

Organisational Commitment and Turnover Intention (A Quantitative Analysis of a Sri Lankan Apparel Firm)

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Abstract: *Employee turnover has been developed as a painful challenge in any industry. Rapid competition in apparel industry pushes organization to minimize the turnover in order to save the cost. Action of turnover is a result of the initial intention which arises in the mind of the employee to leave the organization and Turnover Intention can be influenced by some other factors. Based on that, this study investigates the impact of Organizational Commitment on the Turnover Intention of the direct employees of apparel firm in Sri Lanka. Among the population of 325 employees, 169 Machine Operators were selected as the sample and the data were collected through a standard and validated questionnaire survey. Organizational Commitment was measured by using Meyer and Allen's (1991) scale. The measurement scale relate to the Turnover Intention was developed by Mobley, Horner and Hollingsworth in 1978. Data were analyzed using a multiple linear regression method. The findings of the study revealed that all the three dimensions of organizational commitment (affective commitment, continuous commitment, and normative commitment) had a significant negative effect on turnover intention thus the study concludes organizational commitment reduce the turnover intention of the direct employees.*

Keywords: Turnover Intention, Affective Commitment, Continuous Commitment, Normative Commitment

1. Introduction

[1] At present moment Sri Lanka has a fast booming economic environment. The number of sectors have contributed to maintain that booming situation as well as to sustain a wealthy economic background within Sri Lanka. The main economic sectors of the country are apparel, tea export, textile, tourism, and agricultural. Through these sectors Apparel industry can be recognized as a high influencing sector to the Sri Lankan economy. "Wearing apparel industry recorded a growth of 13.2 per cent in 2014 benefitting from Sri Lanka's international reputation as a reliable and high quality manufacturer compared to its regional peers". It is one of the largest industries and has given an excellent contribution to the economy by creating many number of career opportunities and at the same time contribute to solve the unemployment of the country. Moreover, this is one of the major industries that have gained the priority in export trade in Sri Lanka contributes more than 44% from the annual export income.

The high quality product is the main objective of any apparel company since they are facing ever increasing competition among the competitors. They have to gain a competitive advantage against the competitors. Success of the company is highly affected from how much they have achieved competitive advantage than its rivals. As an apparel company, they utilize various types of resources such as physical as well as human. When reaching for the success, human resources get higher attention than others [2], because it is a unique factor with the unlimited capacity of production than machineries money or processes. The maximum contribution of the employees is always required by the organization to become successful. In addition, company always expect from employees to perform more than their usual duties and responsibilities [3] hence a dedicated

workforce is considering as a high valued asset to any organization.

Turnover and absenteeism level of the apparel industry is a major problem which is affected to the smooth flow of the operation in the organization. Higher absenteeism and turnover rates have created a huge problem to the organization since the apparel companies are highly based on the shipment. Because of the turnover and higher absenteeism, shipment will be delayed and also it will generate huge overtime cost, new recruitment and training cost. On the other hand, these circumstances can be affected negatively the final outcome of the organization[4]

1.1 Research Problem

At any organizational level, turnover has become a determined problem and it is converted common in every type and size of the organization even in this globalization era. Moreover the critical issue of human resource management is the staff turnover. Because it gives high cost for the organization due to termination, advertising, recruitment, selection, and hiring [5]. In present Sri Lankan apparel industry context, this turnover has become a serious issue because employees leave the job or organization fired them on various reasons [6].

Actions for turnover can be taken only if the turnover intention is identified. Turnover intention can be defined as the organization's employees plan to leave their jobs or to fire the employees [6]. Also it can be defined as "a conscious and deliberate willingness to leave the organization". An employee's decision to leave the organization voluntarily can be defined as the turnover intention [7].

As an attitude, intention to leave (turnover intention) can be recognized in the current situations in any kind of

organization and the combination with features that are affecting to turnover intention. As the result of exact understanding, the causes can be identified that are pretentious to turnover intention. In other way, managers of the organization can play a vital role for influencing the factors that are affected to the employees' turnover intention, because still those employees have not left the organization. If, managers can understand clearly turnover intention level of the organization, then they can get actions to minimize the actual turnover of the employees. Therefore, understanding about the turnover intention of the organization is added more value for the managers. Practical value of the managers are very significantly required to understand the turnover intention and then it can be addressed in a preemptive manner to evade the issue with the outcome of actual turnover [8].

