

## The Antecedents of Turnover Intention: A Comprehensive Model to Predict the Turnover intentions

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### ABSTRACT

Employee turnover is becoming a cause of sleepless nights for human resource managers in many countries of Asia. Unfortunately, despite employee turnover being such a serious problem in Asia, there is dearth of studies investigating it. The main objective of the study is to explore the antecedents of organizational commitment and turnover intention specifically the impact of factors (i.e. Job security, job stress and person organization fit) on organizational commitment. which, in turn, affected turnover intention and the direct impact of these factors on turnover intention as well as the impact of person organization fit on job stress. In this study, survey questionnaires measuring turnover intention, organizational commitment, Job security, job stress and person organization were administered to 150 employees in working in different job sectors. Data was processed through regression analysis. The results show that job security and person organization fit are the higher contributors in organization commitment. For turnover intention, organizational commitment was the major contributor. The other variables also have significant relationship but those relationships are not so strong. The results of current study may help the human resource management to plan and implement retention strategies to avoid dysfunctional turnover of high quality employees. Limitations of the study and some suggestions for future research are also presented.

**KEYWORDS:** Turnover Intention, Organizational Commitment, Job Stress, Job Security, Person Organization Fit

### 1. INTRODUCTION

Today in the world of globalization, organizations operate in a fierce competitive environment, where they face many challenges to remain competitive in the market. One of the major challenges that the organizations face is employee retention, as turnover rates in organizations is increasing with a high pace. The need of the hour for organizations is to investigate the causes of employee turnover and respond appropriately to reduce it.

Turnover is the employee movement across the boundaries of an organization (Price, 1977). In most researches turnover is considered as the outward movement of employees instead of inward movement into the organizations, so the same concept of turnover is applied in this study.

There are two major categories of turnover one is voluntary and the other one is involuntary turnover. Turnover whether it is voluntary or involuntary is costly for organizations. As Mobley (1982) has explained this as whether the turnover is voluntary in which employees resign themselves or involuntary in which they are terminated by their employer, organizations bear following costs as recruiting, hiring, training, retaining, loss of productivity during replacement search, loss of high performers and disruption of social and communication structures of organizations.

In most researches, Turnover intention is used instead of actual turnover because turnover intention is the critical antecedent of actual turnover (the behavior) (Steel and Ovalle, 1984). The other reason for using turnover intention is that it is an attitude that can be assessed in the present time and in combination with other factors that are causing the turnover intention, which results in gaining a more accurate understanding of the causes of turnover (Perryer *et al.*, 2010; Rizwan *et al.*, 2013).

Commonly “organizational commitment refers to the attachment, emotionally and functionally, to one’s place of work” (Elizurand Koslowsky, 2001). In past most interesting and more practically valuable researches of organizational commitment are done in the field of turnover or intention to leave the organization (Labatmediene, Endriulaitiene & Gustainiene, 2007). According to Aryee *et al.* (1991) commitment, explain 37 per cent of variance in intention to leave the organization. Due to the significant impact of organizational commitment on employee turnover, it should be given considerable importance in investigating the causes of turnover intention.

Although immense amount of research has been done in investigating the causes of turnover but the effects of various variables and the direction of their effects vary in different situations and populations are hidden (Griffeth *et al.*, 2000), which reflects the complexity of defining and measuring predictors of employee turnover. Therefore, the purpose of this research is

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to develop a unique link among some important variables that have significant impact on turnover intention, so that the understanding of this phenomenon can be facilitated.

In this study, efforts are made to explore the impacts of some major antecedents of turnover on turnover intentions in Pakistani organizations. So that important factors that are significantly affecting turnover intention can be identified and these should be given prime importance to eliminate the problem of employee turnover in organizations.

Various researches are carried out to inspect the causes of turnover intention of employees but these variables as job security, job stress, organizational commitment and person organization fit are not used in this manner in any previous research to explore their relationship with turnover intention. The focus of this study is to seek the answers of following research questions;

1. What is the relationship between person organization fit and job stress?
2. What is the impact of job security, person organization fit and job stress on organizational commitment?
3. How job security, organizational commitment, person organization fit and job stress is related with turnover intention of employees?

