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IMPACT OF PSYCHOLOGICAL FACTORS ON EMPLOYEE TURNOVER INTENTION**MUHAMMAD RIZWAN****LECTURER****DEPARTMENT OF MANAGEMENT SCIENCES
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BAHAWALPUR****ABSTRACT**

Every year in Pakistan employee turnover rate is increasing continually and it becomes a pain full issue for organizations as well as for Govt. The aim of our study is to explore the influence of variables i.e. commitment to organization/supervisor, leader member exchange etc those are strongly related with employee turnover intention. Our research is descriptive by nature and we used questionnaire technique of survey method for collection of data. Pre defined scales are used in questionnaire to measure the variables. Size of research sample is 175 but we gathered useful data from 150 respondents. Regression analysis is used. Results support our projected model and prove that commitment to organization, commitment to colleagues, commitment to supervisors & leader member exchange have negative impact on employee turnover intention while emotional intelligence has direct impact on leader member exchange. Based on results of our study we suggest to managers/employers that employee turnover intention can be reduced by developing organizational culture based on shared values, providing them suitable working environment and leader member exchange of better quality on the part of employer/supervisor.

KEYWORDS

Employee turnover intention, Commitment to organization, colleagues and supervisors, Emotional intelligence, Leader member exchange.

1. INTRODUCTION

As time passes in spite of tremendous efforts of organizations in terms of attractive compensation, training and appraisal, incentives and health benefits etc, employee's intention to leave the organization goes on increasing. Employee turnover defines as "Rate of change in composition of employees in an organization." This change may be voluntary or involuntary. Therefore, employee turnover is of two types: (1) Voluntary Turnover (2) Involuntary Turnover. According to Dess & Shaw (2001), voluntary turnover defines as an employee's personal decision to quit from the present organization, where he works. While in-voluntary turnover defines as an employee expelled from the organization on the behalf of the employer's decision.

Most common causes of high employee turnover are (1) Low wages & allowances (2) Un-happy relations with co-workers & supervisors (3) Un-satisfactory working conditions (4) Trade union rivalry (5) Lack of in-adequate facilities (6) In adequate job security etc. In order to find out the reason for turnover, current literature focuses on those factors that consider be related to the turnover intention. As the result of these causes, high employee turnover may have either negative or positive consequences to the organization. Major negative consequence of turnover on the organization is that the organizational personnel costs

related with process of selecting, recruiting, training and development of newly hired employees to enable them to work at the place of those one who leave the organization voluntary/involuntary (Staw, 1990; Huselid, 1995). When turnover rate is high, much time of organization has wasted in selection and recruitment of new employees. Moreover, new employees have to give orientation and training to make them familiar with the culture of and tools/equipments used in the organization. Instead of training, new employees do not make production at the level of old employees and firm's productivity reduces. New employees are unable to maintain the same level of quality of products and services that affects the sales of firm. High turnover is also responsible for poor morale in many organizations. Dess and Shaw's (2001), assessment of cost benefit approach argue that sometimes cost of turnover is significant for the organization because it realizes the benefits for the organization in terms of payroll deductions, betterment in innovations and voluntary departure of employees those performance is not up to standards. If employees showing poor performance are encouraged to quit from the organization then organization can hire the more productive employees at their place. It would increase the productivity as well as human resources of the organization. The newly hired productive employees may bring their knowledge, skills and competencies, provide innovative solutions and put brand new ideas to the organization.

