CU Global Management Review
Volume 7, Issue 2, July-December 2018, pp. 79-95

A STUDY ON DRIVERS FOR TURNOVER INTENTION AMONG JUNIOR AND MIDDLE MANAGEMENT EMPLOYEES

Vishal Choudhary, Research Scholar,
School of Management, G. D.Goenka University,
Sohna Road, Haryana India.

Dr. Nusrat Khan, Assistant Professor,
School of Management, G. D.Goenka University,
Sohna Road, Haryana India

ABSTRACT

Employee turnover is an issue wherein employee leaves their existing organization due to several reasons. Employees are the most important component of an organization that carries forward the organization towards its aims and goals. It is very important an organization take well and good care of the work ethics of an employee. Failing to do so may cause employee turnover intentions. However, in this review paper, drivers for turnover intention among junior and middle management employees has been researched and represented. The paper also evaluates the intensities of various factors driving turnover intentions through empirical review and the effect of turnover on the productivity of the organization. Along with this as the main aim, importance of low rate of employee turnover rate for organization performance, factors that drive the intentions to leave and evaluate the intensities of various factors through drives the employee turnover intentions has also been discussed using literature review from prior empirical studies.

Keywords: Employee, Turnover Intentions, Drivers, Junior and Middle management employees, Productivity

- JEL Classification:
- Paper Classification: Research Paper

INTRODUCTION

Employee turnover and need for retention of employees

Employee turnover is an organizational issue where the employee leaves the organization or might be the other way round where the employer dismisses employee of their duty(Szafranek & Voloshyn, 2014).Employee turnover intentions can thus be voluntary action when the employees themselves leave the organization,or could be in-voluntary wherein employee is terminated by the employer of the organization(Kaur, 2013). For voluntary employee turnover intention; low wages(Peltokorpi, Allen &

Froese, 2015), lack of career opportunities(Wells & Peachey, 2011), bad working conditions and working hours(Zimmerman & Darnold, 2009), underemployment(Wells & Peachey, 2011), low job satisfaction(Vanderpool & Way, 2013) and seasonality(Benjamin, 2012) are some of the primary factors, while, inappropriate skills(Kaur, 2013), better opportunity(Nohe & Sonntag, 2014), poor performance(Wells & Peachey, 2011) and consistent low work ethics(Perryer et al., 2010) are the factors for involuntary employee turnover intention.

In contrast to the area of study for this research, junior management employees in any organization are basically those employees who have recently been recruited, while, middle management employee are those who have more than five years of experience and either leads a team or a section of the marketing department (Midtsundstad, 2011). Akran, (2011, p. 5); has classified middle and junior/lower level of management as, 'The Middle Level Management consists of the Departmental Heads (HOD), Branch Managers, and the Junior Executives and the junior level management consists of the Foremen and the Supervisors.' This classification clearly indicates and differentiates middle and junior level management employees. However, both the junior and middle management employees are major actors in the performance and efficiency of the organization. They also act as they key players in carrying the organization towards achievement of organizational goal (Mallaiah, 2009). Furthermore, in the recent years, employee turnover intention rate has been a major issue among the employers as the costs for hiring and recruiting new prospect is increasing. Moreover the productivity and the workforce of the company may decline(CRG, 2015). Another disadvantage of high employee turnover rate is that it causes turmoil and confusion between employees and the managing heads (Jha, 2009). In many instances it has been seen that majority of the employee turnover intentions is voluntary mainly due to organizational commitments, job satisfactions, work environment and pay which leads to organizational loss in finances and costs, productivity of the company, company image and reputation(Akpan, 2013; Balkan, Serin, & Soran, 2014; Bee et al., 2014; Bushra, 2012; El-sakka, 2016; Foon, Chee-Leong, & Osman, 2010; Joarder & Ashraf, 2012; Mouhamadou, Peter, & Moussa, 2015; Natasha, 2008). Thus, it very important that key employees are retained, in the organization in order to maintain long term good health and success of the company. Retaining employees also helps to maintain organizational performance, customer satisfaction, employee motivation, and effective succession planning(AICPA, 2013). Encouraging employees to remain in the organization for a long period of time can be termed as employee retention(Das & Baruah, 2013). However, the frequency of employees who leave in case of voluntary employee turnover intention are most likely those employees who are well skilled and intelligent as they have more opportunities than other moderate and poorly skilled employees in the company. This in turn affects the company's value and productivity and performance(AICPA, 2013). The reason why it is important that key employees of a company must be retained is that, company costs to replace such employees increases along with the loss of knowledge and involves more costs in trainings and orientations (Saleem & Gul, 2013). Moreover, in marketing and sales sector, there is also a fair chance of losing valued customers which may indirectly affect the organization values, reputations and finances (Kaya, Bezirgan, & Alamur, 2015). Furthermore, it has

also been seen that due to employee turnovers the management might put extra shifts leading to stress and turmoil among the employees, which is very bad for the employer (Emerson, 2013).Thus, looking into the facts and factors of effects from employee turnover intention it is clear that companies and organizations have a great need for retaining employees, especially key employees using motivational and promotional tools and techniques.