## 2. LITERATURE REVIEW

### *Turnover Intention*

Employees entering and leaving the organization is nominated as employee turnover, it has been categorized in different ways by different researchers. As according to Shim (2010) turnover can be categorized as unavoidable turnover, desirable turnover and undesirable turnover. Retirement, sickness or family matter can be the reasons of unavoidable turnover and employee's ineffectiveness can be of desirable turnover. While leaving of capable and skilled employees due to organizational issues like role conflict, poor supervision and poor support comes under undesirable turnover. Wiley (1993) classified turnover into two types, involuntary turnover and voluntary turnover. He explains involuntary turnover as discharge or termination of an employee due to just reason. While Voluntary turnover takes place when due to job stress, poor appraisal, lack of job satisfaction and less advancement opportunities, an employee leaves the organization on his own choice. This type of turnover has a need of high concentration, so that its negative consequences can be minimized by reducing such type of turnover. Bodla & Hameed, (2009) say that turnover leads to cost or risk of losing social capital. In most of the studies turnover intention are focused that is an employee's intention to leave the job or company (Schyns, Torka & Go'ssling, 2007) is measured instead of actual turnover behavior because turnover intention leads towards actual turnover behavior. This link has been richly documented in literature (Abrams et al., 1998; Bedeian et al., 1991; Bluedorn, 1982; Lee and Mowday, 1987; Michaels and Spector, 1982).

### *Organizational commitment*

According to Mowday et al. (1982) psychological and emotional attachment of an individual with his Organization is referred as organizational commitment and due to it, likelihood to stay with the organization increases. Organizational commitment is defined in the same manner by some other researchers (Morrow, 1993; Mathieu and Zajac, 1990). Testa (2001) defines organizational commitment as if there is positive appraisal of the work environment, the employee gives a positive response referred to as organizational commitment. When the employee has strong belief in values and objectives of organization or want to remain the member of the organization, such emotional response may be regarded as Commitment (Scholarios and Marks, 2004).

There is extensive support in literature to prove the relationship of turnover intention and organization commitment. Organizational commitment and its results is core to many studies and extensive interest in this phenomenon is due to its relation with employee turnover (Meyer and Allen, 1997). According to Firth (2004), the main contributor in reduction of employee's turnover intention is organizational commitment. The empirical results also show that the organizational commitment has a major impact on turnover intention. A negative relationship exists between them as the increase in organizational commitment leads to low turnover intention (Kumar, Ramendran, & Yacob, 2012).

Many other studies also demonstrate similar results as they also illustrate that the organizational commitment act as precursor to turnover intention (Arnold and Feldman, 1982; Hollenbeck and Williams, 1986; Kochand Steers, 1978; Lee and Bruvold, 2003). Intention to leave is a result of low commitment of employees with their organization. Paille, Fournier, & Lamontagne (2011) explore that among the other types of commitment like commitment to the dispatcher and commitment to the colleagues, commitment to organization has more influence on turnover intention.

Joo & Park (2010) also explain the relationship between organizational commitment and turnover intention of employees. They explain that the employees who are more committed to the organization are less inclined to leave. A number of other studies show the same conclusion as the more the employee is committed to organization the less is his turnover

intention and vice versa (Cooper-Hakim and Viswesvaran, 2005; Arkoubi et al., 2007; Meyer et al., 2002). Therefore, Hypothesis 1 predicts that organizational commitment is significantly related to turnover intention.

**H1: There is significant negative relationship between Turnover Intention and Organizational commitment**

**Job security**

Herzberg (1968) says that job security can be defined as the extent to which the employees are provided with stable employment by their organizations. Meltz (1989) define the job security in broader sense as employee continues to work with the same organization with no decrease in seniority level, pay, pension rights, etc.