According to Staw (1980), in the organization hierarchy turnover in strategic and business level positions may also be the most important factor to determine the chances of promotion opportunities and can contribute to a direct association between turnover and organizations morale. While moderate levels of turnover are valuable to the organization because it reduces the differences at workplace and new ideas bring improvement in innovations. A firm suffering from the problem of excessive turnover reduces its effectiveness and efficiency. It has un-balanced workforce due to which its HR costs increases. Different researches and historical evidences related to employee turnover push us to conduct this research. In Québec, the projected turnover rate of truckers has been 36% since 2003 and on the average 37300 new truckers are required each year as reported by Canadian Trucking Human Resource Council. From the assessment of existing truckers turnover literature, it is found that the effect of employee commitment on turnover remain a neglected topic. Studies of Morrow et al. (2005); Arkoubi et al. (2007) have used employee commitment as a variable but Morrow et al. (2005) failed to find out any relationship between affective commitment to the organization and actual turnover. The average monthly resignation rates were 2.7%, 2.9% and 3.4% in Taiwan, South Korea and Singapore respectively (Barnard and Rodgers, 1998). According to the international human resource consulting firm Hewitt Associate's 2007 Total Management Survey, the average rate of employee turnover is 18% in Malaysia.

Organization wants to utilize its time effectively and to improve their efficiency while employee's desire to establish a high quality interaction with leaders in the organization. However, developing a better workplace relationship is a time consuming process but it results in terms of highly satisfied employees and lower quitting rates. From a research paper, it found that emotional intelligence of leader enable them to solve the differences between organizational interests and employee's desires. Many past researches conducted on employee turnover intention explore different aspects. However, the general objective of our study is to explore the few much considerable factors that affect the employee intention to leave the organization. More specifically, our study will make an effort to accomplish the following objectives:

1. Briefly understand the effect of commitment to the organization on turnover intention.
2. Study the effect of affective commitment to organization on turnover intention.
3. Explore the effect of emotional intelligence on leader member exchange.
4. Describe the effect of leader member exchange on turnover intention.
5. Study the relationship of commitment to colleagues with the turnover intention.
6. Understand the association of commitment to supervisors with intention to leave.

2. LITURATURE REVIEW

2.1 EMPLOYEE TURNOVER INTENTION (ETINT)

"Employee turnover intention (ETInt)" also called intention to quit/leave. It is defined as, "Employee's perception to depart from the organization due to different factors i.e. dissatisfaction with job, and dissatisfaction with pay etc is called intention to leave/turnover intention". Research conducted in "Asian countries" like Singapore, Hong Kong, Malaysia etc exposed that ETInt is increasing day by day and it becomes impossible to control it (Asia Pacific Management News, 1997). According to National Productivity Board, Singapore (1988) over two third of the business firms indicated that they had faced a productivity loss of more than 10% due to high employee turnover. Besides the low productivity, the survey reported a reduced quality of products & services and high staffing cost relative to high employee turnover. Employee turnover especially found to be the most important cause of poor morale in several organizations. Based on human capital theory, Shaw & Dess (2001) propose a direct negative association between level of productivity and voluntary turnover. Riley (2006) examine that effective communication systems and social dynamics are vital to the valuable performance levels of work groups. That is why; turnover can have a negative effect on the performance of a firm through loss of team integration, morale, cohesions and may boost up in-group conflicts and crash the interaction with their customers. Riley also reported that projected cost of turnover has been approximately one to one and a half times the employee's total pay.

2.2 COMMITMENT TO ORGANIZATION (CTO)

It is define as, "how much an employee is willing / serious to work for organization in order to achieve its goals." The relationship between commitment to organization (CTO) & several antecedents to organizational commitments (for instance intention to leave) has been well-established (Allen & Meyer, 1990; Tett & Meyer, 1993; DeConinck & Bachmann, 1994). According to literature, strongly committed workforce is the one who is least probable to leave the organization. The study of Porter et al. (1974) highlighted the significance of CTO in explaining employee turnover. They verified in their study, that commitment towards organization is a good forecaster of turnover intention. From that time, CTO has often explored in literature on turnover and shown be linked negatively with turnover intention. In Singapore Aryee et al.'s (1991) study on professional accountants also showed a negative link between CTO and turnover intention. In the same way, in a longitudinal study of 485 graduate students in Hong Kong, Wong et al. (1996) found CTO as a strong predictor of turnover intention. Some other scholars (Kim et al. 1996; Ben-Bahr et al. 1994; Tett & Meyer, 1993; Arnold & Feldman, 1982) have also found same results. CTO is basic research variable on actual turnover/turnover intention (Tett & Meyer, 1993; Matheiu & Zajac, 1990). The results of the study by Mayer et al. (2002) show that the higher the employee CTO, the lesser will be his/her desire to leave the organization. Following the above discussion, it is hypothesize that:

H1: There is a negative relationship between commitment to organization and intention to leave the organization.