Need for the study

The basic need for this research study is to understand various reasons and factors that drive the employee turnover intention. Moreover, this review article will help to contrast between the factors that affect the employee turnover intention in junior and middle management employees. An empirical review literature will help to understand the reasons and factors that have been found to be the most influential in driving the employee turnover intentions. Moreover, this review study will help to determine the need for retention of employees and improvement of factors that drive the turnover intentions of employees.

Objectives of the study

- The objectives of this review article are as follows;
- To find the factors that drives the intentions among junior and middle management employees to leave.
- To evaluate the intensities of various factors through empirical review that dives the employee turnover intentions.
- To understand the effect of employee turnover on organization performance.

Literature Review

Intention to leave among junior and middle management employees

Kaya et al., (2015) & Peltokorpi et al., (2015)found out that there are various determinants of employee turnover that make the intention to leave among junior and middle management employees.

Wells & Peachey, (2011) in the research study on turnover intentions, it was found that the researcher had mentioned factors that primarily affect new employees on joining a new company as, adjustment to new environment, communications, bad image of management indicated verbally by older employees and inter-relationships with older employees. However, in a presentation at an international conference of Management, Knowledge and Learning, 2014 by Szafranek & Voloshyn, (2014) said that employee expectations are greatly influenced by their turnover intentions. Usually when an employee joins a management department in an organization, their first expectation is attractive pay scale followed by ease of work pressure and good environment to work at. Furthermore, according to a research conducted by Aon Hewitt, (2015) it was found out that in the recent years the employee engagement intensity has relatively increased for recently recruited employees. This is because,the more an employer engages an employee, the more an employee gains skill and knowledge, which in turn

benefits the employer. However, the employees always expect the best of support and good working conditions, which when not fulfilled by the employers makes the junior employees to look for new opportunities. Thus, it can be said that intention to leave among junior management employees are dependent on the fulfilment of expectations by the employer and employee perspective on the organization.

However, Mallaiah, (2009), conducted an empirical survey among 188 respondents working from 15 universities to evaluate the management of the expectation levels of librarians and it was found that the employees who had worked for more than 3-4 years were found to expect; job security, working conditions, responsibility, authority, employee relationships and promotions. Thus, it can be implied that appropriate management of expectations of middle management employees such as; job security, working conditions, responsibility, authority, employee relationships and promotions might contribute to lower rate of the employee turnover intentions. Thus, it is important that to manage the retention so as to lower the rate of turnover intentions (Saleem & Gul, 2013). In case of junior level employees it is very important that the job perceptions and job expectations be maintained. Moreover, junior level employees must undergo orientation programs so that they get environmental friendly with the employees and learn to work as a team, which will improve job satisfactions and job commitments.However, as mentioned before, to maintain the retention of middle level employee, it is important that they be given enough rewards and promotions to achieve their exceptions from the organization. Moreover, they may be provided with higher levels of job responsibilities and bigger teams to handle and manage. The expectations of middle management employees are however, different from those of the junior employees (Kaya et al., 2015).Summary of factors influencing intention to leave has been discussed in Table 1A below.

Table 1A: Factors influencing employee turnover intention

Level of Employment	Citations	Factors
Junior Level Employee	(Wells & Peachey, 2011)	Adjust to new environment, communications, bad image of management indicated verbally by older employees and inter -relationships with older employees
	Szafranek & Voloshyn, (2014)	Pay scale, ease of work pressure and good environment
	Aon Hewitt, (2015)	More an employer engages an employee, the more an employee gains skill and knowledge
Middle Level Employee	Mallaiah, (2009)	Job security, working conditions, responsibility, authority, employee relationships and promotions
	Saleem & Gul, (2013)	Job security, stress, environment, employee relationships and promotions

Drivers of turnover intentions

In this part of the literature review, prior empirical studies has been reviewed and discussed to implicate and understand the factors that affect employee retention and turnover intentions.

From various literature reviews it was found that job satisfactions, quality of work-life balance, career growth and progression, job stress, organizational culture, organization justice, person-organization fit, trust relationship with manager, leadership style of the immediate manager and organizational commitment were found to be the most important factors that drive the turnover intentions of employees(Guðlaugsdóttir, 2016; Kaur, 2013; Masemola, 2011).

