee Turnover Intention

Somchit Hongvichit¹

¹ Glorious Sun School of Business and Management, Dong Hua University, Shanghai, China

Correspondence: Somchit Hongvichit, Glorious Sun School of Business and Management, Dong Hua University, Shanghai, China. Tel: 86-137-6132-8644. E-mail: somchit@163.com

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Abstract

Employee turnover management is an important aspect of human resource management, how to effectively control and predict employee turnover becomes an important content of academic research. Related research results show that the turnover intention is employee turnover behavior of the most direct antecedents, can predict employee turnover behavior. The author reviews the employee turnover intention, the connotation of the antecedent variables and measurement, the future trend of development and research on employee turnover tendency is analyzed.

Keywords: employee turnover intention, antecedent variable, measurement, prospect

1. Introduction

1.1 Turnover Intention Research Significance

Employee turnover is divided into voluntary and involuntary two, voluntary turnover is the initiative of the employee turnover request and eventually leave the organization behavior, rather than voluntary turnover more refers to the organization to do not meet the requirements of the staff take dismissal acts cause employees to leave the organization results. In involuntary turnover, companies gain the initiative, and are generally dismiss unqualified staff does not meet the requirements of the organization. Therefore, the necessary redundancy and dismissal of the enterprise development is beneficial. In contrast, voluntary turnover offered by the staff is more randomness, excessive voluntary turnover is enterprises do not want to encounter because it would adversely affect to the development of enterprises. Therefore, in order to predict the voluntary turnover effectively, reasonable control the number of voluntary turnover, maintain healthy development of enterprises. Academia given more attention to voluntary turnover.

1.2 Connotation of Employee Turnover

Base on previous studies. Voluntary employee turnover is the combined effects result of social factors, economic factors and psychological factors. March J. G. and Simon H. A. (1958) employee turnover studies considered that employee will take action to leave the organizations when employees are would like to leave and willing to leave only. This willingness is employee turnover intention. More than 60 years of history for employee turnover intention studies, employee turnover intention can be defined as employees voluntarily choose to leave the organization or occupation of intent by Mobley William H. et al. (1979). It's difficult to study employee turnover intention directly. Leaving the organization will impact to on staff individuals and families. Generally, employees will full consideration of the impact on life, family, career etc. before taking action to leave organization. Therefore, turnover intention as the most direct factor leading to turnover behavior and predict the behavior of turnover. Mobley's (1977) model describes the experienced process before employee taking action to turnover (below **Figure**).