2.3 AFFECTIVE COMMITMENT TO ORGANIZATION (ACTO)

The most frequently cited model of organizational commitment is the one developed by Allen & Meyer (1990) comprises of these three dimensions: 1) Affective component concerns with employee's emotional adherence to and participation in the organization. 2) Continuance commitment to organization 3) normative commitment to organization. According to the study of Pascal Paille et al. (2011) on truckers turnover intention it is found that if employees are allowed to participate in decision making, development of organizational objectives and culture based on shared values then employer can increase the ACTO in employees. In recent times, Al Arkoubi et al. (2007) found a negative and significant relationship between ACTO and turnover intention. The results of his study are coherent with the empirical figures in the literature on organizational commitment. Research of Meyer and Allen (1991) stated an inverse relationship between the ACTO and ETInt. They said that if employee has strong ACTO, he continued his job with the organization because he actually wants to attach with it. From the meta-analysis released on commitment (Meyer et al., 2002), we find that affective component of commitment is highly correlated with ETInt than the actual turnover. Based on existing data in literature, we suggested the following hypothesis:

H2: There is a significant negative relationship between affective commitment to organization & intention to leave the organization.

2.4 EMOTIONAL INTELLIGENCE (EMI)

An extensively accepted model of emotional intelligence (EMI) presented by Mayer & Salovey (1997) consists of four constructs: 1) Understanding of own emotions 2) Management of own emotions 3) Understanding of other's emotions 4) Management of other's emotions. They suggested that emotional intelligence abilities assist individuals to identify, understand and cope with emotions in themselves as well as in others that contributes to the improvement of relationship (LMEx) at work place. In organizational researches, EMI has a quite recent history as a variable of concern. Mayer & Salovey's model of EMI (1997) presents four consistent emotions processing abilities: awareness, integration, realizing and management of own and other's emotions. According to Graen &

Uhl-Bien (1995), as a critical aspect of affective leadership, EMI contributes to improving workplace relationship. Wong & Law (2002); Carmeli (2003), suggests that some evidence exists about the influence of EMI on attitudes in the workplace. In a sample of senior managers in public region, Carmeli (2003) in his study found a relationship between EMI and withdrawal cognition of these managers. Managers with higher levels of EMI are able to deal with stress and cover issues that may eventually result in them to leave and they developed LMEEx of better quality. According to Jordan et al. (2002), job insecurity may be responsible of increasing level of turnover in the organizations and that emotionally intelligent employees are able to understand and manage their emotions that come out from perception of job insecurity that may eventually result in lower turnover. In the light of above studies, we suggest that:

H3: There is a positive relationship between emotional intelligence and leader member exchange.

2.5 LEADER MEMBER EXCHANGE (LMEEx)

Dienesch & Liden (1986) proposed LMEEx as a multi dimensional concept and they defined three dimensions of LMEEx: 1) Perceived contribution to the exchange 2) Loyalty 3) Affect that based on interpersonal attraction instead of the effort of specialized values afterwards is called LMEEx linking (Liden & Maslyn, 1998). We point out that the effect of EMI on LMEEx's quality will be direct. Intrinsically LMEEx is interchange of emotions. Kellett et al. (2006) from a diverse perspective, found a relationship between leadership emergence perceptions and a follower's perception about leaders displayed emotions. Wolff et al. (2002); Pescosolido (2002) have found that EMI predicts leader emergence. Leader as well as follower's interaction is important, on the above basis we contend that the relationship is also affected by follower emotional intelligence. Based on the link between LMEEx & employee attitudes, Fedor & Maslyn (1998) describe a negative relationship between LMEEx & turnover intentions. Followers who had better relations with the leaders were less likely to leave their organization. Schyns Wolfram (2008) found that it is appropriate to investigate follower's perception of LMEEx on their attitudes. In a meta-analysis study by Day & Gerstner (1997), a significant relationship found between LMEEx and turnover intentions. So the employees that have a better quality relationship with their leaders tend to be more gratified in their working environment. We argue that LMEEx captures the quality of association between a follower and his leader and that this whole process is interactive. Based on arguments, we anticipate that:

H4: There is a negative relationship between leader member exchange and turnover intention.

2.6 COMMITMENT TO COLLEAGUES (CTCL)

"Commitment to colleagues (CTCL) means which kind of emotional and working relationship exists between employees and colleagues." Herbig & Pearce (2004) defines CTCL as, "the degree to which an employee attach with the members of a work group psychologically." From previous research, it has found that existence of unity and good relationship among team members lead to high degree of CTCL. As the result of such strong relationship, employee desire to attach with same workgroup increases and intention to switch decreases. According to Vandenberghe et al's study 1 (2004), a high degree of CTCL linked with the insight of high-quality unity between team members. While according to Griffith et al. (2000), coherence within team members increases their desire to stay with the organization. Clugston et al. (2000) study, provide the empirical support to CTCL as a distinct variable affecting the employee turnover intention. Internal marketing approach used by Taylor & Cosenza (1998); Keller & Ozment (1999a, b) in their study state that if behaviors and attitudes of team members are better, they play an important role in retaining the leaving employees. Becker (1992) also suggested a negative relationship between CTCL and their desire to leave the organization. On this basis, we suggest hypothesis as:

H5: There is a negative relation between commitment to colleagues and intention to leave the organization.

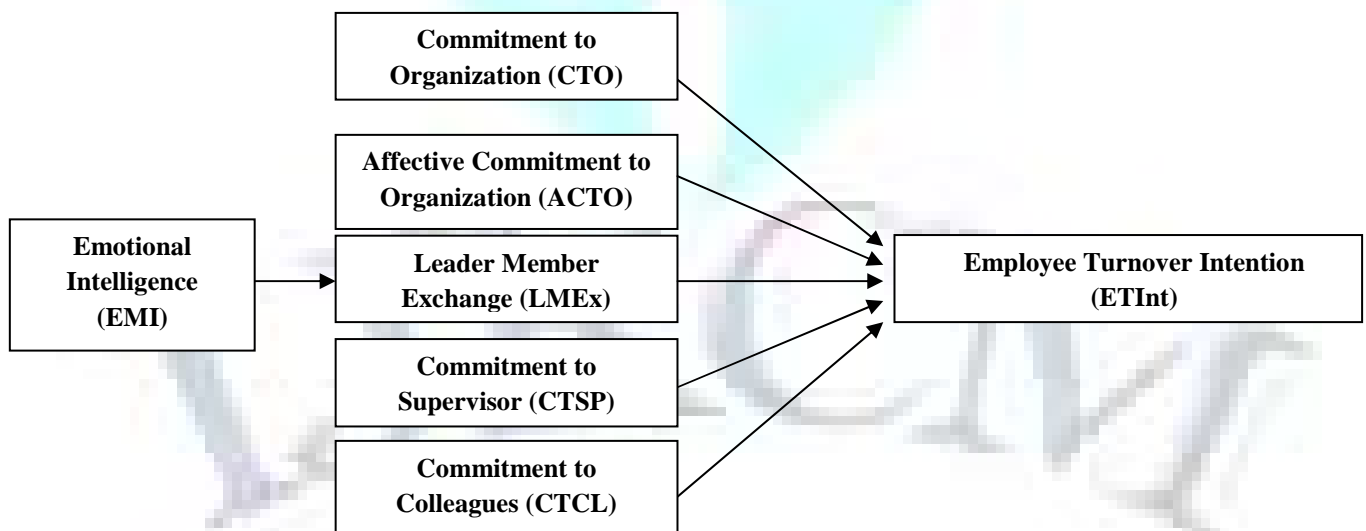
2.7 COMMITMENT TO SUPERVISOR (CTSP)