Job Satisfaction: In one of the empirical research conducted by Bushra, (2012) among 100 faculties from two different universities that comprised of professors, assistant professors, lecturers and HODs, data analytics and evaluation of the results showed that there were extensive number of faculty members who considered that job satisfaction was one of the major reasons that affects the turnover intentions of employees and working personals. Job satisfaction is the feeling of gratification with one's current job which however lowers intentions of leaving a job. However, this degree of satisfaction is driven by various sub-factors, such as; task identity, employer's attitude, pay scale, motivation, skill variety, working environment, job security and feedback. However Bushra, (2012)in order to find the correlation between job satisfactions and turnover intentions also found that factors that specifically affected job satisfaction are; working hours, location, leaves, incentives and promotion, appraisals, recognition and relationship with/amongst colleagues, and job security. These had a positive relationship with turnover intentions. Furthermore, to validate the above findings from the literatures, Joarder & Ashraf, (2012) who also conducted an empirical survey among 37 employees of a telecommunication company, found that job satisfaction and fulfillment of expectations from the company is very essential in driving the employee turnover intentions. In another report submitted by Ramadhani, (2014) where the researcher surveyed among 107 respondents in banking sector where it was found that job satisfaction has a significant relationship with intention to leave. In relevance to the previous literature, it was also found in this study that promotion, pay, communication, contingent rewards, supervision, co-workers, operating procedures and nature of work, were the major influential factors that affects job satisfactions and which in turn drives the turnover intention level of the respondents.

Quality of work life balance: The next important driving factor of employee turnover intentions is quality of work life balance. Quality of work life as defined by Suganthi & Shoba, (2013, p. 2)'as a satisfactory level of involvement or fit between the multiple roles in a person's life'. Moreover it also emphasizes the quality of the relationship between the worker's time in office and time for his personal and social life, which is a major factor that impacts the intention to leave an organization. Moreover, it has also been found that job satisfactions, life satisfactions and health influence the work-life balance of the employee (Haar et al., 2014).In a research by Natasha, (2008); where 121 target population participated in survey from accounting sector from three different cities. From the analysis of the data

and conducting statistical analysis it was found that firm commitments and job satisfactions were found to be the most influential driving factors of quality of work-life balance. However, on an overall correlation analysis it was found that quality of work life balance had a significant effect on intentions to leave an organization. Brough et al., (2014)reflected on the relation of appropriate management of work-life balance and intention to leave the organization. Here, four-item measure was confirmed in four independent samples of 6983 workers employed in Australia and New Zealand. From the empirical studies it was relevant that work-life balance was affected by work demands, turnover intentions and psychological strain, and positively associated with both family and job satisfaction, which in turn affects the turnover intentions. Thus, from the prior reviews it can be implicated that it is very important that the employers must look for better quality of work life balance which will help to increase the retention of the employees.

Career growth and progression: Okurame, (2014, p. 74) has defined career growth and progression 'as the chances of getting promoted and obtaining career development experiences. Career growth prospect is arguably an essential source of motivated work behavior'. Career growth and promotions are one of the important tools of retaining talented employees in organizations (Kaur, 2013). Every talented employee has expectations of promotions or rewards from the company and as mentioned in previous part of this study, it was found that it is a company's loss to not being able to retain talented and skilled employees. Weng & McElroy, (2012); conducted a survey among 322 managers from various sectors such as finances, engineering, management, operations, accounting and others, to find the correlation of career growth and promotions against employee turnover intentions. It was found that organizational career growth factors such as promotions, commitments and rewards, each had a negative relation to turnover intentions, thus, suggesting that, greater opportunities by an organization that meets the expectations of employee's career goals, earn professional skills and rewarding activities, motivates employees not to leave the organization. Furthermore, Karavardar, (2014) also conducted an empirical survey among 226 auditors to find the applications of career growth and progression and its effect on turnover intentions. However, it was found that, factors such as; professional ability development and persistent growth had strong influences on turnover intentions of the employees. Furthermore, it was also implicated that more the professional ability development and remuneration growth less is the employee turnover intentions.

Job stress: According to Park, (2007, p. 5) job stress is stated as 'the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs'. Job stress has been always found to have a major impact on people's life. Moreover, stress caused by the environment one works in, affects the morale and the loyalty towards the current organization (Foon et al., 2010). However, in contrast to this, Arshadi & Damiri, (2013) conducted a survey among 286 employees working at a government drilling company to find if job stress relates positively to turnover intention. Negative relationships between job stress and job performance was found, which implicated that lower the job stress better is the job performance. Moreover, significant relationship

between job stress and turnover intention was also found. Sheraz et al., (2014) too conducted a survey on factors of job stress and its effect on job satisfaction and turnover intentions. 159 respondents who contributed to the survey confirmed that job conflicts, work load and ambiguity were all significant in driving the employee's turnover intentions. Again, Ahanian, Mirzaei, & Fard, (2016) too found that among the 226 respondents from the health care department, nurses who constantly had to deal with stress in their job had an effect in their general health and in turn influenced turnover intentions. All these variables have also been found to be significant in affecting stress, satisfaction and turnover intentions. Thus, it can be implicated that job stress and turnover intentions are positively correlated and it is very important that employers well maintain job stress factors so as to retain employees.