Backed by the above facts a preliminary survey has been conducted to find out the level of turnover intention among the direct employees (Machine Operators) and the respondents were asked to respond the questionnaire about their perceived level of turnover intention. The questionnaire consists with three questions in seven point likert scale. The results of the preliminary survey revealed that there is a higher rate of turnover intention among the direct employees of the organization and it provided the base for studying the turnover intention of the employees.

1.2 Hypotheses of the Study

H1_A: Affective commitment negatively impact on employee turnover intention.

H1_B: Continuous commitment is negatively impact on turnover intention.

H1_C: Normative commitment negatively impact on turnover intention.

2. Literature Review

2.1 Turnover

In any organization, Turnover has become a more determined issue and it has come common in every type, size and every level of an organization in this globalization era. Especially in the field of human resource management, staff turnover is one of the considerable problems and it associated with a higher cost to the organization due to termination, advertising, recruitment, selection, and hiring [5].

When referring about the definitions of the turnover, there are number of definitions that can be found in literature. [9] Turnover is the transpose of the employees around the labor market, between the companies, job and professionals and between the states of employment and unemployment. [10] It is the ratio of the employees of organization who left in a particular period of time with the average number of employees in that organization during the same period of time. Turnover is a behaviour which describes the process of leaving or replacing employees in an organization And also found, turnover is the ratio of number of workers that had to be replaced in a given time period to the average numbers of workers[11]. Some employees are almost certainly to leave

the organization and also the smaller duration of the job mean employees are much not satisfied with their job and the organization as well as the organization have not a trust or satisfied with the employees, then employee's intention is most likely to turn over their job [10]. [12] Turnover can be divided into two types such as voluntary turnover that mean, employees leave their job by their readiness and involuntary turnover that describes employees have to leave the job when their employers fire them from the jobs.

Organizations in worldwide try to control their turnover ratio because organizations want to reduce the cost by saving the resource as turnover contain various cost including hiring, recruiting, and selecting the employees, therefore turnover considered as one of sore problem in an organization. Further, any kind of organization confront turnover problem of employees and some employees quit the organization voluntarily while the organizations discharge some of their employees from the organization and those organizations have to experience the cost of new employees spare, recruitment, and selection and the behavior of this leaving the organization is recognize as the turnover of the employees.[6]

Additionally, Turnover comes to the company when employees found an alternative better chance or organization makes decision to fire the employees as their performances are not in satisfied level. Once the employees' satisfaction is not in good level toward their job and the organization as well organization does not have confidence to trust their employees, the employees' intention to turn over is the best option and they would leave the organization and on the other hand job duration will be lesser [6].

Moreover turnover can be affected to the organization on both positively as well as negatively. The main negative consequence of the turnover is cost of the replacement of new employee, because the cost of recruiting a new employee and for the selecting activities of a qualified person is relatively high since organization has to pay cost again for a new employee to recruit, and selecting activities as same as the early employee also these activities affect to arise the responsibilities of the administration [5]. But [13] when a worker employ inter-dependently in a company and leaving of the some employees are affected to the efficiency of the residual workers and it is affected to the organization in a positive way. As when employers are fired the employees who are with less productivity, organization can replace the new employees who are with high productivity and it affects to arise of the human wealth and new employee may have innovative opinions and better solutions. In other way the slight turnover is appropriate for the organization for minimizing the conflict and to carry the alteration also for the innovation [6]

2.2 Turnover Intention

[14] Behavioral intention can be identified as a dependable component of actual behavior, because if a person has intention to some kind of behavior, it demonstrates that behavior intend to be actual happen and in empirically this behavior has recognized as a relationship namely a positive relationship between intention and actual.

Turnover intention is a psychological variable of the propensity to quit that is closely associated to turnover [15]. [7] Describe the term of turnover intention as the conscious and deliberate willfulness to leave the organization. Some researchers have described that turnover intention is usually recognized in the literature as a forecaster of turnover [16]. In point of fact, there is a noteworthy positive relationship between the turnover intention and actual leaving behavior.