Commitment to supervisor (CTSP) is define as, "the way in which an affective relation exists between supervisors & employee." This relation may be positive or negative. If supervisor is friendly, show positive attitude, provide proper guidance, appreciation on good performance etc then relationship between supervisor and employee is positive. It makes employee more committed to supervisor while on the other hand lesser the appraisal, discrimination by supervisor and rude attitude etc leads to negative relationship between supervisor & employee & it push up employee's intention to leave. Stinglhamber & Vandenberghe (2003) describe effective commitment to supervisor as, "a type of attachment that is demonstrated by recognition with the supervisor's personality." Clugston et al. (2000) suggest that a commitment approach must consider the employee's desire to keep up a long-lasting relationship. Employing this to Vandenberghe & Stinglhamber's definition eventually leads to the end that a direct relation must exist between CTSP and ETInt. While Mels & Boshoff (2000), found no such association. Most of the empirical research has found negative and significant association between CTSP and ETInt (Chan et al., 2006; Chen, 2001; Becker, 1992). We proposed hypothesis as:

H6: There is negative relation between commitment to supervisor and intention to leave the organization.

2.8 PROPOSED RESEARCH MODEL

FIGURE 1. PROPOSED RESEARCH MODEL



3. RESEARCH METHODOLOGY

The current research is descriptive by nature. Descriptive research can be defined as the process of describing some phenomenon, any event or any particular situation. The main objective of descriptive research is to verify the proposed hypothesis that reflects the current situation.

3.1 SAMPLE/ DATA

In order to collect data for understanding the effect of different factors on employee's turnover intention, sample of 175 respondents will ask to participate in a self-administrated questionnaire. The population of our study is the employees in Pakistan. For the selection of sample, we use the non-probability sampling technique because it is convenient sampling method. It is called convenient sampling because by this sampling technique we collect the large amount of data speedily and economically. We select these sample members from different cities of Pakistan. To collect the sample data, we mainly target the teachers, lecturers, professors and employees of banking sector.

3.2 INSTRUMENTS AND SCALES

There are two major purposes of survey instrument select for our current study. First is to analyze the effect of different variables on employee’s turnover intention. Second, in order to understand the variation in different categories of respondent, we collect data about different characteristics of the respondents. There are two sections in our survey instrument. Section 1 is design to collect personal and demographical information and we collect information about respondent’s gender, age, income, education, status and their previous experience or organizations already served. Section 2 includes the most current study relevant variables. These variables are commitment to organization, affective commitment to organization, emotional intelligence, leader member exchange, commitment to colleagues and commitment to supervisor and employee turnover intention. This section is developed on the base of past researches and already administrated questionnaires. All of the scales used in our questionnaire were adopted from previous literature and published studies. First scale in our questionnaire is ETInt consists of 3 items and taken from Cummann et al. (1997). Second is CTO , 8 items scale taken from Porter et al.(1974).Third variable is ACTO and 4 items scale of Meyer and Allen(1991) used. For EMI, we use the 4 items scale of Jordan et al. (2002). While 4 items scale of Liden and Maslyn (1998) used to measure the LMEx. The next two variables are CTCL and CTSP and these are measured by using scales of Bentein et al.(2002).Each scale has 3 item.

3.3 PROCEDURE

The questionnaires distributed among 175 respondents in different cities of Pakistan. Before giving the questionnaire, employees informed about the purpose of study and questions had explained to them so they fill questionnaire conveniently. They also provided assurance that their responses were kept confidential. After completing the survey, nearly about 15 questionnaires were incomplete. Therefore, they had separated and 150 questionnaires were selected. After collection, all questionnaires coded and entered in SPSS sheet for further analysis.