Organizational culture: Maracine, (2007, p. 1) has defined organizational culture as 'the pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members of the organization as the correct way to perceive, think, and feel in relation to those problems'. Thus, organizational culture is an important factor that drives organizational failures or success. Moreover, organizational culture includes components such as; work environment, personality development, HR development, market culture, clan culture and a few other factors. A survey conducted by Islam et al., (2012) where a quantitative research was conducted amongst 451 employees of the banking sector. The research showed that, turnover intentions of the employees are highly influenced by the work culture and the organizational culture of the banks. Again, Emerson, (2013) conducted a big data analytics on 1,058,337 employees who belonged to the healthcare sector, to correlate organizational culture and employee turnover intentions. From data analytics of the respondents it was found that job expectations, job satisfactions and organizational culture were significant in affecting or driving the intentions to leave a company. Furthermore, in another research conducted by Aldhuwaihi, (2013) a total of 267 respondents participated in a survey to find the influence of the organizational culture on job satisfactions, commitment and turnover intentions from the banking sector. The results of the analytics indicated that the organizational culture showed good and reasonable model fit which suggested that the organizational culture of an organization and the techniques used to process and manage them are influential in affecting the retention of key employees, thereby, indicating that maintenance of organizational culture is very important in lowering the rate of employee turnover intentions.

Organizational justice: Organizational justice consists of behavioral justice, level of fairness and the cautiousness of individual personnel or set of employees in an organization (Bee et al., 2014). However, in many cases it has been seen that the organizational justice may be differentiated into many types, such as; procedural justice, distributive justice and perceived justice (Gantor & Cordery, 2009). The survey results of research by Gantor & Cordery, (2009) among 560 members of an academic institute showed that job embeddedness had significance with organizational justice. Moreover, overall job embeddedness and organizational justice measures were also negatively correlated with turnover

intentions and positively correlated with job satisfaction. In an another survey conducted by Phayoonpun & Mat, (2014) among 342 employees in the IT sector to check job satisfaction's role in organizational justice perception and turnover intentions, the study found significant relationship between distributive justice, procedural justice, job satisfaction and turnover intention among the respondents of the survey. Thus, this also implicates that organizational justice affects the intentions of the employees to leave their current company. Tourani et al., (2016) had conducted survey among 135 employees in the healthcare sector to find the relationship between organizational justice and turnover intentions. Furthermore, statistical tests indicated negative correlation between organizational justice and turnover intention, which indicates that employee's perception of organizational justice, involves satisfaction and positive states of mind which in turn impacts the turnover intentions of the employees, thus, indicating that organizational justice affects the intentions of the employees to leave their current company.

Job security: Job security is an employee's expectation on the continuity in a job situation involving employee perception of job loss or loss of desirable job features including lack of current working conditions and promotion opportunities (Holtom eta al., 2008). Akpan, (2013) conducted a survey amongst 300 faculty members to evaluate job security and satisfaction's role in determining the role towards organizational commitment of the employees. It was found that job security and job satisfaction drive the organizational commitment of employees. Sajjad, (2014), conducted a research survey amongst 160 respondents to find factors that affect the employee turnover. Factors such as, benefits, security, finances and responsibility were considered to study the employee turnover. Almost all factors had high significance, but frequency percentage showed that job security was the most influential in employee turnover. Thus, it also means that if there is a job security among the employees of the organization, there is a fair chance that they will stay for further involvement in the organizational goals.

Person-organization fit: Person-organization fit (P-O fit) basically indicates the work attitude of an employee in the kind of work environment they are employed or their attitude towards their leaders and heads which may directly or indirectly affect turnover intentions (Zhang et al., 2017). Peng, Lee, & Tseng, (2014) found out that, person-organization fit had negative effect on participant turnover intention. Moreover, participant's engagement mediated the impact of person-organization fit on turnover intention, where 349 nurses had participated in the survey. El-sakka, (2016) too conducted a survey among 187 respondents, to find relationship between person-organization fit, burnout and turnover intention. A significant strong negative relationship was found between person-organization fit, burnout and turnover intention which indicates that person-organization fit drives the employee turnover intention. Zhang et al., (2017)had also conducted survey to find the effect of person-organization fit on turnover intentions. 656 respondents from the healthcare department participated in the study, where various factors were included in the survey such as, income, benefits, career development, responsibilities, opportunities, relations and security which are components of person-

organization fit. However, it was found that job satisfaction partially mediates the relationship between person-organization fit and turnover intention but person-organization fit was significant in influencing turnover intentions. Thus, indicating that the factor person-organization fit contributes greatly to employee turnover intentions.