Yousef (1998) examines the relationship between job security and organizational commitment. He demonstrates that job security is directly predictive of organizational commitment. He says that employees who are satisfied with job security are less inclined to leave the organization and hence have low turnover intention. Therefore, the managers should emphasize on job security in order to increase the organizational commitment. Bhuian and Islam (1996) checked the satisfaction level for job security of expatriate employees in Saudi Arabia. They also determined the relationship of job security and satisfaction with organizational commitment and the results showed a strong relationship between them. Furthermore, Ashford *et al.*, (1989) examined the impact of job insecurity on organizational commitment, job satisfaction, and job performance. They reported that job insecurity leads to reduced commitment and reduced satisfaction. Abegglen (1958) found that Japanese workers were highly committed and reason of their high commitment was job security.

Many researchers have found the link between Job security and Turnover Intention. Brandt (1997) found the steadiness of the work as a major precedent of turnover intention. Steadiness of the work is parallel to job security. A negative relationship exists between these two such that Job security leads towards reduced turnover intention. If there is lack of job security, the employee would be less responsible and feel less attachment with the organization, which leads them towards leaving the organization or turnover (Ashford et al., 1989). Min (2002) also showed the same results. He found in his study that a trucking firm was focusing on job security of employees so that the company can reduce the turnover intention of its employees. Min (2007) again shows the job security as a most effective motivator for retaining warehouse employees. He explains that if the organization wants its turnover rate to be low it must concentrate on job security, as the organizations that give importance to job security have low turnover. Therefore, we hypothesize that Job security is related to organizational commitment and turnover intention.

**H2. There is significant relationship between Job security and Organizational Commitment**

**H3. There is significant relationship between Job security and Turnover Intention**

**Job Stress**

Bidgoli et al. (2013) defines stress as the response of an individual to the threatening characteristics of work environment. Stress can be caused due to many working life issues for example work overload (Sparks and Cooper, 1999), role ambiguity and role conflict (Burke, 1988; Nelson and Burke, 2000). Work life conflict can be an antecedent of stress (Sparks and Cooper, 1999).

Job stress and organizational commitment are negatively related. Michael et al. (2009) determined a negative relationship between stress and affective commitment. This relation shows that the higher the stress is, the lower the affective commitment. Job stress has significant impact on organizational commitment. Employees having high level of stress are less committed as a negative relationship is prevailing among them (Mikkelsen et al., 2000; Williams et al., 2001). Chiu et al. (2005) also proves a negative impact of job stress on organizational commitment. Different studies also shows the same result as the stressors like role ambiguity and conflict leads to job stress, which ultimately leads to low organizational commitment (Udo, Guimãrães, & Igbaria, 1997).

Job stresses can influence the employee's decision to quit. The job stressors, which cause job stress, have positive link with intention to quit (Udo, Guimãrães, & Igbaria, 1997). In the study of Firth et al. (2004), feeling of stress was the variable with second highest contribution in increasing turnover intention of employees. Although there are also other factors inducing the turnover intention among employees, some employees will show turnover intention in response to only stress. Therefore, the organizations must recognize the importance of job stress while making the strategies of organizations. Lofquist and Dawis (1969) suggest that when the jobs stress increases the employee make the decision to leave the organization. Beidan and Armenakis (1981) argued that satisfaction reduces due to increase in job tension or stress, which ultimately affects in increased turnover intention. Collins (2003) and Sanders (2005) also reached the same conclusion that job induced stress is a mega contributor in employees decision to quit. There is direct relation between them, as increase in stress results in increased propensity to leave. Based on these prior findings the following hypotheses are formulated:

**H4. There is significant relationship between Job Stress and Organizational Commitment**

**H5. There is significant relationship between Job Stress and Turnover Intention**

**Person Organization Fit**

Person organization fit refers to the congruence of working environment with the personality of the participant as well as the congruence of participant’s perception with the perception of other participants (Schneider, Salvaggio & Subirats, 2002).The link of person organization fit and job stress is seeking interest of researchers. Wheeler et al. (2005) found the significant relationship between person organization fit and the job stress. The ultimate result of person organization fit has high sense of attachment resulting in low level of stress; on the other hand, if he is misfit he has feeling of social isolation. Iplik, Kilic, &Yalcin(2011)also come up with same conclusion that a negative relationship exists between person organization fit and stress level. Among the employees high level of fit leads towards low stress level and high level of misfit leads towards high stress level.