Turnover intention can be recognized as the final stage of the employee that can be undertaken in the process of decision making process before he gets decision to leave the job actually. Because of that turnover intention has identified as a person's behavioral intention [17].

Furthermore, consider about the term of turnover intention, [17] it is employee plans to quit the job and organization and this plan seems to be the instant antecedent to truly leaving from their organizations. The various researchers who have done studies on turnover have identified, turnover intention is common endorsed in their literature as a forecaster of turnover [16]. Additionally [15] intention is a mental (psychological) variable and it has some propensity to quit the organization also it brings close attention to actual leave namely turnover. Leaving intention (turnover intention) and actual quitting behavior (turnover) have an important positive relationship to each other [18].

[19] If a person gets an economically development, he comes a thought to find a new job to match with his current economical state and to quit the current job that he is engaging. Not only that employee choose intention to leave the organization, because the reason is it is a some kind of measure of organizational withdrawal and that is a strong forecaster of actual leaving.

2.3 Organizational Commitment

Organizational Commitment can be considered as one of the most interested area among the researchers within last decade because it has an ability to generate better effects to the organizational performance. Organizational commitment can be gained favorable advantages to the organization like organizational effectiveness, reduce turnover, improve performance, and reduce absenteeism, but this only occur, if managed properly [20].

There are great numbers of definitions for organizational commitment as many researchers have paid attention towards this field. Organizational commitment appears the degree of an organizational member is loyal also he is like to contribute the organization. The one of significant factor of the organizational effectiveness is the sense of cohesion amongst members in the organization. Employees of the organization only have a good sense of belonging with organizational mission, goals, and values will they contribute overall efforts to their work and the organization [21]. Moreover, [20] organizational commitment is the behavior of an individual articulated in correspondence to his/her dependence on a precise organization. [16] Organizational commitment is comparative strength of a person's identification with, and participation in, an organization [22].

And other important point of the organizational commitment is, it is a steady attitude, reflecting an overall affective response to the organization as an entire entity not only that this is normally viewed as high steady and worldwide than the other employee related factors like employee satisfaction but also work commitment is affected more closely regarding to the attainment of longstanding organizational aims since its wider insinuations. And other highlighting factor of the organizational commitment is that it is a feature viewed by way of both a significant antecedent and outcome [20]. When considering as an antecedent, it is point out that if an employee is committed towards the organization, that type of employee has less intention to quit his job as well as the organization, because they have a feeling like the want to go beyond the general occupation requirements. And other vital point is employee who are fill with the work commitment make a more importance and individual influence to the organization, as well as they perform in better way and involve in Organizational Citizenship Behavior (OCBs) [8].

Although there are many researchers have built up numerous definitions to recognize the term of organizational commitment, Meyer and Allen are the main originators of the organizational commitment research area when look forward about the history of researches related to this area. According to them Organizational Commitment is emotional state that binds the individual to the organization [23]. Organizational commitment is obviously connected to selections regarding the staying with, or preparation to quitting the organization [8]. [22] Organizational commitment can be increased some advantages to the organization such as positive work experience, job satisfaction, belief in management and attractive remuneration and rewards. On the other hand, organization commitment can be identified as a significant tool for the quality improvement of employees as well as work commitment has involved with the higher performing employees of the organization and they work in better way to increase the performance of the organization as whole [8]. Employees in an organization revealed is similar types of commitment and [23] have recognized the three dimensions of organizational commitment as follows.

2.4 Three Dimensions of Organizational Commitment

2.4.1 Affective Commitment

[23] Affective commitment refers to employees' emotional attachment, identification with, and involvement in the organization. Employees with a strong affective commitment, stay with the organization because they want to. Employees display a sturdy confidence in and acceptance of the new organization's goals and values also further this group of employees exerts substantial exertion for the organization and exhibit a strong desire to maintain the membership.

2.4.2 Continuance Commitment

[24] & [23] Employees' valuation of whether the costs of leaving the organization are better than the costs of remaining mean continuance commitment of the employees. And workers who observe the costs of exit the organization are greater than the costs of remaining because they have to stay [23]. [25] Employees stay with the organization because

not out of loyalty or inborn beliefs. As well as employee are stayed with the organization as they have not employee opportunities but have too much capitalized in the organization to leave.