3.4 RELIABILITY ANALYSIS

The cronbach alphas of all the variables are more than acceptable and recommended value of 0.50 by Nunnally (1970) and 0.60 by Moss et al. (1998). It shows that all 29 items included in our questionnaire were reliable and valid to measure the opinion of employees towards intention to leave the organization.

TABLE 1: RELIABILITY OF MEASUREMENTS SCALES

Scales	Items	Cronbach Alpha
ETInt	3	0.844
CTO	8	0.851
ACTO	4	0.642
EMI	4	0.647
LMEx	4	0.782
CTCL	3	0.732
CTSP	3	0.865

4. RESULTS AND ANALYSIS

4.1 PROFILE OF RESPONDENTS

Personal and demographic information about respondents such as gender, age, income, education, status and already served organizations presented in the following table 3.

TABLE 2: PROFILE OF THE RESPONDENTS

Variable	Category	Frequency	Percentage
Gender	Male	103	68.7
	Female	47	31.3
Age	16-20 years	8	5.3
	21-25 years	33	22
	26-30 years	43	28.7
	31-35 years	24	16
	36-40 years	13	8.7
	Above 41 years	29	19.3
Income	Below 15000	31	20.7
	15000-25000	29	19.3
	25000-35000	33	22
	35000-45000	27	18
	45000-55000	15	10
	Above 55000	15	10
Education	Inter	14	9.3
	Bachelor	35	23.3
	Master	72	48
	MS/M.Phil	23	15.3
	PHD	6	4
Status	Student	11	7.3
	Employee	133	88.7
	Businessman	4	2.7
	Housewife	2	1.3
Already served organization	1	29	19.3
	2	34	22.7
	3	17	11.3
	4	5	3.3
	5	8	5.3
	None	57	38

4.2 HYPOTHESIS TESTING

4.2.1 COMMITMENT TO ORGANIZATION AND EMPLOYEE TURNOVER INTENTION

After applying regression analysis on collected data it is find out that our purposed hypothesis is true and there is an indirect association between CTO and ETInt. Specifically, CTO has significant indirect relationship with ($\beta=0.225$) and ($p < 0.001$). It means CTO contributes more than 22% to ETInt. Results of current study validate the H1.

4.2.2 AFFECTIVE COMMITMENT TO ORGANIZATION AND EMPLOYEE TURNOVER INTENTION

After the regression analysis, we found that H2 is true and ACTO and ETInt have an indirect association. According to results, ACTO has considerable indirect relationship with ($\beta=0.274$) and ($p < 0.001$). It represents that contribution of ACTO to ETInt is 27%.

4.2.3 EMOTIONAL INTELLIGENCE AND LEADER MEMBER EXCHANGE

Through regression analysis it is prove that EMI has positive relationship with LMEx with ($\beta=0.252$) and ($p < 0.001$). Results of regression analysis prove our proposed hypothesis true and valid.

4.2.4 LEADER MEMBER EXCHANGE AND EMPLOYEE TURNOVER INTENTION

Regression analysis proves H4 and found that there is negative relationship exist between LMEx and ETInt with ($\beta=-0.116$) and ($p < 0.01$). LMEx contributes approximately 12% to ETInt.

4.2.5 COMMITMENT TO COLLEAGUES AND EMPLOYEE TURNOVER INTENTION

The regression analysis of our study confirms that there is an indirect association between commitment to colleagues and ETInt with ($\beta=-0.114$) and ($p < 0.01$). According to these results, CTCL contributes nearly about 11% to employee’s turnover intention.