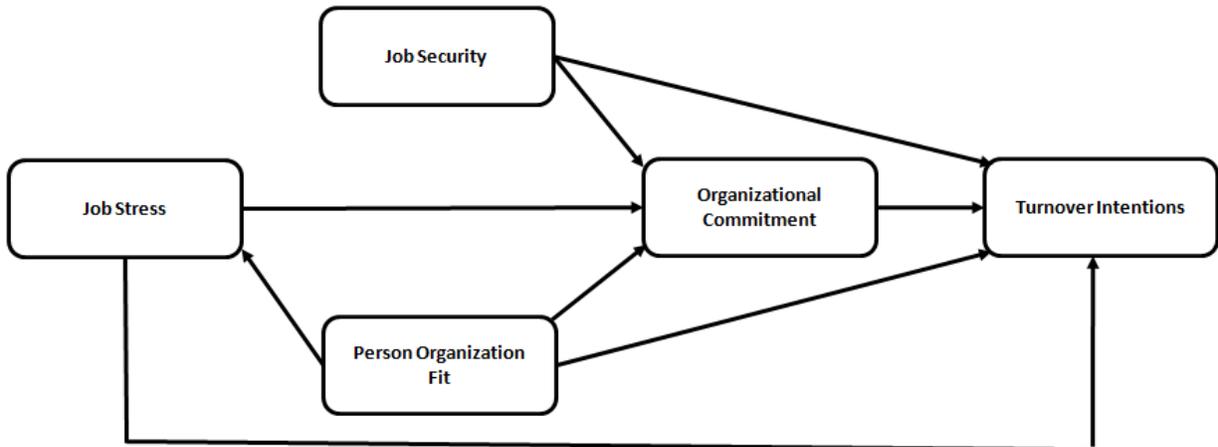
Person organization fit is a predictor of organizational commitment. Iplik, Kilic, &Yalcin (2011)showed a direct impact of person organization fit on organizational commitment. The employees who are more fit in the organization show more commitment. The Chinese scholars Zhang Mian, Zhang De and Yu Dan (2003) also find out that there is positive relationship between the expected fit and job satisfaction as well as organizational commitment while negative relationship with turnover intention.

New workplace is unfamiliar to new comers and if it is difficult or impossible for new comers to adjust in new work place, they prefer to leave the organization (Kristof-Brown, Zimmerman &Johnson, 2005). The Person organization fit is a significant predecessor to turnover intention. Among other reasons in his study, Person organization fit was the biggest reason of employee’s intention to leave the organization(Kumar, Ramendran, &Yacob, 2012).According to Vancouver and Schmitt (2001), the employees who have high level of fit with organization show less turnover intention while the employees who have low level of fit show high turnover intention. The organizations that take care of organization fit at the time of hiring bear less cost due to turnover and absenteeism (Sagas & Batista, 2001). Hence, H6, H7 and H8 can be restated as follows:

**H6. There is significant relationship between Person Organization Fit and Job stress**

**H7. There is significant relationship between Person Organization Fit and Organizational Commitment**

**H8. There is significant relationship between Person Organization Fit and Turnover Intention**



**Figure 1.**Proposed Model

**3. METHODOLOGY**

**Research design**

In the processing of the data, we examined the separate findings for each of the variable i.e. turnover intention, organizational commitment, job security, job stress and person organization fit. The results were processed in a statistical analysis and regression analysis were conducted.

**Research population**

A total of 150 employees participated in this research. These employees were a random, representative sample of employees working in different sectors around Pakistan. Table I displays the sample distribution according to gender, age, salary,

education level and job sector. The table shows that the majority of respondents were male (66 percent) between 20 to 40 years age (94 percent). Education level of most participants was master (42.7 percent).