Trust relationship with immediate manager: Trust is one's willingness to be vulnerable to another individual relied on the belief that the perceived relation with the other is competent, open, concerned and reliable. Moreover, in an organization it is very important that there is trust between the manager and the employee (Sow, Anthony, & Berete, 2015). It is important that there is a trust between the employees and the managers, because if there is no trust there will be conflicts in terms of job decisions, job responsibility and lack of motivations. Trust is however affected due to lack of job expectations, unwanted work pressure, bad environment and work place politics. Balkan, Serin, & Soran, (2014) had found from the survey among 200 employees of the public sector institution, that there was a significant effect of "Co-worker trust" factor on turnover intentions Thus, a trust relationship affects/drives the employee turnover. Again, in another study and survey by, Su, (2014) among 10 managers of the hotel industry to investigate the turnover intention of hotel employee due to trust issues with managers. Thus, from the data analytics it was found that, wage rate, fringe benefits, mentoring process and co-worker trust are the most important factors which induce turnover intention. Kashyap & Rangnekar, (2016) conducted a survey among 253 employees at IT sectors, to find relationship between servant leadership, employer brand perception, trust in leaders and turnover intentions. It was found that, trust in leaders had significant influence on turnover intentions. Moreover, it was also found that 'servant leadership-turnover intentions' relationship was equally influenced by employer brand perception and the level of trust subordinates have in their leaders. Thus, it is very important to have trust relationships with managers as it significantly influences employee turnover.

Leadership style of the immediate manager: Leadership style is the approach used by managers and department heads to manage its junior employees in order to achieve organizational goals and principles (McCarthy, Puffer, & Darda, 2010). Moreover, a leadership style of the manager is very important as to how the employees modulate and perceive job related expectations and motivation and intentions to leave (Tremblay, 2010). Liu et al., (2013) conducted a survey amongst 190 HR employees to find the relation between leadership style and employee turnover intentions. Findings from the data evaluations show that there was direct and interactive effect of leadership style on employees' organization identity, which in turn affects their turnover. Again, Waldman, Carter, & Hom, (2015) conducted multilevel study amongst 375 Chinese employees from 96 work groups to investigate the relations between leadership and turnover behavior. From the findings it was found that leader-employee exchange had significant relation towards turnover intentions and that transformational and transactional leadership style influenced the turnover intentions of the employees. Thus, leadership style of managers also contributes to the turnover or intentions to leave an organization.

Organizational commitment: The psychological state of an organizational commitment is to bind the individual to the organization and emphasize on linking to the organization. Organizational commitment involves feelings of attachment to the goals and values of the organization and attachment to the organization for achieving goals (Pradana & Salehudin, 2013; Salleh, Nair, & Harun, 2012). The survey of 652 respondents from union and non-union firms by Park, Christie, & Sype, (2014) showed that that employees in union firms had higher intention to job turnover than non-union firms as those employees working in the union firms had better scope and low organizational commitment. Moreover, Mouhamadou, Peter, & Moussa, (2015)also conducted a survey among 92 respondents from the auditing organizations where, relationship between organizational commitment and turnover intentions were analyzed. Thus, it was found that falsified commitments and not up to mark expectations of the employees affects and drives the intentions of leaving the company. Again, Yasmin & Marzuki, (2015) had found from the survey of 358 respondents from healthcare sector, that affective commitment and normative commitment have significant impact while continuous commitment does not have significant effect on nurses' intention to quit.

The main drivers of employee turnover intentions has been discussed and reviewed from the empirical literature reviews (Table 1B below).