2.4.3 Normative Commitment

[23] If an employee have a strong sensation of obligation to the organization which they worked that is the normative commitment of the employees. And an employee has a high level of normative commitment; he would like to stay with the organization as they feel they ought to.

2.5 Turnover Intention and Organizational Commitment

Considering about the highlighted research areas, employee commitment and turnover intention is one of the most populating area among the many researchers. Especially turnover intention that is intention to leave has mostly comes resent consideration as a serious outcome variable in organizational research and also in researches about the turnover intentions has discovered there is a strong relationship between employee intention to quit their job and the work commitment of the employees.

[7] Level of organizational commitment can be shown the turnover intention of the employees in an organization and actual turnover of the employees, level of absenteeism, Organizational Citizenship Behavior (OCB) and job performance.

However, [26] workers who are happy or satisfied with the organization, they have most probable to be committed towards the organization and their jobs as well as they have too much low intention to leave the job and organization. And through the researches related to the turnover intention, researchers attempt to realize the main causes for the turnover intention and by using those findings they try to grow some managerial suggestion to overcome this high rate turnover challenge [5]. According to several researchers has found a strong relationship between the organizational commitment and turnover that mean if an employee has high level of commitment towards the organization, then that person represents low level of intention to quit the organization on the other hand it also shows low level of turnover[27].

According to the literature of the affective commitment means emotional attachment of the employees, they disclosures that there is a sturdiest and high steady relationship between the affective commitment and turnover intention of the employees in an organization. Affective commitment of the employees and the turnover intention of the employees are presented negative relationship towards each concept [18].Some employees are remaining their membership with the organization not only for the affective commitment of that employees but also the cost that associate with the leaving of organization is relatively high than the staying with the job. And also continuance commitment has exposed more significantly association than affective and normative commitment [23]. Cost connected with quitting the organization to the worker's insight is also negatively effect to the turnover intention. Furthermore, literature shows that there is an important negative

association of continuance commitment toward the turnover intention [28].The employees who textures fairly indebted for their organization, is define as normative commitment of the employees in organization [25]. [22] Three dimensions of organizational commitment (Continuance commitment, Affective commitment, and normative commitment) are negatively affected to the turnover intention.

3. Methodology

3.1 Conceptual Framework

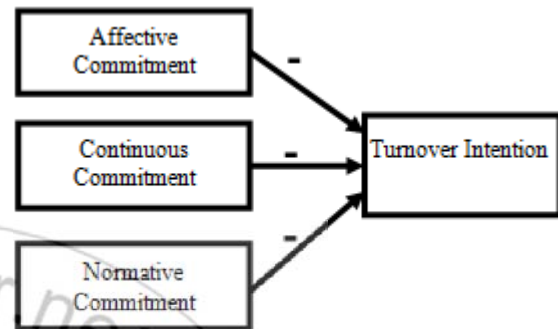


Figure 3.1: Conceptual Framework

3.2 Population & Sampling

The selected manufacturing organization is currently operating 10 production lines and each production line comprised with thirty three (33) employees including machine operators, Training Machine Operators, packers, and helpers. The main purpose of this research is to study the employee turnover intention related to direct employees and therefore the target population in the study was direct employees which includes 325 employees of the organization. From the population, 169 Machine Operators were selected [29] by using simple random sampling method as the sample for the research.

3.3 Instruments and Techniques

For this study researcher used self-administered questionnaire to collect the data. The questionnaire consists with three parts. Part one is to collect the data about respondents' demographic information including Age category, Tenure, Gender and the Educational level. Second part of the questionnaire measures the Turnover intention and it consists with three questions. The measurement scale relate to the Turnover Intension was developed by [30]. And the last part of the questionnaire was to measure the Organizational Commitment with eighteen questions; six questions for each dimension of the Organizational Commitment. Researcher used the measurement scale developed by [27]. Researcher slightly modified the questionnaire to fit to the context. Respondents were asked to mark their responses on each item using seven point Likert scales rating from strongly disagree to strongly agree. Questionnaire was translated into Sinhala as to understand easy.

