

## Determinants of Organizational Commitment and Turnover Intention

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### Abstract:

*Present research is an effort to investigate the determinants of Organizational commitment and turnover intentions among employees of a bread manufacturing unit in Haryana. A total of 198 employees participated in this research work. After statistical analysis results shows that among organizational factors, performance standards, communication flow, reward system, conflict resolution, motivational level, decision making process, support system, warmth, identity problems, immediate opportunities to develop human capacities, opportunity for continued growth and security, work and total life space, safe and healthy work conditions affects the overall scenario of work and these variables are showing significant differences in high and low turnover employees and in the same manner employees with high and low organizational commitment. This shows that factors which affect overall organizational commitment and turnover intentions are same. Motivational levels and safe and healthy work conditions specifically emerging as determinants of both organizational commitment and turnover intentions. Responsibility and organizational structure are not showing any significant differences between the groups of high and low turnover scorers in this organization and in the same manner responsibility and organizational structure also not showing any significant differences between the groups of high and low organizational commitment scorers.*

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### Introduction:

Organizational Commitment and turnover intention have been interesting research topics for the many years with plethora of research studies seeking to explore its determinants. Organizational commitment has emerged as a promising and interesting area of research within the domain of industrial/organizational psychology in present era of pressure and competition. (Adebayo, 2006; Meyer and Allen, 1997; Morrow, 1993). This is because employee commitment has been recognized as one of the major determinants of organizational effectiveness (Steers, 1975; Fukami and Larson, 1984), of higher levels of job performance (Mowday et al, 1974; Porter et al, 1976), of lower absenteeism (Steers, 1977;

Koch and Steers, 1978) and of lower turnover (Porter et al, 1976; Fukami and Larson, 1984).

Meta-analytic evidences had reported commitment to predict a wide range of job attitudes, turnover intention, and citizenship behaviors (Cooper-Hakim & Viswesvaran, 2005; Meyer et al., 2002). A number of empirical studies confirm the important role of organizational Commitment in influencing turnover intentions (Baroudi, 1985; Bartol, 1983) Employees who are highly committed to their organization are less likely to leave than those who are relatively uncommitted. It has also been reported that organizational commitment is more strongly related to turnover intentions than to job satisfaction (Baroudi, 1985; Shore and Martin, 1989).

**Organizational Commitment:** Organizational commitment is not a new term. The term has attained a significant attention and has been differently defined by different researchers. Kanter (1968) viewed organizational commitment as the willingness of workers to devote energy and loyalty to an organization. Whereas, Porter et al. (1974) explained organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization.

In simpler terms organizational commitment can be understood as the relative strength of an employee's attachment or involvement with organization where he or she is employed. Organizational commitment is determined by a number of personal or organizational variables. Because of its multidimensional nature there is a considerable research support for the Three Component Model of Organizational Commitment proposed by Meyer and Allen (1991) (often called dimensions, components and types of organizational commitment.). *Affective Component* involves the employee's emotional attachment to, identification with, and involvement in the organization. *Continuance Component* involves commitment based on the costs that the employee associates with leaving the organization. *Normative Commitment* involves the employee's feelings of obligation to stay with the organization.

**Turnover Intention:** Turnover refers to loss of employees by an organization. It represents employees who depart for a variety of reasons. Intention to leave refers to individual's perceived likelihood that whether they will be staying or leaving the employer organization.

Turnover and turnover intentions have been separately measured, but turnover intention was recognized as the final and most important cognitive variable having an immediate causal effect on turnover. Actual turnover is expected to

increase as the intention increases (Mobley et al, 1978) and career factors are not related to turnover when intention is held constant.

**Organizational Climate:** Organizational climate is another major factor related to organizational commitment and turnover intentions. The construct of organizational climate has received a great deal of attention and interest in the organization literature and research. Organizational climate is a relatively enduring quality of the internal environment of an organization that (a) is experienced by its members, (b) influences their behavior, and (c) can be described in terms of the values of a particular set of characteristics or attributes of the organization" (Mullins, 1993). In brief organizational climate is the reflected in the organizational policies and objectives which aim to provide their employees the conducive environment to work. It is just the pro employee working conditions aimed at providing the good working environment targeted at achieving the job satisfaction which will ultimately lead to organizational involvement and commitment resulting the absence of turnover intentions. With plethora of research in the area the organizational climate, organizational commitment and turnover intention still remain the variables of critical interests for further explorations for researchers in the field.