**Table 1: Sample Profile**

Demographic Variables	N	%
<i>Gender</i>		
Male	99	66
Female	51	34
<i>Age</i>		
20-30 years	94	62.7
30-40 Years	47	31.3
40-50 Years	6	4
50-60 years	3	2
Above 60 years	0	0
<i>Salary (Rs/month)</i>		
Below 15000	37	24.7
15000-25000	47	31.3
25000-35000	30	20
35000-45000	21	14
45000-55000	5	3.3
Above 55000	10	6.7
<i>Education</i>		
Matriculation	8	5.3
Inter	23	15.3
Bachelor	31	20.7
Master	64	42.7
MS/M. Phil	22	14.7
PHD	2	1.3
<i>Job Sector</i>		
Education	32	21.3
Banking	36	24
Restaurants	24	16
Telecom	19	12.7
Retailing	23	15.3
Others	16	10.7

**Research tool**

The research tools included questionnaire containing five variables having 23 items in total. All variables of this study are measured using multi item scales developed and used in previous researches. Cronbach’s alpha is used to measure the internal reliability of these items.

The four items of turnover intention scale developed by (Seashore et al., 1982) were used to measure the turnover intention among employees. A sample item was “You will not give up this company easily”. We used the survey questionnaire with a five-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree).

The five-item Organizational Commitment scale developed by Mowday et al. (1979) was used to measure Organizational Commitment among employees (e.g. I would accept almost any type of job assignment in order to keep working for this organization). Respondents rated the statements on a five-point scale, ranging from strongly agree to strongly disagree.

Job Security was measured via five items rated on a five-point scale ranging from extremely certain to extremely uncertain (e.g. How certain are you about your job security in this company).The scale was developed by Caplan et al. (1975).

Scale developed by Tate et al. (1997) was used to measure the overall job stress of employees. Job stress was measured by mental stress symptoms and physical stress symptoms. Three items were used to measure the mental stress (e.g. I feel burned-out by my job) and five item were used to measure the physical symptoms of stress (e.g., I lose my appetite because of my job related problems). Participants indicated on a five-point likert scale the degree of their agreement regarding each of these symptoms.

Person organization fit Scale developed by Cable and Judge (1996) was used to measure Person organization fit. The scale comprises three items to measure overall Person organization fit (e.g., I feel my values ‘match’ or fit this organization and the current employees in this organization). Employees expressed the extent to which they agreed with three statements on five-point scale.

## RELIABILITY ANALYSIS

Cronbach's Alpha technique was used to check the reliabilities of the constructs. All the constructs have alpha value greater than the recommended level of 0.7 (Hair et al., 1978). Hence, we concluded that all the constructs of the model had sufficient reliabilities and we can proceed for further analysis. Table II summarizes the results of cronbach alpha.

**Table II. Reliabilities of Constructs**

Scales	Items	Cronbach's Alpha
Turnover Intentions	4	0.785
Organizational Commitment	5	0.791
Job Security	5	0.824
Job Stress	8	0.811
Person Organization Fit	3	0.853

## VALIDATION OF THE MODEL

Confirmatory factor analysis was conducted to validate the measurement model. AMOS 18.0 was used to check the goodness of fit model. The current study yield a high significance level ( $\chi^2 = 325.14$ ; degree of freedom = 295; probability level = 0.14). The appropriate distributional assumptions were met and we conclude that the model is correct. The departure of the data from the model is significant at the  $p > 0.05$  level.

Table III shows both the results of indices for the current model and suggested guidelines for evaluating model fit (Arbuckle, 2006; McDonald & Ho, 2002; Bentler, 1992). Modification indices do not provide any indication of misfit of the structural model suggesting that there is no need for model modification or inclusion of any new path between the constructs of the model.

**Table III. Results of Model Fit indices for the model**

Model Fit Indices	Values	Suggested Guidelines
	1.102	Less than 3.0
$\chi^2/df$		
CFI	0.908	equals/be greater than 0.9
IFI	0.952	equals/be greater than 0.9
GFI	0.974	equals/be greater than 0.9
AGFI	0.936	equals/be greater than 0.9
TLI	0.979	equals/be greater than 0.9
RMSEA	0.038	0.05 or below / Good fit; below 0.08 / Fair fit

Source: Arbuckle (2006), Mc Donald & Ho (2002), Bentler (1992)

## Procedure

For checking the hypotheses, which were developed for this study, data was collected by Self-administered questionnaires. The employees who were working in different organizations of Bahawalpur filled these questionnaires. The numbers of participants in this study were 150. Convenience sampling technique was used for collecting data from these respondents. The research was conducted in a manner that guaranteed the participants complete confidentiality, and the questionnaires were answered anonymously.

