

Turnover Intentions

An Empirical Study on the Mediation Effects of Job Satisfaction

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Abstract

This paper aims at testing a conceptual model connecting variables of the internal and external work environment to ITES/BPO employee turnover. In India over the past few years, the ITES/BPO sector has been growing in leaps and bounds. This has also posed certain HR challenges to the practitioners, and the biggest challenges of them happen to be the retention of the ambitious and the transitory workforce in these sectors. Retention and productivity levels of a workforce are considered prime essentials for organizations to prosper in today's competitive business environment. Based on the gaps identified from the literature, the study seeks to examine the influence of the intervening variable such as job satisfaction on turnover intentions of employees. The present study proposes a multilevel model which integrates factors at both individual- and organization-level. Applying mediation multiple regression technique, empirical examination was conducted. The results based on 208 employees' responses from 5 organizations, indicated that antecedents of turnover in the conceptual model of the present study were significantly associated with employee turnover intention mediated by job satisfaction. Results of the mediated regression analyses found that job satisfaction is a significant mediator between organizational justice, felt stress, commitment, and organizational support with turnover intentions. The findings suggest that organizations

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need to focus on how to foster job satisfaction, to enhance organizational commitment, reduce job stress and provide support to facilitate employee retention. Finally, the implications for organizational research, managerial practice and the need for future research are discussed.

Keywords and Phrases: Business process outsourcing, Information technology enabling services, Employee turnover, Perceived organizational support, Felt stress at work, Job satisfaction, Organizational commitment, Perceived organizational justice

INTRODUCTION

In India over the past few years, the ITES/BPO sector has been growing in leaps and bounds. This has also posed certain HR challenges to the practitioners, and the biggest challenges of them happen to be the retention of the ambitious and the transitory workforce in these sectors. Moreover, since the industry is principally service oriented the importance of attracting and retaining talent has become very vital. Turnover "as an individual motivated choice behavior" (Campion, 1991, p. 199[5]) has been a widely studied outcome variable in industrial and work psychology literature for over a long period by now. In literature, turnover intention has been identified as the immediate precursor for turnover behavior (Mobley, Horner & Hollingsworth, 1978; Tett & Meyer, 1993). It has been recognized that the identification of variables associated with turnover intentions is considered an effective strategy in reducing actual turnover levels (Maertz & Campion, 1998). Thus it becomes highly imperative for ITES/BPO sector to retain its talents as they are predominantly service oriented and turnover can bring in significant levels of dissatisfaction amongst the customers for lack of trained personnel replaced in place of the ex employees.

Turnover can also leave a severe blow to the morale of the stayers as they would have to take up additional burden of workload until the replaced employee gets trained. This can also add up to their stress levels. Therefore, if employee turnover is not managed properly it would affect ITES/BPO sector adversely in terms of personnel costs and in the long run it is

likely that they would loose out on their liquidity position. An attempt has been made in this research to investigate on the employee turnover antecedents of ITES/BPO sector in India.

The following research questions were developed to guide the study:

- What is the impact of turnover antecedents on the ITES/BPO employees' decision to stay with the organization?
- Does job satisfaction mediate the effects of turnover antecedents on turnover intention?

PROPOSED CONCEPTUAL FRAMEWORK

Figure 1 presents the model of turnover intentions examined in this study. The proposed conceptual model incorporates antecedents of turnover intention and the mediating role played by job satisfaction between the turnover antecedents and turnover intention. In most of the previous studies on turnover literature, organizational commitment is found to be used as an important antecedent of turnover. As a result of which the following model was conceptualized to be tested.

DETERMINANTS OF INTENTION TO LEAVE AND TURNOVER

The antecedents of turnover intention were pooled from the past research findings reviewed with respect to three components which could cause an impact on the employee's decision to quit his/her place of work. The three components are *demographic diversity characteristics* – including visible diversity (such as gender and age) and invisible diversity (such as education, tenure, and position); *and intra organizational factors* such as justice in procedures, support, job stress, organizational commitment and job satisfaction which are commonly termed as *individual affective outcomes in turnover literature*. The conceptual model framed was tested to examine the connection between these components and turnover intention.