**Quality of Work Life:** There is a huge research literature expressing the relationship between quality of work life turnover intention and organizational commitment. quality of work life has been defined by many researchers in a variety of ways, such as quality of work (Attewell & Rule, 1984) and employment quality (Kraut, Dumais, & Koch, 1989). Davis (1983) defined quality of work life as "the quality of the relationship between employees and the total working environment, with human dimensions added to the usual technical and economic considerations". The different facets

of quality of work life —job satisfaction, organizational involvement, and stress—are assumed to mediate the relationship between job organizational factors and intention to turnover (Igbaria & Greenhaus, 1992; Parasuraman, 1982; Smith & Carayon-Sainfort, 1989). The present study defines quality of work life as favorable conditions and environments of work and life aspects such as growth and development, participation, physical environment, supervision, pay and benefits, social relevance and workplace integration.

**Rationale of the study:** Recent research developments reveal that turnover intention is a major organizational problem that needs marked attention. High turnover rate is an indicator of numerous negative consequences in an organization. High turnover can be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Research in the arena of turnover intention indicate that age, job satisfaction, tenure, job image, met expectations, organizational climate, quality of work life organizational commitment are consistently related to turnover intention and the actual turnover (Arnold & Feldman, 1982). Despite of the research studies available in the area there is a serious need to explore and identify the factors related to organizational commitment and turnover intentions.

**Objectives of the Study:**

1. To find out specific determinants of organizational commitment and turnover intentions.
2. To find out the difference between the employees low and high on turnover intentions on the variables of organizational climate and quality of work life.
3. To find out the difference between the employees low and high on organizational commitment on the

variables of organizational climate and quality of work life.

**Hypotheses of the study:**

1. There shall be negative correlation between organizational commitment and turnover intention.
2. There shall be the positive perception of the organizational climate and quality of work life among the employees with low turnover intentions.
3. There shall be the positive perception of the organizational climate and quality of work life among the employees with high organizational commitment.

**Methodology:**

**Sample:**

In the present study purposive sampling was used. Sample included 198 employees (149 labors, 11 product dept, 10 official staff, 6 foremen, 6 maintenance, 6 cool stores, and 9 others –securities and logistics) from a bread manufacturing unit from Haryana (India) of the same age range 25 to 45 years, same gender, i.e. only male subjects were chosen.

**Measures:**

**Organizational Commitment Questionnaire:**

This is the most widely used questionnaire to assess the organizational commitment. The items for the construction of the scale were identified by Porter and Smith (1970). The scale comprises of 15 items recorded on a seven point Likert type scale. The value of each respondent's commitment is obtained by summing up the score for each item and dividing this sum by the number of items. This provides a summary indicator of commitment. The scale possesses good test retest reliability within the range of 0.53 to 0.75. Mowday et. al. (1982) reported a correlation of 0.60 between organizational commitment and supervisor's ratings of commitment for validity purpose. For discriminant validity, Mowday et. al. (1982)

reported a correlation of 0.30 to 0.56 across four samples between organizational questionnaire and job involvement questionnaire.

**Turnover Intentions scale:** The turnover intentions scale was developed as a part of the Michigan Organization Assessment Questionnaire (Cammann, Fichman, Jenkins, and Klesh, 1979). In this project authors have reported an internal consistency for the scale of 0.83, and supported construct validity with correlations of -0.58 with overall job satisfaction. There are only 4 items in the scale.