Table B2: Systemic Review Table

S. No.	Author	Year	Sample Size	Methodology	Key drivers identified in the study	Findings
1	***Yasmin Candidate & Ahmad Marzuki***	2015	358	Empirical Survey	Organizational commitment, Job stress, Job security	Significant correlation
2	***Peng et al.***	2014	349	Empirical Survey	Person-organization fit, Job satisfaction, Career growth and progression	Significant correlation
3	***Balkan et al.***	2014	200	Empirical Survey	Trust relationship with immediate manager	Significant correlation
4	***Arshadi & Damiri***	2013	286	Empirical Survey	Job stress, Job security, Job satisfaction	Significant correlation
5	***Emerson***	2013	1,058,337	Big Data Analytics	Organizational culture	Significant correlation
6	***Akpan***	2013	300	Empirical Survey	Job security, Job satisfaction, Organizational commitment	Significant correlation
7	***Mosadeghrad***	2013	680	Empirical Survey	Quality of work life balance	Significant correlation

8	***Bushra***	2012	100	Empirical Survey	Job satisfaction	Significant correlation
9	***Weng & McElroy***	2012	322	Empirical Survey	Career growth and progression	Significant correlation
10	***Waldman, Carter, & Hom***	2015	375	Empirical survey	Leadership Style of the Immediate Manager	Significant correlation
11	***Gantor & Cordery***	2009	560	Empirical Survey	Organizational just ice, Job security, Job satisfaction	Significant correlation

Effects of Employee Turnover on Organization's performance

Subramony & Holtom (2012) carried a study on impact of voluntary and involuntary employee turnover on company's brand image and bottom line over a period of six years beginning 2005. The research was based on data gathered from 64 regional offices of a U.S. temporary help services firm. Only those who worked as full time staff members and hired subordinates to perform short term administrative tasks for their consumers, were focused upon.

In order to demonstrate the impact of voluntary and involuntary employee turnover, the customers of the clients of the US temporary help services firm were asked to evaluate their service experience. The customers rated their experience on different aspects using a five- point scale. The results showed that offices with voluntary attrition at or above 80th percentile received an average satisfaction score of 3.94 in contrast to the score of 4.19 received by the offices with attrition levels at or lesser than 20th percentile. Similarly, the offices that have had higher involuntary cessation of employment got an average score of 3.93 as compared to 4.38 received by the ones with lesser involuntary turnover. The study proved that frequent change or loss in employees led customers to perceive lower company productivity.

These scores influenced not only the perceived performance but also the bottom line. Those offices with low scores resulted in average profits of about US$486,000, whereas those with high scores earned more than $1.9 million.

The research, thus highlights, the financial advantages of lower employee turnover and improving customer satisfaction and service-delivery. It has been noted that the negative impact of employee turnover is as gradual as marketing campaigns or service upgrades. Therefore, for service oriented business, where relationships with the customers are a prime imperative for success, maintaining staff continuity assumes significant importance. With both, voluntary and involuntary turnover, the bonds with the customers are likely to wear away. This is likely to bring noticeable impairment to performance and profitability of the company.

Discussions and Conclusions

Since recruitment and selection and then further training and development of employees incurs costs, it is therefore very important to maximize the return on investment and reduce the rate of turnover which in turn will help to manage the loss of costs and productivity leading to ultimate loss for the organization. Thus, it is very important that organizations must understand the importance of low rate of employee turnover for organizational performance and productivity. This will help to reduce the costs and engage in utilizing the most of the key employee. From different literatures it was found that there are a number of factors that drive the intentions among junior and middle management employees to leave. Intention to leave among junior management employees were found to be dependent on the fulfillment of expectations by the employer. While, for middle management employees; job security, working conditions, responsibility, authority, employee relationships and promotions might contribute to lower rate of the employee turnover intentions. Furthermore, job satisfactions, quality of work-life balance, career growth and progression, job stress, organizational culture, justice, person-organization fit, trust relationship with manager and organizational commitment were found to be the most important factors that drive the turnover intentions of employees. Research concludes that these factors have an impact on the turnover intentions and are the antecedent of the turnover of the employees.

References

Ahanian, E., Mirzaei, A., & Fard, A. S. (2016). The study of correlation between job stress and turnover intentions among the operating room nurses in selected hospitals of Tehran University of medical science. Acta Medica Mediterranea, 32(SpecialIssue2), 1045–1050. ea.com/index.php

AICPA. (2013). Employee Retention Guide : How to keep your. AICPA.

Akpan, C. P. (2013). Job Security and Job Satisfactions as determinants of organisational commitment among university teachers in Cross River State, Nigeria. British Journal of Education, 1(2), 82–93.

Akran, G. (2011). Levels of Management-Top, Middle and Lower Leve. Retrieved from

Aldhuwaihi, A. (2013). The influence of organisational culture on job satisfaction, organisational commitment and turnover intention: a study on the banking sector in the kingdom of saudi arabia. ProQuest Information and Learning, 1–251. Retrieved from Aldhuwaihi, A. (2013). Organizational Commitment and Turnover Intention: A study on the Banking sector in the Kingdom of Saudi Arabia.

Aon Hewitt. (2015). 2015 Trends in global employee engagement. Aon Hewitt, 16.