DEMOGRAPHIC DIVERSITY AND TURNOVER INTENTION

A common distinction in the diversity literature divides

diversity into two categories: visible diversity (e.g., gender, ethnicity, and age) and invisible diversity (e.g., education, tenure and position) (Cummings et al., 1993 A. Cummings, J. Zhou and G.R. Oldham, Demographic differences and employee work outcomes: Effects on multiple comparison groups Paper presented at the Annual Meeting of the Academy of Management, Atlanta, August 1993 (1993). Cummings et al., 1993 and Jackson & Ruderman, 1995).

The findings of Knapp et al., 1982, Schwartz, 1989 and Powell & York, 1992) related to gender and turnover and came out with the analysis that women are more likely to leave their place of work than their men counterparts.

Age is also a relevant variable in predicting turnover. According to (Ito et al., 2001, Kiyak et al., 1997 Manlove & Guzell, 1997), older workers are less likely to leave their jobs than their younger coworkers, often this is often attributed to the condition of lack of alternative job opportunities and vested benefits [McNeely, 1992, Clark et al., 1997 A. Clark, Y. Georgellis and P. Sanfey, Job satisfaction, wage changes and quits: Evidence from Germany, *Research in Labor Economics* 17 (1997), pp. 95–121. Clark et al., 1997 and Spector, 1997].

With respect to education and intention to leave, findings suggest that better educated employees have more alternative employment opportunities available to them. Thus they think of giving up their current employment (Cordes & Dougherty, 1993 [8], Blankertz & Robinson, 1997 and Todd & Deery-Schmitt, 1996).

Organizational tenure is also negatively related to employees' intention to leave the organization. The more time an employee invests in an organization, the more committed s/he would be, and is more likely to continue employment with the organization [Krecker, 1994 M.L. Krecker, Work careers and organizational careers: The effects of age and tenure on worker attachment to the employment relationship, *Work and Occupations* 21 (1994) (3), pp. 251–283. Full Text via Cross Ref. Krecker, 1994, Lane, 1998 and Miller & Wheeler, 1992].

INTRA ORGANIZATIONAL FACTORS AND TURNOVER INTENTION

Perceived Organizational Support and Turnover Intention

POS refers to employees' 'global beliefs concerning the extent to which the organization values their contributions and cares about their well-being' (Eisenberger et al., 1986). POS would be valued by employees for meeting socioemotional needs, providing an indication of the organization's readiness to reward increased work effort, and indicating the organization's inclination to provide aid when needed to carry out one's job effectively (Eisenberger et al., 1986). POS is fostered by two important beliefs of employees:

1. the personification of organization, and
2. rewards based on the organization's discretion.

Through personification of organization, employees assign human characteristics to the organization and view actions by agents in the organization (e.g. managers) as actions of the organization as a whole (Eisenberger et al., 1986). Favorable or unfavorable treatment received by employees determines the organization's attitude towards its employees well being. However, there has been limited investigation of the relationship between POS and intention to leave (e.g. Allen et al., 2003; Wayne, Shore, & Liden, 1997) and more empirical work has been called for (Griffeth et al., 2000). Studies on Indian call centre employees cited in Swaha Bhattacharya's work showed that, those with few meetings with their colleagues scored high on emotional exhaustion and lower on personal accomplishment scales. High commitment score was also positively related to perceived organizational support and to religiosity (Henderson, 1996).

In sum, an employee who would rate his organization less supportive would develop a high feeling of quitting his place of work.

Thus, *Hypothesis 1 predicts that perceptions of perceived organizational support will have negative relationship with turnover intention.*