**Organizational Climate Inventory:** This is a widely used 70 items inventory with 11 dimensions developed by Chatopadhyaya and Agarwal (1988) to assess the various features of organizational climate including performance standards, organizational standards, reward system etc. and one of the important purposes of the inventory is to assess the perception of the employee towards the various facets of the organization. High score on this inventory is a clear indicator of healthy organizational climate. This is five point scale with some of the items being scored in the reverse order. Reliability Co-efficient by Spearman Brown formula of the test was .90, which shows that there was high internal consistency in the instrument and hence it was highly reliable. For computing item validity of the test item criterion corrections were computed. The correlations show that all items had highly significant correlation with total organizational climate score. This inventory has potential relevance in diagnosing the various dimensions of organization with a view to suggest some intervention strategies.

**Quality of Work Life Scale:** Jain developed this scale in 1991 and this scale is based on eight conceptual areas identified by Walton (1974). This scale consists 52 items and subject will have to respond only in 'yes' or 'no' to each item. The maximum possible score is 52 and minimum being zero with increasing scores are

indicator of higher degree of quality of working life. The split half reliability and test retest reliability of quality of working life are .32 and .85 respectively. The coefficient of correlation between the scores on job satisfaction scale and quality of working scale was 0.49 on workers and 0.39 on clerks. The coefficient of correlation between the scores on job anxiety and quality of working life was 0.87 and 0.66 (significant at .01 level) for industrial workers and clerical staff respectively. For this piece of research we have taken only four subscales of quality of work life scale namely immediate opportunities to develop Human capacities, opportunity for continued growth and security, work and total life space, and safe and healthy work conditions.

#### **Results:**

After scoring, as predetermined procedure, data was analyzed by mean, SD, and t value with the help of SPSS-21.

In order to obtain the results, mean, SD, stepwise multiple regression analysis and t-test were applied at suitable places. Initially mean and SD was calculated on the whole group of sample (table-1).

#### **Regression analysis:**

Stepwise multiple regression analysis was applied on the whole sample to find out the specific predictors of organizational commitment. Organizational commitment was entered as dependent variable and sub variables of organizational climate and quality of work life were entered as independent variables. Table 2 shows that only opportunity for continued growth and security, safe and healthy work conditions and motivational levels shows 30% variance jointly and opportunity for continued growth and security shows 23% variance, safe and healthy work conditions shows 05% variance and motivational levels shows 02% variance separately.

In the same manner stepwise multiple regression analysis was applied on the whole

sample and to find out the specific predictors of turnover intentions. Turnover intention was entered as dependent variable and sub variables of organizational climate and quality of work life were entered as independent variables. Table 3 shows that only motivational levels, work and total life space and safe and healthy work conditions 26% variance jointly and motivational levels shows 16% variance, work and total life space shows 06% variance and safe and healthy work conditions shows 03% variance separately. All the three variables emerging as determinants of turnover intentions are having negative t-values.

#### **Significance of difference:**

To find out the significance of difference between two groups of persons showing high turnover intentions and low turnover intentions t-test was applied between the two groups mentioned in table 4. In the case of comparison of high and low turnover intentions, significant differences found on organizational commitment, performance standards, communication flow, reward system, conflict resolution, motivational level, decision making process, support system, warmth, identity problems, immediate opportunities to develop human capacities, opportunity for continued growth and security, work and total life space, safe and healthy work conditions. In all the above mentioned variables mean scores were significantly high of the group showing high turnover intentions as compare to the means of the group scoring low organizational commitment.

To find out the significance of difference between two groups of persons showing high organizational commitment and low organizational commitment t-test was applied between the two groups mentioned in table 5. In the case of comparison of high and low organizational commitment, significant differences found on turnover intentions,

performance standards, communication flow, reward system, conflict resolution, motivational level, decision making process, support system, warmth, identity problems, immediate opportunities to develop human capacities, opportunity for continued growth and security, work and total life space, safe and healthy work conditions. In all the above mentioned variables mean scores were significantly high of the group showing high organizational commitment as compare to the means of the group scoring low organizational commitment.