## Statistical Analysis

The  $R^2$  value shows what percent of those changes in dependent variable is due to independent variables.

In the first model (with job security as dependent variable), the  $R^2$  is 0.110, indicating that 11 percent of the change in job stress is due to person organization fit. In the second model (with organizational commitment as dependent variable), the  $R^2$  is 0.406 indicates that the model contributes more than 40% change in organizational commitment. In the third model (with employee turnover intention as dependent variable), the  $R^2$  is 0.408 indicating that more than 40 percent of the change in employee turnover intention is caused by the independent variables.

The extent of the impact of independent variables on dependent variables was investigated using a regression analysis. Beta weights show standardized regression coefficients used to measure the variance in dependent variable caused by independent variable within the models and p value shows significance level for the models.

The regression analysis of organizational commitment and employee turnover intention indicates that there is highly significant relationship between organizational commitment and employee turnover intention ( $p < 0.01$ ) and ( $\beta = 0.405$ ) shows that above 40% change in employee turnover intention is explained by organizational commitment. Based on these results H1 is accepted.

The job security has high significant correlation with organizational commitment ( $p < 0.01$ ,  $\beta = 0.308$ ) and significant correlation with employee turnover intention ( $p < 0.05$ ,  $\beta = -0.176$ ) confirmed by regression analysis. The results indicate that

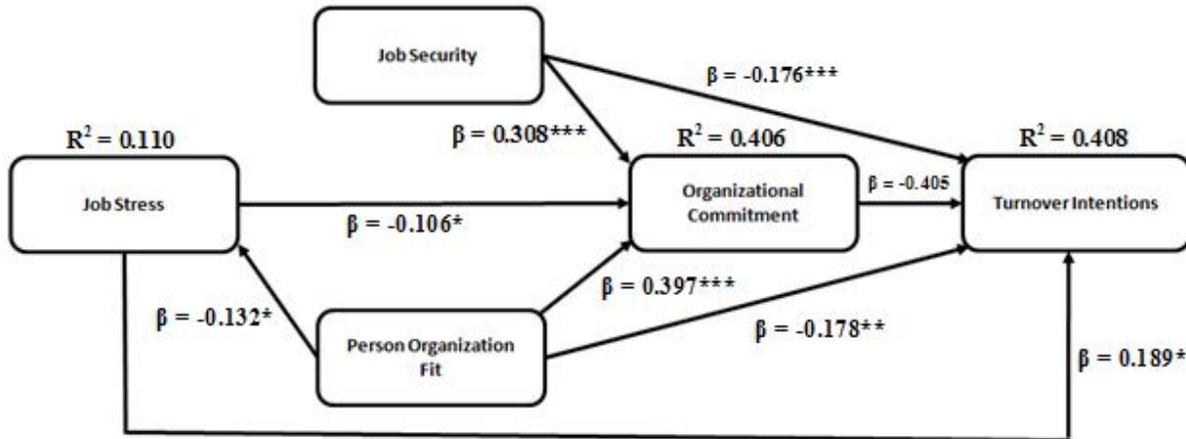
job security contributed more than 30% in organizational commitment and more than 17% in employee turnover intention. On the bases of these results, H2 and H3 are accepted.

Job stress showed significant negative relationship with organizational commitment ( $p < 0.05$ ,  $\beta = -0.106$ ) and significant positive relationship with turnover intention ( $p < 0.05$ ,  $\beta = 0.189$ ). It is clear from the results that more than 10% change in organizational commitment and more than 18% change in employee turnover intention is caused by job stress. These results of the study validate H4 and H5.