Perceived Organizational Justice and Turnover Intention

Adams (1965) conceptualized fairness by stating that employees determine whether they have been treated fairly at work by comparing their own payoff ratio of outcomes (such as pay or status) to inputs (such as effort or time) to the ratio of their co-workers. This is called distributive justice, and it presents employees' perceptions about the fairness of managerial decisions from the perspective of the distribution of outcomes such as pay, promotions, etc (Folger & Konovsky, 1989). In contrast, procedural justice focuses on the fairness of the manner in which the decision-making process is conducted (Folger & Konovsky, 1989). In other words, the focus shifts from what was decided to how the decision was made (Cropanzano & Folger, 1991). Justice perceptions also have been linked to important outcome variables (Dailey & Kirk, 1992; Folger & Konovsky, 1989; Martin & Bennett, 1996; McFarlin & Sweeney, 1992). For instance, perceptions of procedural justice are negatively related to intentions to quit (Dailey & Kirk, 1992), significantly correlate with organizational commitment (Folger & Konovsky, 1989; Martin & Bennett, 1996), and produce high subordinates' evaluation of supervisors (McFarlin & Sweeney, 1992). Studies on call centre employees have shown that these employees felt less empowered as they have little control over their work routine. The employees of call centres are constantly monitored to adopt newer and stricter control. This does have an impact on the practice of fairness (procedural justice) in an Organization, as employees are also expected to have a control over their use of toilet breaks. However considerable number of studies has also proved the resistance shown by the employees towards such a move from the part of the management (Rosenthal, 2004; Kinny et al., 2000) as cited in one of the studies on Indian call centre employees. Thus organizational commitment is used as mediating variable in the current study. In other words, if employees perceive that the decision-making process is fair, they are less likely to form an intention to quit.

Therefore, *Hypothesis 2 predicts that there is a negative relationship between organizational justice and turnover intention.*

Felt Stress on the Job and Turnover Intention

Job stress is the extent to which job duties are difficult to fulfill for the employee concerned. Stress at work is a relatively new phenomenon in modern organizational set ups. The nature of work has gone through enormous changes over the last century and it is still changing at a rapid speed. They have found to affect employees working in all sectors. With change comes stress, inevitably. Professional stress or job stress poses a threat to physical health and mental health. Work related stress in the life of employees, consequently would affect the well being of the organizations as well. According to the Survey Research Center (University of Michigan), four types of job stress are categorized and they are resource inadequacy (lack of means to perform a job), role ambiguity (unclear role obligations), role conflict (inconsistent role obligations) and work load (amount of effort required by a job) (Price, 1977). Work overload is also termed role overload. The experience of job related stress (job stress), the range factors that lead to job related stress (stressors), lack of commitment in the organization; and job dissatisfaction make employees to quit, Firth et al (2004). In one of the studies aimed at studying the personality patters of employees working in Indian call centres, came out with the finding that there is a close relationship with organizational commitment and felt stress. Organizations that do not adopt strategies within the organization, may find their employees looking out for alternative employment. One of the studies based on Indian call centres, on the effect of job stress and job satisfaction on performance, concluded that job stress victims experienced lowered quality of work life and job satisfaction. The dangerous effects of job stress demonstrate the need to alleviate stressors within the organizations. Hence it can be inferred that there is a direct relationship between felt stress and turnover intention.

Therefore, *Hypothesis 3 predicts that there is positive relationship between felt stress and turnover intention.*

INDIVIDUAL AFFECTIVE OUTCOMES

Organizational Commitment and Turnover Intention

Commitment to the organization has been identified by Mobley et al. (1979) as a potentially important

variable in the turnover process. Researchers have established that there are three types of organizational commitment and they are affective commitment, continuance commitment, and normative commitment. Allen & Meyer (1990) investigated the nature of the link between turnover and the three components of attitudinal commitment: affective commitment refers to employees' emotional attachment to, identification with and involvement in the organization; continuance commitment refers to commitment base on costs that employees associate with leaving the organization; and normative commitment refers to employees' feelings of obligation to remain with the organization.

As discussed earlier, perceptions of POS and turnover intention are expected to be associated with organizational commitment. On the same lines perceptions of organizational justice is found to have a strong association with organizational commitment and turnover intentions. In addition to this organizational commitment is also found to be associated with felt stress at job and in turn turnover intention.

Therefore, *Hypothesis 4 predicts that there is negative relationship between organizational commitment and turnover intention.*

Job Satisfaction and Turnover Intention

The relationship between satisfaction and turnover has been consistently found in many turnover studies (Lum et al., 1998). Mobley et al., 1979 indicated that overall job satisfaction is negatively linked to turnover but explained little of the variability in turnover. Mobley in (1977) developed a model that explains the process of dissatisfaction that an employee feels and how s/he arrives at a decision to leave the organization. Mobley identified several intervening variables that could serve as mediators to the effect of job satisfaction. The model first explains the employee evaluation of the existing job, and then obviously it is for the employee to gauge his/her satisfaction in performing the particular job s/he is engaged in. The result of which would be either satisfaction or dissatisfaction. Mobley favored no particular satisfaction model, but contributed to the development of several such models in which he explains how dissatisfaction arises. Thus from the research findings it is inferred that dissatisfaction,