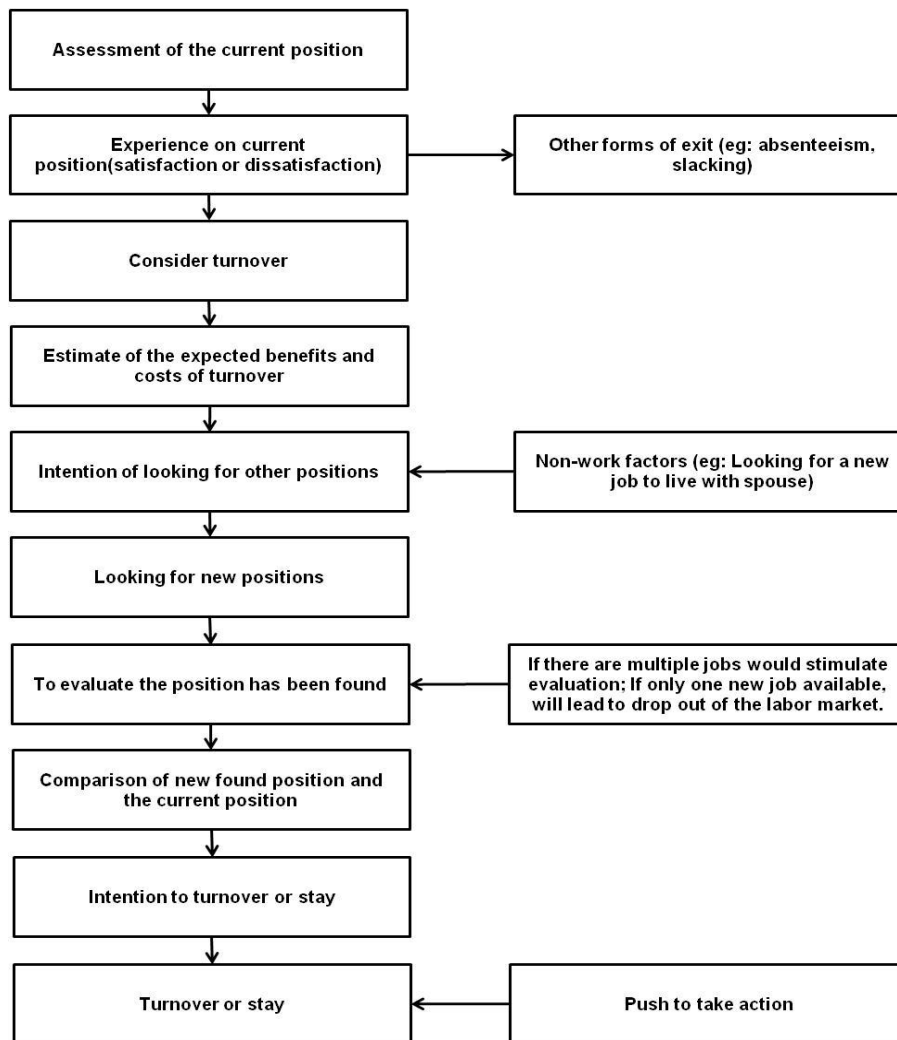


Figure 1. Mobley's intermediary chain model

2. Method

2.1 Employee Turnover Intention Antecedent Variables Studied

2.1.1 Personal Factors

Personal factors include demographic variables and personal characteristics, related to turnover intention focused on both work-family facilitation and work experience.

Previous studies about relationship between work-family facilitation and turnover intention. Mustapha et al. (2010) studies on 240 single mothers in Malaysia, found that feature to work as antecedent variables. Work-family facilitation and family satisfaction has a significant positive impact on retention tendencies. Ahmad and Omar's (2010) study concluded that work-family facilitation of family support work not only directly affect the turnover intention of employees, but also through indirect influence affective commitment turnover intention.

He Bo Fu et al. (2011) in the study of the relationship between personal factors and turnover intention are focus on quality of working life and career plateau. Some studies show that the quality of work life for nurses negatively related to turnover intention. Job embeddedness and organization commitment have played an intermediary in relationship between quality of working life and turnover intention. For the impact of working life to turnover intention. Chen Yi An and Li Zhong Bin (2009) pointed out that the objective career plateau (Position Years) and subjective career plateau have a significant positive effect. The study by Bai Guang Lin et al. (2011) is further evidence of career plateau on job satisfaction and organizational commitment significantly negative effect, will also lead to an increase in employee turnover intention. Career plateau will affect turnover intention through job satisfaction and organization commitment. Job satisfaction also will affect turnover

intention through organization commitment.

2.2 Factors Associated with the Organization and Work-Related

2.2.1 Organization Management Factors

1) Organizational Justice. Knudsen et al. (2008) through the 823 drug addiction treatment counselor interviews and questionnaires. Found that with high quality supervisor will positive affect to job autonomy, procedural Justice and fairness result. Higher job autonomy, procedural Justice and fairness result are negative effects on turnover intention. Previously, Xia Chun et al. (2007) also noted that distributive justice had a significant impact on turnover intention, but procedural fairness had not any impact on turnover intention. A research survey to 301 lower courts judges on the western in 2011 year by Li Xia et al. (2011) found that occupational risks and social risks is positively correlated to turnover intention. Distributive justice and procedural fairness are negatively regulates occupational risks and social risks, indirectly associated with turnover intention. The effect of distributive justice and procedural fairness to turnover intention through social risks is greater than occupational risks.

2) Organizational Support. In 2011, the 134 investigation from university teachers in Malaysia by Tek-Yew Lew (2011) found that teachers' career development opportunities impact to organizational support directly, and organizational support also effect to turnover intention through emotional commitment. After interviews 484 driver, James W Bishop et al. (2010) found that organizational support resulting in between job satisfaction and turnover intention as mediating variable. The organizational support also as a mediating variable, Andrea Bobbio (2013) investigated its role in the organization between security environment and voluntary turnover. Safety organization environment can improve employees' perceived organizational support and to further reduce the possibility of voluntary employee turnover. The study also pointed out that this conclusion applies only to non-career in the early and late lifelong employees. Jiang Chun Yan (2007) believe that procedural fairness and distributive justice can promote the generation of organizational support, organizational support is the role of intermediary between organizational commitment and turnover intention, organizational commitment and employee turnover intention negative correlation. Chen Dong Jian and Chen Min Hua (2009) studies also support the organization as a mediating variable, found that employees feel a sense of organization will affect its turnover intention and when employees feel the support from the organization, you can reduce turnover intention brought as a result of work values.

3) Team atmosphere and the degree of employee participation in decision making. Mika Kivim ki et al. (2007) also found that in low self-report and low peer assessment team atmosphere employees have higher turnover intention, employee from low self-report team had higher turnover intention.

2.2.2 Individuals and Organizations Match

1) Job Satisfaction. Randhawan (2007) proved that job satisfaction and turnover intention was negatively correlated through a questionnaire survey. Malik et al. (2011) the study about 177 employees of private sector in commercial bank in Pakistan found that job satisfaction and emotional commitment are positively correlated to employee development investment, employee development investment negative correlation with turnover intention. Han Wing and Liu Jing Zhe (2009) using hierarchical regression, after controlling for age, length of service, marital status and sex, found that individuals and organizations match, organizational support and turnover was a significant negative correlation. Fu Qun Ying et al. (2010) the research shows that the factors of job satisfaction and turnover are not negatively correlated, but the job satisfaction into motivators and hygiene factors, only motivating factor was negatively correlated with turnover intention.