The results of regression analysis shows the relationship between Person organization fit and job stress, Person organization fit and organizational commitment and a Person organization fit and employee turnover intention. According to the results Person organization fit has significant negative relationship with job stress ( $p < 0.05$ ,  $\beta = -0.132$ ), highly significant positive relationship with organizational commitment ( $p < 0.01$ ,  $\beta = 0.397$ ) and significant negative relationship with employee turnover intention ( $p < 0.05$ ,  $\beta = -0.178$ ). This implies that more than 13% change in job stress, more than 39% change in organizational commitment and more than 17% change in employee turnover intention is shared with Person organization fit. The findings provide support to accept H6, H7 and H8. Table IV summarizes the regression results of the study and Figure II graphically represents these results.

**Table IV. Results of Regression Analysis**

R <sup>2</sup>	Dependent	Independent	Standardized Beta	Sig
0.408	Turnover Intentions	Organizational Commitment	-0.405	0.000
		Job Security	-0.176	0.000
		Job Stress	0.189	0.025
		Person Organization Fit	-0.178	0.006
0.406	Org Commitment	Job Security	0.308	0.000
		Job Stress	-0.106	0.040
		Person Organization Fit	0.397	0.000
0.110	Job Stress	Person Organizational Fit	-0.132	0.038



**Figure II. Structural Model Results**

#### 4. DISCUSSION

The purpose of this research was to understand the construct of organizational commitment and turnover intention and how various antecedents are related with them. In this study, we first explored the relationship between job stress and person organization fit. Secondly, we examined the correlation between job security, job stress and person organization fit with organizational commitment. Thirdly, we investigated the relationship of job stress, job security, person organization fit and organizational commitment with turnover intention of employees.

Now, we discuss the answer of the first question of the study i.e. the relationship between person organization fit and job stress. It is found that person organization fit and stress are related to one another. This study shows that Person organization fit has significant negative relationship with job stress having the value of  $\beta = -0.132$  (Iplik, Kilic&Yalcin, 2011) also validates that such type of relationship exist between person organization fit and stress. Therefore, if the clash of values of employees and organization occur in the organization then it contributes in the high level of stress in employees.

Now we discuss the answer of the second question of the study i.e. the linkage of job security, job stress and person organization fit with organizational commitment among employees. In this research, we found that Job security is an important variable on which organizational commitment depends, as it is evident from our study, which shows that job security contributed more than 30% in organizational commitment. These findings show that in more secure jobs employees commitment level is high with organizations. According to Yousef (1998) significant positive relationship exists between satisfaction with job security and organizational commitment, which validates the results of our study.

According to Kahn and Byosiere, 1992; Koslowsky, 1998, Job stress stimuli begin in the job itself and have negative impacts. Job stress is negatively related with organizational commitment, which means that increase in job stress causes decrease in organizational commitment. Our study proves this phenomenon and indicates that  $\beta = -0.106$  exists between job stress and organizational commitment. Chiu *et al.* (2005) says that it is vital to reduce the job stress of employees in order to enhance their job satisfaction and organizational commitment, so organizations should focus their efforts to reduce the stress level of employees so that they can have more committed workforce to serve their organization.

In this research it is also explored that another contributing factor of organizational commitment is person organization fit as it has highly significant positive relationship with organizational commitment which is evident from  $p = 0.000$ . Iplik, Kilic, Yalcin, (2011) also say that P-O fit is significantly related to organizational commitment, so it is important to recruit those employees who have matching values with their colleagues and organization so that they become highly committed to the organization.

Now we discuss the answer of the third question of the study i.e. the linkage of job security, job stress, person organization fit and organizational commitment with turnover intention among employees. The relationship between job security and turnover intention established by means of regression analyses found to be significant. This significant relationship is consistent with previous researches (Brandt 1997; Ashford *et al.* 1989; Min 2002). The findings show a negative relationship between them which simply implies that higher the job security lower the turnover intention. The employees who have higher sense of job security show less intention towards turnover as compared to employees having less sense of job security.