breeds the stimulation of the thoughts of quitting, which, results in evaluating the pros and cons of looking out for a job alternative that is to check for what the utilities of being in the current job is and what the alternative job would be like. If a dissatisfied employee happens to get an alternative job where s/he does not have to compromise on job satisfaction the employee concerned would definitely choose the alternative job resigning the current job. Thus in summary it can be said that the more satisfied an employee is in his/her job, less likely is the employee's probability of quitting his/her job in spite of alternative jobs being available in plenty. The dimension of self-determination under the construct namely empowerment, seem to have a direct influence on job satisfaction. This is supported by the study of call centre employees in Kolkata city, where call centre employees perceive themselves as less empowered than employees in traditional office environment. This has led to a lot of dissatisfaction among the employees leaving them emotionally exhausted. This is the rationale behind using job satisfaction as the mediating variable in the present study. Thus it is hypothesized that:

- H5a: Job satisfaction will mediate the relationship between perceptions of organizational commitment and turnover intentions.
- H5b: Job satisfaction will mediate the relationship between perceptions of organizational support and turnover intentions.
- H5c: Job satisfaction will mediate the relationship between perceptions of organizational justice and turnover intentions.
- H5d: Job satisfaction will mediate the relationship between perceptions of felt stress and turnover intentions.

METHODOLOGY SAMPLE

Data for this study was collected from the employees working in five BPO/ITES Organizations located in Chennai, India. The data was collected via a questionnaire made up of multiple questions. The questionnaire contained quantitative measures of turnover intentions, job satisfaction, organizational commitment, organizational justice (distributive and procedural justice), and felt stress at job, alternative job availability, job satisfaction and demographic particulars. Within the background section of the

questionnaire, respondents were asked to provide information on their occupation title, gender, age, job tenure and organizational tenure. Questionnaires were handed over to HR Managers of these organizations, who in turn distributed them to the employees. Out of 230 questionnaires distributed only 203 respondents returned the questionnaires. Among them the usable ones were only 181, i.e. 89.2% response rate. Out of 181 respondents 61% were women and 39% were men. The sample included abstractors, legal specialists, validators, team leaders, quality controllers and training heads. It was found 56% of the employees belonged to an age group below 25 yrs and less than 1% of employees belonged to an age group between 41 and 50 yrs. Another 40% of the respondents had served their organizations between 3 and 1 yr and less than 1% of the respondents served their organizations above 11 yrs. Data was collected on a structured questionnaire consisting of the scales on support, justice, felt stress, job satisfaction, commitment, alternative job availability and turnover intent, besides some demographic details like age and tenure with the organization. Respondents were asked not to indicate any form of identification to ensure the anonymity of their response.

Measures

Organizational Support

Was assessed using twelve item scale by Robert Eisenberger, Steven Hutchinson, Debora Sowa (1986). The respondents were asked to rate the statements on a five-point scale (1 = strongly agree, 2 = agree, 3 = neither agree or disagree, 4 = disagree, 5 = strongly disagree) as to indicate their agreement to the statements to their feel of support from their organizations. Internal consistency (Cronbach's alpha) for the measure was 0.70.

Organizational Justice

Distributive justice in our study is defined in terms of reward and pay and it was measured using five items from the scale used by Price and Mueller (1986). The respondents were asked to rate the rewards on a five-point scale (1 = strongly agree, 2 = agree, 3 = neither agree or disagree, 4 = disagree, 5 = strongly disagree) based on the effort that they put on their job. *Procedural justice* was measured through a six-item scale used by

Niehoff and Moorman (1993). This scale assessed the gathering of accurate information of the issues relating to employee empowerment, and an appeal process. Internal consistency (Cronbach's alpha) for organizational justice was 0.94.

Felt Stress at Job

Stress at job was measured keeping in mind stress factors like ambiguity, conflict, workload, inadequate resources. Job stress was measured by a sixteen item scale used by Kim et al (1996). The respondents were asked to rate the statements on a five-point scale (1 = strongly agree, 2 = agree, 3 = neither agree or disagree, 4 = disagree, 5 = strongly disagree) as to indicate their agreement to the statements to their feel of stress they undergo while they perform their jobs. Internal consistency (Cronbach's alpha) for the measure was 0.76.