3.4 Validity and Reliability

The reliability of the questionnaire is 0.87 for Affective commitment, 0.84 for normative commitment and 0.73 for continuance commitment [27] and reliability for intention to quit from the organization was 0.90 [30].

3.5 Methods of Data Analysis

For the statistical analysis of the respondent's data researcher use Minitab, version 14 software. To analyze and present the demographic factors of the respondents researcher use charts and graphs and the descriptive statistics. To identify the relationship between Turnover Intention and the Organizational Commitment researcher use correlation analysis and then to analyze the impact of the Organizational Commitment on Turnover Intention multiple regression analysis were employed in this study.

4. Analysis and Discussion

4.1 Outlook of the Sample

Most of the respondents (57.3%) were aged below 25 and 24.5% of the respondents were between 26 and 35 years. There are fewer amounts of respondents in between 35 -46 and more than 45 years as 20 and 11 respectively. Respondents whose tenure overall was less than a year were 33.9%, majority of the respondents 40.9% were between one to three years, from 3 to 5 years were 14.6%, and more than 5 years were 10.5%. 100% of the sample were consists with females there were not male employees in TSC. Nearly half of the respondents had reached to the G.C.E (O/L) level (47.9%), 16.3% had passed only grade 8, 34.5% were in the category of G.C.E (A/L) and then there were 1.1% of respondents were passed up to grade 5 only.

4.2 Correlation

The results of the correlation matrix show that the independent variable and the dimensions of the dependent variables were negatively correlated to each other.

Table 1: Correlation Coefficient Matrix

	<i>Turnover Intention</i>
Affective Commitment (AC)	-0.421
P Value	0.000
Continuance Commitment (CC)	-0.578
P Value	0.000
Normative Commitment(NC)	-0.491
P Value	0.000

Correlation between Affective Commitment and the Turnover Intention shows a low degree of negative correlation while Continuous and Normative Commitment shows a moderate degree of negative correlation with the Turnover Intention.

4.3 Multiple Regression Analysis

The general purpose of using multiple regression analysis was to learn more about the relationship between more variables in the model. Multiple regression analysis was used

to test the impact of independent variable on dependent variable.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.790	0.625	0.618	0.65795

Table 2 shows that the R Value of the model summary of the regression for all hypotheses. R^2 value of the model is 0.625. R^2 explains how much of the variance in dependent variable is accounted by the independent variable in the sample. It is the proportion of variance in the outcome variable that is shared by the predictor [31]. The value of R^2 in this model is 0.625. There might be many factors that can explain this variation. However current model which includes only Affective Commitment, Continuance Commitment and Normative Commitment that can explain approximately 62.5%. It means that 37.5% of variation in Turnover Intention cannot be explained by these three dimensions of Organizational Commitment. Therefore there must be other factors that have an influence on Turnover Intention.

The adjusted R^2 value implies how much variance in dependent variable would be accounted for if the model has been derived from the population from which the sample was taken. Also adjusted R^2 gives us some idea of how well this model can be generalized and ideally it would like its value to be the same or very close to the value of R^2 [31]. Current study is R^2 is 0.625 and adjusted R^2 of this study is 0.618. The fit of the regression model can be measured by using the ANOVA and if the p value is less than 0.05 the model is significant [31]. The p-value in the Analysis of Variance table indicates that the relationship between independent variables and dependent variable is statistically significant at an alpha level of 0.05. The value of ANOVA is 0.000. It shows the significance value as ($P < 0.05$). Therefore researcher confirms the model is significant.

4.4 Hypothesis Testing

Table 3: Coefficient and P value

Predictor	Coefficient	P value (significant value)
Constant	8.4697	0.000
AC	-0.31877	0.000
CC	-0.40266	0.000
NC	-0.35214	0.000

The first part of the Table 3 gives estimates for coefficient values. These values indicate the individual contribution of predictor to model. P value implies the significant level of relationship between the dependent and independent variables. If p value less than 0.05, it indicate Coefficient is significant. If the Coefficient value is positive, it indicates that there is a positive relationship between predictor and outcomes while a negative coefficient indicates a negative relationship between the predictor and outcomes [31].