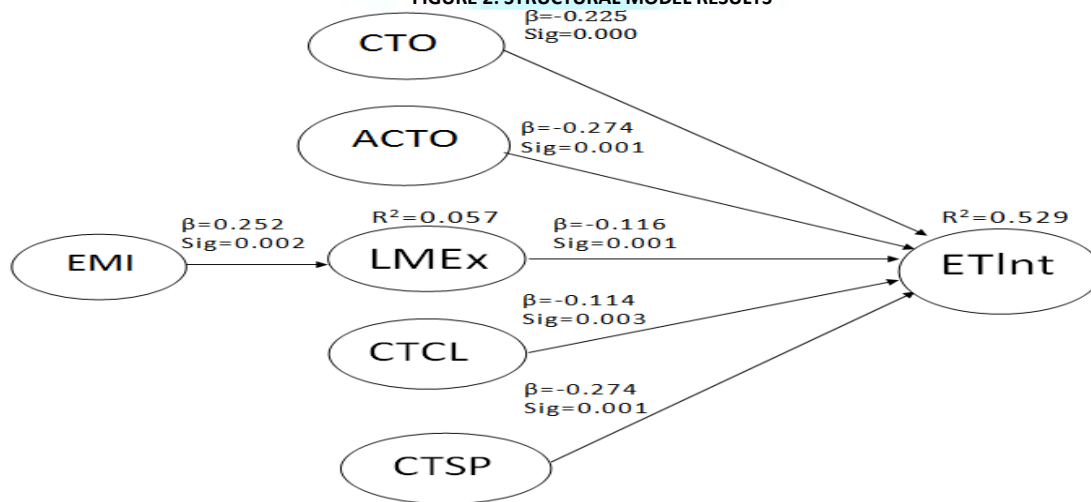
4.2.6 COMMITMENT TO SUPERVISOR AND EMPLOYEE TURNOVER INTENTION

In H6, we proposed that there is an indirect association between commitment to supervisor and ETInt. Regression analysis shows that there is a negative relationship between CTSP and ETInt with ($\beta=-0.131$) and ($p < 0.01$). These results suggest that CTSP contributes approximately 13 % to ETInt.

TABLE 3: REGRESSION RESULTS

Hypothesis	Model variables	Estimate	S.E	C.R	P	Results
H1	CTO → ETInt	-0.225	0.196	-2,156	0.000	Supported
H2	ACTO → ETInt	-0.274	0.149	-3.065	0.001	Supported
H3	EMI → LMEx	0.252	0.088	3.165	0.002	Supported
H4	LMEx → ETInt	-0.116	0.149	-3.065	0.001	Supported
H5	CTCL → ETInt	-0.114	0.177	-3.177	0.003	Supported
H6	CTSP → ETInt	-0.131	0.146	-2.778	0.008	Supported

FIGURE 2: STRUCTURAL MODEL RESULTS



5. DISCUSSION

The main purpose of our study is to analyze the effect of commitment to organization, affective commitment to organization, emotional intelligence, leader member exchange, commitment to colleagues and commitment to supervisor on employee’s turnover intention in the context of developing country like Pakistan in contrast to the vast research that was conducted in developed countries. The results obtained from the analysis of our study allowed us to verify the proposed hypothesis and help us to understand the relationship of different variables with employee’s turnover intention. In the following section, we discuss the results of all variables and their implications one by one. Many previous researches were conducted to observe the effect of different variables on employee’s turnover intention. In most of these researches, role of psychological variable employee commitment has neglected to examine while studying the reasons of high turnover intention among employees. According to the research conducted by E.S.K Wong, W.L Kueen and S.Kaur in Malaysia, it proves that commitment to organization is negatively related with employee’s turnover intention. They proved empirically that higher the commitment to organization, employee has lower intention to quit the organization. The outcome of our study is also in line with the previous studies reporting that there is inverse association between CTO and ETInt. These results suggested that if the commitment of employee to the organization is high then she/he has lower/no intention to quit and to join another organization.