Job Satisfaction

Was measured adapting seven items from the scale used by Hackman and Oldham (1975). Respondents rated their agreement with each statement by use of a five step scale where 1 indicated strong agreement and 5 indicated strong disagreement. Internal consistency (Cronbach's alpha) was 0.72.

Organizational Commitment

Was measured using seven items of the scale used by Mowday, Steers, and Porter (1979). The respondents were asked to rate the statements on a five-point scale (1 = strongly agree, 2 = agree, 3 = neither agree or disagree, 4 = disagree, 5 = strongly disagree) as to indicate their agreement to the statements to their feel of commitment to their organizations. Internal consistency (Cronbach's alpha) for the measure was 0.74.

Intention to Leave

Four items were adapted from two scales: Lyons' and Camman, Fichman, Jenkins, and Klesh (cf. Cook, Hepworth, Wall & Warr, 1981). Respondents rated their agreement with each statement rated on a five step scale ranging from strong agreement (1) to strong disagreement (5). The items were previously used by Krausz, Bizman, and Weiss (1989). Coefficient alpha for the measure was 0.85.

ANALYSIS AND RESULTS

This section presents the outcomes of the statistical analyses, which are separated into four main sections: (a) descriptive statistics, (b) correlations (c) mediated regression analyses, and (d) moderated regression analysis.

Descriptive Statistics

Descriptive statistics, for all variables, including means, standard deviations and skew are presented in Table 1. Respondents indicated low levels of organizational support (2.40) received. On average, the participants indicated that they had low levels (2.50) of intent to leave their place of work. The participants also indicated low levels of justice shown by their organization (2.34). In relation to the extra organizational variable, respondents indicated relatively high level of interest in taking up alternative jobs. Two variables had statistically significant levels of skew, an indication of asymmetry of distribution. Firstly, most respondents indicated that they experienced moderate to high levels of job satisfaction (skew = -3.67).

Secondly, most respondents indicated that they experienced high levels of job stress (-0.02) relatively.

Correlations, showing the strength and direction of the linear relationships between the predictor variables and the outcome variable are presented in Table 2.

Correlation

Hypothesis 1 (organizational support), 2 (justice) and 4 (organizational commitment) states that they would be negatively related to turnover intention. The three r 's were not significant, and therefore the hypotheses were not supported. While hypothesis 3 was supported as significant association was found between felt stress and turnover intention.

Mediated Regression

The next hypothesis was related to mediation. The recommendations of Baron and Kenny (1986) were followed to test for mediation. According to them, three conditions must hold to establish a significant mediation effect:

1. The predictor (independent variable) must significantly impact the mediator.

2. The predictor must impact the criterion (dependent variable).
3. The mediator must impact the criterion variable and predictor variable
4. (Independent variable) on criterion must either become insignificant (total mediation) or must become less significant (partial mediation) in the third equation when the criterion is regressed on both independent and mediator variable in the third condition.

Consequently, to test for mediation effects, three regression equations were tested.

Mediated Regression Analysis

H5a states that Job satisfaction will mediate the relationship between perceptions of organizational commitment and turnover intentions. Table 3 presents the findings from the three regression equations testing this hypothesis. In the first equation, job satisfaction (the mediator), was regressed on organizational support, (the predictor). In equation two turnover intentions, (the criterion), was regressed on organizational support and their relationship was found to be significant. In equation three, turnover intentions were regressed simultaneously on organizational support and job satisfaction. The relationship between turnover intentions and organizational support was significant and was less than in equation two. Thus, the results indicate a partially mediated relationship. The relationship between turnover intentions and organizational commitment was significant. Hence, all four of Baron and Kenny's (1986) conditions are met. A Sobel test was performed indicating a significant mediation effect. So hypothesis H5a was supported.

Hypothesis 5b stated that job satisfaction will mediate the relationship between organizational justice and turnover intentions. Table 4 presents the findings from the three regression equations testing this hypothesis. The findings from the table depict a significant mediation effect. Thus supporting H5b. The Sobel test produced a significant mediation effect as well.