#### **Discussion:**

The present endeavor was undertaken in order to investigate the potential determinants of turnover intentions and organizational commitment. There are several factors present at the job settings which can affect the feelings of organizational commitment and turnover intentions. The results of the present study shows that among organizational factors, performance standards, communication flow, reward system, conflict resolution, motivational level, decision making process, support system, warmth, identity problems, immediate opportunities to develop human capacities, opportunity for continued growth and security, work and total life space, safe and healthy work conditions affects the overall scenario of work and these variables are showing significant differences in high and low turnover employees and in the same manner employees with high and low organizational commitment. This shows that factors which affect overall organizational commitment and turnover intentions are same.

Motivational levels and safe and healthy work conditions specifically emerging as determinants of both organizational commitment and turnover intentions. They are negatively determining the turnover intentions negatively while organizational commitment positively. These results show that motivational

levels and safe and healthy work conditions are affecting the employee's organizational commitment and turnover intentions a lot. Literature indicates that highly committed employees are more satisfied with their work, perform at levels beyond expectation, are more motivated and experience higher levels of job involvement (Boyle, 1997; Caldwell, Chatman & O'Reilly, 1990; Eisenberger, Fasolo & Davis-LaMastro, 1990).

Chen et al.(2009) found when employees realized the efforts of the company supported in recruiting and selection, and provides sufficient guarantee to remain employees in company can encourage employees pay more attention in organizational commitments.

Given the existing workplace risk factors and the high rates of work-derived injury and illness, there is a high likelihood of being injured on the- job which can negatively influence a health care provider's perceptions about the workplace safety climate and subsequently influence employee outcomes such as job satisfaction and turnover intention (Danna and Griffin, 1999).

A meta-analytic review of the workplace climate literature found that employee perceptions of the workplace climate have a relationship with individual level outcomes such as wellbeing and job performance (Carr et al., 2003).

Responsibility and organizational structure are not showing any significant differences between the groups of high and low turnover scorers in this organization and in the same manner responsibility and organizational structure also not showing any significant differences between the groups of high and low organizational commitment scorers. Further these two variables are not emerging as predictors of organizational commitment and turnover intention either. These results show that

organizational structure and feeling of responsibility is not affecting in any manner the organizational commitment and turnover intentions.

Further opportunity for continued growth and security emerged as a major determinant of organizational commitment and work and total life space is emerging as a determinant of turnover intentions.

### **Conclusion:**

Results of this study shows that persons who are more committed towards their organization behave differently on other organizational factors as compare to persons who are less committed towards their organization. In the same manner results of this study also shows that persons who are having more turnover related attitudes towards their organization behave differently on other organizational factors as compare to persons who are showing more turnover towards their organization. Motivational levels and safe and healthy work conditions emerged as determinants of both organizational commitment and turnover intentions.

**Table: 1** : Mean and Standard Deviation of the total sample (N=198)

		Mean	SD
<b>Organizational commitment</b>		52.29	11.96
<b>Turnover Intentions</b>		13.20	5.08
<b>Sub dimensions of Organizational Climate Inventory</b>	Performance Standards	24.22	4.49
	Communication Flow	34.77	7.25
	Reward System	14.08	3.86
	Responsibility	11.66	2.84
	Conflict resolution	24.16	5.44
	Organizational structure	14.87	3.37
	Motivational levels	23.45	5.37
	Decision making process	24.04	6.35
	Support system	31.51	7.07
	Warmth	19.13	6.27
	Identity Problems	14.97	3.46
<b>Sub dimensions of Quality of work life scale</b>	Immediate opportunities to develop Human capacities	7.26	2.90
	Opportunity for continued growth and security	3.98	1.67
	Work and total life space	2.46	1.32
	Safe and healthy work conditions	4.03	1.74

**Table: 2:** Regression Analysis (Organizational Commitment as Dependent Variable)

Variables	R2	R2 Changed	(B) Unstandardized	SE	t-Value
<b>CONSTANT</b>			28.65	3.25	8.82**
Opportunity for continued growth and security (QWL)	.23	.23	2.25	.51	4.41**
Safe and healthy work conditions (QWL)	.28	.05	1.39	.46	2.99**
Motivational levels (OCI)	.30	.02	0.39	.16	2.43*

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