We also include the one of the most important dimension of CTO, which is ACTO. According to Meyer & Allen (1991), employees with strong ACTO have high emotional attachment with the organization; they carry on their employments with the organization. While Arkoubi et al. (2007) study also revealed that there is an inverse and considerable relationship between ACTO and intention to quit. Results of our study are also same and our proposed hypothesis related to the relationship between ACTO and intention to quit is proved and supported by previous studies. In third hypothesis, we proposed that EMI has direct positive impact on LMEx. According to Jordan and Torth (2004) study, it was revealed that if employees had high emotional abilities, high quality relationships develop between them and their leader. The influence of EMI in building a good LMEx is also supported by the previous researchers (Salovey and Grewal, 2005; Lopes et al., 2003). In forth hypothesis, we state that there is an inverse association between LMEx and intention to quit. According to research of Jordan & Troth (2004), it is find that if employees have ability to manage their and other emotions, then they are successful to build a strong LMEx and they have less intention to leave the organization. According to Sosik and Megerian (1999), emotional awareness helps in promoting the effective leadership. From all above discussion it is concluded that higher the LMEx, lower will be the turnover intention. Fifth hypothesis states that there is an inverse relationship between CTCL and intention to quit. Our sixth hypothesis is that there is an inverse association between CTSP and intention to quit. Workgroup have significant contribution in retaining truckers as recommended by Taylor and Cosenza (1998). Results of our study are supported by previous researches, it is proved that nature of relationship of employee with his supervisor, and coworkers have an effect on his intention to give up his association with organization. According to the results of our study and research of Vandenbergh et al. (2004, p 59) we can say that in all of three types of commitment, the influence of CTSP and CTCL was lesser than the CTO. It suggested that according to the psyche of employee, organization is important for him as compare to supervisors and colleagues.

Through our study, we try to make contribution to existing literature on employee’s turnover intention specifically in terms of effect of ACTO on turnover intention. From the study of past literature, we discovered three dimensions of CTO but very little work is done on them and the existing research proves that ACTO has significant negative impact on ETInt. Through our research, we empirically prove it and make an authentic contribution to existing literature on influence of ACTO on turnover intention. Our study empirically proved that CTO, ACTO, CTCL & CTSP have negative relationship with employee’s intention to quit. Our study findings would support the executives and strategy makers of the organization to originate the specific and effective strategic plans and

especially focused those areas, which are accountable of high ETInt. Previous empirical researches proved that if employer identify and put emphasis on the working efforts of employees and provide them appraisal, compensation and different benefits, all of these efforts on the part of employer realize the employee as an important part of organization. In addition, they become more loyal and have less intention to leave the organization. Organizational culture should be based on share values and providing the employees empowerment to some extent will promote the commitment to organization and reduced the employee's intention to quite. According to the study of Jordan and Murray (2005) research, we suggest that both employee and supervisor should be given EMI training. Through it, they are able to manage their emotions. It helps to build a good leader member relation at workplace. Therefore, when the relation between supervisor and employee is good then there is less conflict between them. It helps to make the employee highly committed and reduces ETInt. Moreover, employer tries to build such an environment that develops a strong affective relationship between colleagues. The emotional attachment with organization, supervisor and colleagues strongly influence the decision of employee to leave the organization. Organization must use the commitment based management philosophy in spite of central based.

6. LIMITATIONS AND FUTURE RESEARCH

Our study has some limitations. Firstly, size of our research sample is small and it may create sample biasness. Moreover, miss-leading responses by respondents in order to give such responses that be socially acceptable can minimize the reliability and validity of our data. Secondly, current global economic conditions also effect the employee's decision to quit. They want to leave but due to economic recession, they have to continue their jobs in every situation. In booming economy, results of present study might be different. At the end in our study, we discuss the impact of LMX on ETInt only in the context of employees. Although its effect must be studied in the perspective of both manager/employer and employee.

From our study it is reveal that following variables must be focused in future research to get results that are more reliable. First of all our study is cross sectional study. In future, research must be conducted based on longitudinal study to get more deep understanding of effect of different variables on high ETInt. Moreover, very little research data is available on the concept that perceived organizational support help in making the employee committed to the organization developed by Eisenberger et al. (1986). Employee's perception of equity and organizational justice also affect the employee's commitment to organization. Therefore, future research on ETInt should also consider the above-mentioned factors as variable and try to explore the effect of these variables on ETInt through employee's commitment to organization.

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