Arshadi, N., & Damiri, H. (2013). The Relationship of Job Stress with Turnover Intention and Job Performance: Moderating Role of OBSE. Procedia - Social and Behavioral Sciences, 84(2003), 706–710.

Balkan, M. O., Serin, A. E., & Soran, S. (2014). The Relationship between trust, turnover intentions and emotions: an application. Europena Scientific Journal, 10(2), 73–85.

Bee, G. H., Mak, I., Jak, N. W., & Ching, P. Z. (2014). Factors of job turnover intention among employees of private universities. UNIVERSITI TUNKU ABDUL RAHMAN, (November).

Benjamin, A. (2012). Human Resource Development Climate as a Predictor of Citizenship Behaviour and Voluntary Turnover Intentions in the Banking Sector. International Business Research, 5(1), 110–119.

Brough, P., Timms, C., O'Driscoll, M. P., Kalliath, T., Siu, O.-L., Sit, C., & Lo, D. (2014). Work–life balance: a longitudinal evaluation of a new measure across Australia and New Zealand workers. The International Journal of Human Resource Management, 25(19), 2724–2744.

Bushra, A. (2012). Job Satisfaction and Women ' s Turnover Intentions in Pakistan ' s Public Universities. The Lahore Journal of Business, 1(Summer), 59–77. Retrieved from

CRG. (2015). Things to Consider Before Every Employee Performance Evaluation Meeting. CRG emPerform.

Das, B. L., & Baruah, M. (2013). Employee Retention: A Review of Literature. IOSR Journal of Business and Management, 14(2), 8–16.

El-sakka, N. (2016). The relationship between Person-Organization Fit , burnout , and turnover Intention among CIC academic staff. The Business and Management Review, 7(2), 2016.

Emerson, D. (2013). Organizational Culture , Job Satisfaction and Turnover Intentions: The Mediating Role of Perceived Organizational Support. Virginia Commonwealth University, 1–269.

Foon, Y. S., Chee-Leong, L., & Osman, S. (2010). An Exploratory Study on Turnover Intention among Private Sector Employees. International Journal of Business and Management, 5(8), 57–64.

Gantor, J. T., & Cordery, J. L. (2009). The Impact of Organizational Justice Perceptions on Job Satisfaction and Turnover Intentions : The Role of Job Embeddedness The Impact of Organizational Justice Perceptions on Job Satisfaction and Turnover Intentions : The Role of Job Embeddedness. UWA Business School, The University of Western Australia, Perth, Australia.

Guðlaugsdóttir, Á. L. (2016). Turnover Intention : What Influences Turnover among Employees in Healthcare ? BSc in Psychology. Department of Psychology School of Business.

Haar, J. M., Russo, M., Suñe, A., & Ollier-Malaterre, A. (2014). Outcomes of work-life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures. Journal of Vocational Behavior, 85(3), 361–373.

Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). Turnover and Retention Research: A Glance at the Past, a Closer Review of the Present, and a Venture into the Future. The Academy of Management Annals, 2(1), 231–274.

Islam, T., Rehman Khan, S. U., Aamir, M., & Ungku Ahmad, U. N. (2012). Turnover Intention: The Influence of Organizational Learning Culture and Multi FOci Citizenship Behaviors. Middle-East Journal of Scientific Research.

Jha, S. (2009). Determinants of Employee Turnover Intentions: A Review. Management Today, 9(2), 26–33.

Joarder, M. H. ., & Ashraf, M. A. (2012). Work Satisfaction and Employee Intentions: An Empirical Study. East West Journal of Business & Social Studies, 3, 19–35.

Karavardar, G. (2014). Organizational Career Growth and Turnover Intention: An Application in Audit Firms in Turkey. International Business Research, 7(9), 67–76.

Kashyap, V., & Rangnekar, S. (2016). Servant leadership, employer brand perception, trust in leaders and turnover intentions: a sequential mediation model. Review of Managerial Science, 10(3), 437–461.

Kaur, B. (2013). Antecedents of Turnover Intentions : A Literature Review. Global Journal of Management and Business Studies, 3(10), 1219–1230.

Kaya, İ., Bezirgan, M., & Alamur, B. (2015). Minimum Turnover Analysis in Turkish Tourism Sector. Procedia - Social and Behavioral Sciences, 207, 404–413.

Liu, Z., Cai, Z., Li, J., Shi, S., & Fang, Y. (2013). Leadership style and employee turnover intentions: a social identity perspective. Career Development International, 18(3), 305–324.

Mallaiah, T. Y. (2009). Management of employee expectations, performance and satisfaction in university library: an empirical study. Annals of Library and Information Studies, 56, 13–21.

Maracine, M. S. (2007). Organisational culture analysis model. International Journal of Organisational Behaviour, 9(2), 595.