In the first equation, job satisfaction, (the mediator), was regressed on organizational justice, (the predictor). In equation two turnover intentions, (the criterion), was regressed on organizational justice and their relationship was found to be significant. In

equation three, turnover intentions were regressed simultaneously on organizational justice and job satisfaction. The relationship between turnover intentions and organizational justice was significant and was less than in equation two. Thus, the results indicate a partially mediated relationship. The relationship between turnover intentions and organizational commitment was significant. Hypothesis 5b was found to be supported.

Hypothesis 5c stated that job satisfaction will mediate the relationship between organizational commitment and turnover intentions. Table 5 presents the findings from the three regression equations testing this hypothesis.

In equation one of the mediated regression, job satisfaction (mediator) was found to be significantly related to organizational commitment. In the second equation, turnover intentions (criterion) were significantly related to organizational commitment. In the third equation, there was significant relationship between turnover intentions and organizational commitment. Hence, all Baron and Kenny's (1986) conditions were met indicating partial mediation relationship. So hypothesis 5c was supported. The Sobel test produced a significant mediation effect.

Hypothesis 5d stated that job satisfaction will mediate the relationship between felt stress and turnover intentions. The results of this regression analysis are displayed in Table 6. Equation two yielded a positive significant relationship. In equation three, turnover intentions were regressed simultaneously on felt stress and job satisfaction. The relationship between turnover intentions and felt stress remained significant, yet it was less than in equation two. Thus, the results indicate a partially mediated relationship supporting hypothesis 5d. A Sobel test was undertaken and yielded a significant mediation effect.

THE MEDIATING EFFECT OF JOB SATISFACTION

If job satisfaction acted as a mediator, the influence of the antecedents on outcomes would presumably decrease significantly if job satisfaction and the antecedent variables were added simultaneously as predictor variables. All the findings in the tables shown above illustrate similar patterns. The influence of predictor variables on turnover intention is reduced

to significantly when job satisfaction is added to the model, although this reduction was slight depicting partial mediation.

Practical Implications

The present study found support for job satisfaction serving as a mediating factor to the predictor variables such as organizational support, felt stress and organizational justice and turnover intention and organizational commitment. The results also concluded that significant positive correlations were found for the predictive variables and outcome variable. POS was found to be positively associated with turnover intention in the current study. The present study seeks to add significant value to both practitioners and academics alike. From a practical perspective, the study helps practitioners to adopt behavior which can help employees to enhance their satisfaction with respect to to their job and organization and in turn, improve organizational commitment and performance, which may otherwise influence them to consider a job alternative.

From an academic perspective this study is expected to yield additional insight into the relationships between the variables used in the model, which should contribute to the future development on this line of research. Furthermore, there has been limited investigation of the relationship between POS and intention to leave and more empirical work has been called for in the study of Griffeth et al., (2000). In this research, POS has been tested empirically as a turnover antecedent to study turnover behaviour of the employees. Thus, it would contribute to the body of knowledge on this line.

Limitations and Future Research

Data collection was difficult as the HR personnel had objected interaction with the respondents. All measures reported were self reports and social desirability desired by the respondents. Longitudinal study needs to be carried out and use of structural equations modeling needs to be taken care of to refine possible relationships and causal directions. Another limitation was concerned with the use of turnover intention measures rather than actual behavior in the analyses. Dalton, Johnson, and Daily (1999) have voiced their concerns regarding conducting research using 'intention'

variables as they insist that the relationship between the tendency to leave the place of work and actual variable is found to be low.

DISCUSSION AND CONCLUSIONS

Overall, the results supported previous research on turnover intentions, with support for organizational commitment as better mediator of the relationship between organizational justice, felt stress, job satisfaction with turnover intentions. In addition, some aspects of the model are valid, whereas others did not seem to apply to the BPO/ITES sector. As predicted, job satisfaction was found to have a stronger association with turnover intention. About 56% of employees belonged to an age group below 25 yrs and less than 1% of employees belonged to an age group falling between 41 to 50 yrs. From this it could be inferred that majority of employees in ITES/BPO sector are youngsters who are most likely to quit their place of work and this is very much supported by the turnover literature. On the same lines it could be inferred that high attrition is seen in ITES/BPO sector as it is comprised of majority of women respondents who are more likely to quit than their male counterparts and this finding is heavily supported by the turnover literature. Tenure also plays a significant role in turnover literature. The more time in terms of service an employee invests in his/her organization, the less likely that s/he will quit. It was found that about 40% of the respondents had served their organizations between 3 months to 1 yr and less than 1% of the respondents served their organizations above 11yrs. From this it could be inferred that majority of the respondents put in less number of years as service and this can be attributed to their young age. It was found from the findings that respondents who served more than 11 yrs in their place of work had served in senior positions by virtue of their high qualification.