2) Organizational commitment. An empirical study of 475 employees from different industry by Nurita Juhdi and HR Practices (2011) showed that human resource management practices (including career management, job training, salary and KPI) has a positive impact on organizational commitment and negative impact on turnover intention. Organizational commitment partially mediated on human resource management practices and turnover intention. Li Qian et al. (2009) pointed out, high organizational commitment link to low turnover intention. Executives trust to team member effect to turnover intention through organizational commitment (Part of the mediating role).

3) Organizational citizenship behavior. Su Fang Guo and Zhao Shu Ming (2005) doing the study through employee in Shen Zhen enterprise, using SEM model to check multiple latent variables between organizational commitment, organizational citizenship behavior and turnover intention. The results showed that: employee's organizational commitment and turnover intention was significantly negatively correlated; Organizational citizenship behavior was significantly and negatively related to turnover intention.

Base on above studies. We found that it's hard to split off all the factors while we study about the relationship between job satisfaction, organizational commitment, work values, organizational citizenship behavior and turnover intention. These factors influence each other, common direct or indirect impact on turnover intention. For example: a survey of employees of multinational companies in China, found that work values affect their work pay satisfaction. Its impact on organizational commitment directly but organizational commitment could help to reduce employee turnover intention.

2.3 Outcome Variables of Turnover Intention

Turnover behavior is mainly outcome variable of employee turnover intention. The study about relationship between turnover intention and turnover behavior by Allen and Weeks (2005) found that self-monitoring and risk aversion will weaken the relationship between turnover intention and turnover behavior, but for the employee who is forward-looking personality will not weaken the relationship between turnover intention and turnover behavior. Alan and Jacob (1994) study about the relationship between the Job Search, turnover intention and actual turnover behavior. They believe that before turnover intention specific, passive job search behavior has begun. Once clear of generating turnover intention, active job search behavior began and it will cause to turnover behavior any time.

In particular, we need to mention here that there is no recognized definite correlation or causality relationship between turnover intention and job performance. Lee T. W. et al. (2004) mentioned that there are many factors between job performance and turnover intention. It's a multi-path and multi-link system of relationship. Therefore, Job performance cannot be left alone as outcome variable or antecedent variables to turnover intention, because there is complex, indirect and interactions relationship between of both. There are some studies which directly linked relationship between turnover intention and job performance but different conclusions.

3. Result

About measurement tools on turnover intention. Most researchers adopt the scales development by Mobley, Futrell, Parasuraman or Sager. Main measure of changes on enterprise impression, turnover intention, behavior of searching other job and possibility of finding a job. Since then, Michaels and Speeter; Johnston and Futrell made revised scales base on Mobley's version, but there is no difference in the nature of the connotation. In addition, Rosen and Korabik, Hong Kong scholar Farh J. L. (1998) etc. developed Turnover Scale also has high internal consistency and test-retest reliability coefficient.

Measurement tools of turnover intention are consistent in connotation. Each scale representation is different, but generally includes turnover intention; perceived opportunity to work; the possibility of looking for other work etc. Such as Cummann et al. (1979) scale has the following three questions: I will probably look for a new job next year; I often think about leaving; I can find a new job next year.

4. Future Prospect

4.1 Increase Research on It Directly Controllable Variables

From previous studies, the majority of the researchers chose to study the relationship between turnover intention and job satisfaction; organizational commitment; organizational support; psychological factors...etc. These psychological factors also affected by many antecedent variables which not directly controlled by the enterprise and not able to change with short-term efforts. Therefore, in the management practices of enterprises in urgent need of advice and methods to directly control employee turnover intention, It also gives academic researchers have proposed a new topic. For the study of some direct controllable variables that can provide rapid operational and effective way for enterprise human resource management practices, hope that these factors are taken into.

4.2 Emphasizes Longitudinal Data Collection and Research

Actually, the various factors those affect to the turnover intention need for a process before action to turnover intention and process has certain duration of action. In principle, these variables should be measured at different time periods, but the empirical studies are mostly based on cross-sectional questionnaire study. The questionnaire measured variables is carried out in the same point in time, this approach can only make a causal inference, there is a causal relationship between the variables cannot be truly established. Therefore, it is necessary to use in future longitudinal study design or experiment, to further explore the causal relationship between variables.

4.3 Establish Comprehensive Personal–Organizational Matching Model

The connotations of personal–organizational is not only included values matched and ability matched but also

included target matched, demand matched etc. Future studies should attempt to build a more detailed individual - organization fit model, depth discussion how these variables interacted and joint action on turnover intention, thus for enterprises to better recruit talent and provide the necessary assistance to forecast employee turnover intention.

4.4 The Demographic Variables and Organizational Variables Included in the Study Areas

Based on empirical research experience, the demographic variables (age, gender, occupation etc.); Values matched and abilities matched were influential effect on turnover intention but the small number of studies in this area. Future research may use such variables as the moderator to study the relationship between organizational management factors; individual matching and employee turnover intention under different conditions. That will be great practical significance to human resource management in enterprise.

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