H1_A: Affective commitment negatively impacts on employee turnover intention

Table 3 depicts regression analysis results which presents the beta value of Affective commitment as -0.31877. This value

indicates that if the Affective Commitment increase by one, turnover intention will be decreased by 0.31877 units. The significance level is 0.000 ($P < 0.05$) it is less than 0.05. Therefore the beta value of Affective Commitment is significant. At a 95% confident level researcher can conclude that Affective Commitment negatively impact on turnover intention. Therefore hypothesis 1 ($H1_A$) was supported to study.

$H1_B$: Continuous commitment is negatively impact on turnover intention.

Table 3 presents regression analysis results indicating the beta value of Continuance Commitment as -0.40266. This value indicates that if the Continuous commitment increase by one, turnover intention will be decreased by 0.40266 units. The significance level is 0.000 ($P < 0.05$). It is less than 0.05. Therefore the beta value of Continuous commitment is significant. At a 95% confident level researcher can conclude Continuance commitment negatively impact on turnover intention. Therefore hypothesis 2 ($H1_B$) was supported to study.

$H1_C$: Normative commitment negatively impacts on turnover intention.

Table 3 presents the beta value of Normative Commitment as -0.35214. This value indicates that if the Normative Commitment increase by one, turnover intention will be decreased by 0.35214 units. The significance level is 0.000 ($P < 0.05$). It is less than 0.05. Therefore the beta value of Continuous commitment is significant. At a 95% confident level researcher can conclude Normative commitment negatively impact on turnover intention. Therefore hypothesis 3 ($H1_C$) was supported to study.

4.5 Discussion

[27] Intention to leave the organization is negatively related with all three components of organizational commitment. [32] Withdrawal intentions from an organization might be better predicted by organizational commitment. Other authors state that three commitment constructs describe different reasons why employees stay with (or leave) their organization, so these commitment constructs each contribute independently to the prediction of turnover intention [33].

As the first objective current study is aimed at, to find out whether affective commitment impacts on turnover intention of machine operators. The previous researches discuss about the negative relationship between the turnover intention and AC. [18] There is a negative relationship between TI and AC. [34] There is a negative relationship between affective commitment and turnover intention and asserted AC is a one best predictor of turnover intention. Confirming those previous findings results of the current study reveals that there is a negative impact of AC on TI of the Machine Operators.

The second objective of the study was to find out the impact of CC on TI of the Machine Operators. [18] Continuance commitment is negatively related to turnover intention.

According to this study, researcher also found negative relationship between turnover intention and continuance commitment.

Last objective of the current study was to find out whether normative commitment impacts higher level of turnover intention of machine operators. [34] There is a negative relationship between normative commitment and turnover intention. The result of the current study indicates that the NC negatively impact on OC. This indicates if machine operators have felt obligation to stay with the organization their turnover intention is very low.

4.6 Implications

Through the current study which has been revealed that organizational commitment is influenced towards the turnover intention of TSC. Furthermore, based on the result of the study, employee turnover intention can be controlled by supporting the commitment of an organization. By referring that management of an organization can be utilized commitment as a factor to minimize turnover intention of the employees. According to [20] Organizational Commitment gains to favorable benefits such as organizational effectiveness, reduce turnover, improve performance, and reduce absenteeism, if managed properly. Based on that by using organizational commitment factors can expand the advantages and also to reduce the employee turnover intention.

5. Conclusion

Researcher concluded four main things from the current study. Both researchers and practitioners accept the turnover intention as an important phenomenon. To find the employees turnover intention level researcher did a preliminary survey and the results indicated that turnover intention is an issue hence, it confirms the research problem.

Secondly, Affective Commitment was significantly and negatively affect to turnover intention. That indicates if employee has emotional attachment to organization his desire to leave the organization is low.

Then Continuance Commitment was negatively and significantly affect to turnover intention. Hence, it confirms employee who has awareness of the costs associated with leaving the organization, they were not leave the current organization and the level of intention to leave the organization was quite low.

Normative Commitment was significantly and negatively affect to turnover intention. This concluded that if employee feels of obligation towards the organization, their intention to leave the organization is very low. Finally, as a whole the study concluded that all three dimensions of organizational commitment significantly and negatively associated with turnover intention.

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