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Table 1: Descriptive Statistics

	Mean	S.D	Skew
Support	2.40	0.49	0.34
Commitment	1.95	0.52	0.27
Justice	2.34	0.60	0.25
Job sat	2.63	0.70	-3.67
Turnover	2.50	0.79	0.63
Stress	2.53	0.41	-0.02

Table 2: Relationships between the Variables in the Model

	Support	Commitment	Justice	Job Sat	Turnover	Stress
Support	1					
Commitment	0.58*	1				
Justice	0.62*	0.47*	1			
Job Sat	0.48*	0.34*	0.42*	1		
Turnover	0.61*	0.56*	0.52*	0.44*	1	
Stress	0.51*	0.46*	0.52*	0.53*	0.48*	1

Note: *Correlation is significant at the .01 level (2-tailed).

Table 3: Mediating Regression Equation Testing Hypothesis 5a

Eq	Criterion	Predictor	Beta	t	Adjusted R Square	Sig
1	Job satisfaction	Organizational support	0.72	8.5	0.25	.000
2	Turnover intention	Organizational support	1.1	11.0	0.37	.000
3	Turnover intention	Organizational support	0.83	7.7	0.41	.000
		Job satisfaction	0.30	4.1		.000

Note: p < .05, Sobel test Z = 4.43.

Table 4: Mediating Regression Equation Testing Hypothesis 5b

Eq	Criterion	Predictor	Beta	t	Adjusted R Square	Sig
1	Job satisfaction	Organizational justice	0.45	6.3	0.16	.000
2	Turnover intention	Organizational justice	0.60	7.0	0.19	.000
3	Turnover intention	Organizational justice	0.39	4.5	0.31	.000
		Job satisfaction	0.47	6.1		.000

Note: p < .05; Sobel test Z = 5.78.

Table 5: Mediating Regression Equation Testing Hypothesis 5c

Eq	Criterion	Predictor	Beta	t	Adjusted R Square	Sig
1	Job satisfaction	Organizational commitment	0.49	5.7	0.13	.000
2	Turnover intention	Organizational commitment	0.93	9.8	0.32	.000
3	Turnover intention	Organizational commitment	0.72	7.6	0.41	.000
		Job satisfaction	0.40	5.7		.000

Note: p < .05; Sobel test Z = 4.65.

Table 6: Mediating Regression Equation Testing Hypothesis 5d

Eq	Criterion	Predictor	Beta	t	Adjusted R Square	Sig
1	Job satisfaction	Felt stress	0.90	9.5	0.30	.000
2	Turnover intention	Felt stress	1.0	8.6	0.26	.000
3	Turnover intention	Felt stress	0.69	5.0	0.33	.000
		Job satisfaction	0.38	4.9		.000

Note: p < .05; Sobel test Z = 5.18.

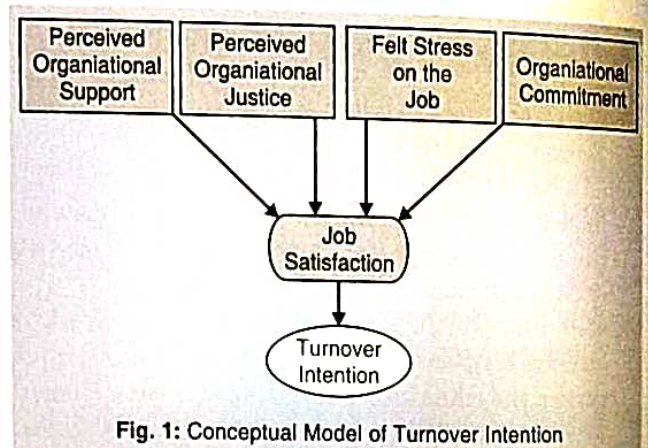


Fig. 1: Conceptual Model of Turnover Intention