Masemola, S. (2011). Employee turnover intentions, organisational commitment and job satisfaction in a post-merger tertiary institution: the case of the University of Limpopo. UNIVERSITY OF LIMPOPO SOUTH AFRICA, 143.

McCarthy, D. J., Puffer, S. M., & Darda, S. V. (2010). Leadership Style. California Management Review, 52, 48–72.

Midtsundstad, T. I. (2011). Inclusive workplaces and older employees: an analysis of companies' investment in retaining senior workers. The International Journal of Human Resource Management, 22(6), 1277–1293.

Mosadeghrad, A. M. (2013). Quality of working life: an antecedent to employee turnover intention. International Journal of Health Policy and Management, 1(1), 43–50.

Mouhamadou, S., Peter, A., & Moussa, B. (2015). Relationship Between Affective Commitment and Turnover Intention amond U.S. Healthcare Internal Auditors. The International Journal Of Business & Management, 3(10), 2321–8916.

Natasha, T. A. (2008). Quality of work life and turnover intention - the mediating effects of career and organizational commitment. Indonesia.

Nohe, C., & Sonntag, K. (2014). Work-family conflict, social support, and turnover intentions: A longitudinal study. Journal of

Okurame, D. E. (2014). Individual Factors Influencing Career Growth Prospects in Contexts of Radical Organizational Changes. International Business Research, 7(10), 74–87.

Park, H. Y., Christie, R. L., & Sype, G. E. (2014). Organizational Commitment and Turnover Intention in Union and Non-Union Firms. SAGE Open, 4(1), 2158244013518928–.8

Park, J. (2007). Work stress and job performance. Perspectives on Labour and Income, 8(12), 5–17.

Peltokorpi, V., Allen, D. G., & Froese, F. (2015). Organizational embeddedness, turnover intentions, and voluntary turnover: The moderating effects of employee demographic characteristics and value orientations. Journal of Organizational Behavior, 36(2), 292–312.

Peng, J.-C., Lee, Y.-L., & Tseng, M.-M. (2014). Person–Organization Fit and Turnover Intention. Journal of Nursing Research, 22(1), 1–11.

Perryer, C., Jordan, C., Firns, I., & Travaglione, A. (2010). Predicting turnover intentions. Management Research Review, 33(9), 911–923.

Phayoonpun, T., & Mat, N. (2014). Organizational justice and turnover intention: The mediation role or job satisfaction. International Postgraduate Business Journal, 6(2), 1–21.

Pradana, A., & Salehudin, I. (2013). Role of work overload toward turnover intention among newly hired public accountants. Munich Personal RePEc Archive, (8225).

Ramadhani, S. (2014). Factors Influencing Job Satisfaction and Labour. University of Tanzania.

Sajjad, A. K. (2014). The factors affecting employee turnover in an organization: The case of Overseas Pakistanis foundation. African Journal of Business Management, 8(1), 25–34.

Saleem, T., & Gul, S. (2013). Drivers of Turnover Intention in Public Sector Organizations: Pay Satisfaction, Organizational Commitment and Employment Opportunities. Middle-East Journal of Scientific Research, 17(6), 697–704.

Salleh, R., Nair, M. S., & Harun, H. (2012). Job satisfaction, organizational commitment, and turnover intention: A case study on employees of a retail company in Malaysia. World Academy of Science, Engineering and Technology, 72(12), 316–323.

Sheraz, A., Wajid, M., Sajid, M., Wajahat Hussain, Q., & Rizwan, M. (2014). Antecedents of Job Stress and its Impact on Employee's Job Satisfaction and Turnover Intentions. International Journal of Learning & Development, 4(2), 204–226.

Sow, M., Anthony, P., & Berete, M. (2015). Relationship between Affective Commitment and Turnover Intention among U.S. Healthcare Internal Auditors. The International Journal Of Business & Management, 3(8), 2321–8916. Retrieved from www.theijbm.com

Su, H. (2014). the Factors of Turnover Intention in Hotel Industry. Ijrras, 21(1), 31–38.

Subramony, M. and Holtom, B. C., 2012. The Long-Term Influence of Service Employee Attrition on Customer Outcomes and Profits. Journal of Service Research, vol. 15, no. 4

Suganthi, D. G., & Shoba, D. (2013). WORK LIFE BALANCE : THE KEY DRIVER OF EMPLOYEE INVOLVEMENT Our changing economy and the attitude of workforce can join together to create the work environment where competent employees who are distress in their current situations are motivated to find a n. Journal of Exclusive Management Science, 2(12), 1–5.

Szafranek, M., & Voloshyn, I. (2014). Employment expectations and job opportunities of generation Y. Human Capital without Borders: International Conference, 1121–1128.