Job stress (e.g. feeling emotionally drained; tense) not only contributed to a reduced sense of organizational commitment, but also was a variable with the next highest contribution to turnover intention. The current results go in line with the previous studies reporting job stress a precedent to turnover intention (Collins, 1993; Sanders 1995; Lofquist and Dawis, 1969; Firth *et al.* 2004; Beidan and Armenakis, 1981). The positive relationship found by study shows that the employees who feel stress due to job are more likely to leave the organization in contrast to the employees feeling less stress.

The results regarding the linkage of person organization fit with turnover intention also shows a significant relationship between them. The results of current study are not contrary to previous literature (Kristof-Brown, Zimmerman & Johnson, 2005; Kumar, Ramendran, & Yacob, 2012; Sagas & Batista, 2001; Vancouver and Schmitt, 1991). Both variables are negatively correlated with each other. Employees demonstrated lower turnover intention when they had higher person organization fit. When the employee has same values and personality as the organization and other employees working in that organization have, it becomes comfortable for such employee to work in that organization which leads towards less turnover intention. When the employees feel the workplace unfamiliar to them and have adjustment problem they prefer to leave the organization.

Organizational commitment is a direct predictor of turnover intention. The finding is consistent with a growing body of literature on the relationship between organizational commitment and turnover intentions. (Meyer *et al.*, 2002; Firth, 2004; Kumar, Ramendran, & Yacob, 2012; Paille, Fournier & Lamontagne, 2011; Joo & Park, 2010; Cooper-Hakim & Viswesvaran, 2005; Arkoubi *et al.*, 2007; Lee and Bruvold, 2003). Among the four predictors of turnover intention, it is the variable with highest contribution in intention to leave ( $\beta = 0.405$ ). The relationship is found to be highly significant ( $p = 0.000$ ). The employees who are more committed towards their organization are less likely to leave the organization. The finding that low Organizational commitment is the main reason for turnover of employees suggests that the secret behind a firm's ability to sustain low employee turnover is its emphasis on sense of organizational commitment among employees.

## Conclusion

Turnover intention is a painful issue for organizations as financial cost is associated with this. The results of current study may help the human resource management to plan and implement retention strategies. If the antecedents of turnover intention can be identified, appropriate HRM practices may reduce dysfunctional turnover of high quality employees. The current study tried to find the antecedents of turnover intention. According to the results organizational commitment is largely influenced by job security and person organization fit which ultimately influence intention to quit. Job security, Job stress and person organization fit have direct impact on turnover intention as well. Further, given their importance in quitting intentions, managers need to focus all these antecedents of turnover intention specifically job security, person organization fit and organizational commitment. This in turn may reduce turnover intention and subsequent turnover, thereby saving organizations the considerable financial cost and effort involved in the recruitment, induction and training of replacement staff.

## 5. Limitations and Future Research

Although the study has provided a comprehensive understanding about the relationship between tested variables and employee intention to quit from an organization but still there are many limitations. Among these limitations, first one is sample bias, which is because of small sample size. There are also chances of error in participant's response due to several factors. These include participant's misrepresentation of their actual attitudes, thoughts, preferences or intentions in order to give responses. This may result in reducing the reliability of the data. The second limitation of this study was use of convenience sampling. A larger and more diverse sample selected from different geographical areas can produce more comprehensive and generalized findings in Pakistani context. The third limitation of this study is global economic conditions due to which the economies are suffering and it also has its impact on employee intention to quit. Time constraints were another limitation that the study has faced.

## Suggestions for Future Research

Beyond all these limitations, there are many other factors of interest, which are not included in current study because of practical and time constraints. Future researchers can examine moderating role of other variables on employees' intention to leave an organization. This study can also be conducted at different organizational levels. Perhaps, organizational commitment can have a significant impact on intention to leave at lower organizational level but not at higher level in the organizations. Tenure factor, Job Performance, Advancement opportunity, Mastery approach goals, personality of the employee and their perception about equity can also be considered for future researches and their relation with turnover intention in this context. This study can also be conducted on broader scale in which maximum responses can be collected from the whole country to better represent the results.

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The authors declare that they have no conflicts of interest in this research.

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