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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	TURNOVER INTENTIONS OF EMPLOYEES: AN EMPIRICAL REVIEW <i>Dr. K. G. SENTHILKUMAR</i>	1
2.	RELATIONSHIP BETWEEN BARRIERS AND CLIENT SATISFACTION: PERFORMANCE OF HEALTHCARE UNIT AS A MEDIATOR <i>R. PUNNIYASEELAN & Dr. R. KRISHNAKUMAR</i>	4
	REQUEST FOR FEEDBACK & DISCLAIMER	8

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TURNOVER INTENTIONS OF EMPLOYEES: AN EMPIRICAL REVIEW

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ABSTRACT

Intention to leave, also known as turnover intention, is a necessary condition for quitting a position or organisation. A resignation is the notification and planning for a person to leave their present position and employer. It is challenging to identify the specific causes of employee turnover because of the implicit nature of turnover intention. Therefore, the purpose of this theoretical study was to provide a summary of the factors that have been found by academics and researchers to affect workers' decisions to quit their occupations. Several empirical studies were reviewed by the researcher to determine the nature of the relationship between job satisfaction, stress, organisational culture, commitment, justice, and climate in the workplace. However, this theoretical research also zeroed in on other contributors to employee churn like employment resources, social support in the workplace, work overload, job autonomy, employees' perks, and opportunities for professional development and training.

KEYWORDS

intent to leave, turnover intention, social support, work overload and job autonomy.

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INTRODUCTION

The term "Turnover Intention" refers to the planned movement of employees over a given time frame. It's a way to assess how fast former workers abandon a company over a given period of time. Turnover can be either voluntarily or involuntarily caused. When an employee decides to leave the firm of their own will, it is considered voluntary turnover, but when an employer fires an employee, it is considered involuntary turnover. The voluntary turnover rate of qualified professionals is both a critical issue and a priority issue that affects organizations in different ways.

Many academics have been interested in turnover intention for quite some time, seeking to explain the central concerns of organisational studies, such as "why employees wish to leave their firms" or "why they continue to remain" (Zhang, M. et al., 2012; Holtom, B.C. et al., 2008). In order to address these concerns, we must have a firm grasp on the factors that might pose both threats and opportunities to the long-term viability of organisations and the growth and development of those organisations. Increasingly, practitioners and academicians, not just in developed nations but also in developing nations like India, are concerned with the high employee turnover rate. A high turnover rate is a severe issue from the standpoint of management for a number of reasons. The high turnover rate has financial repercussions, impedes the company's productivity, and generates a sense of discontinuity in the workplace. Therefore, companies are likely to lose their competitiveness over time. As a result of these negative effects, it is essential for businesses to get a deeper understanding of the elements that contribute to employee turnover.

OBJECTIVE

The objective of this research is to identify the factors influencing turnover intentions of employees.

RESEARCH METHODOLOGY

This investigation, being a review, required the use of secondary sources. The researcher was aware of the value of secondary sources, as they would be in any study. Information about the methods, breadth, and perspectives of prior researchers and industry experts was gleaned from secondary sources in the early phases of the research process. The information collected helped the researcher determine the nature of the study's stakeholders and define the study's variables. Using the secondary data, researcher was able to supplement the qualitative aspects of the study with more in-depth information. The secondary data used here came from a wide variety of related sources, such as:

- Research journals, magazines and periodicals.
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REVIEW OF LITERATURE ON TURNOVER INTENTION

Mobley (1977) devised a withdrawal decision process in an effort to comprehend how people choose to leave their companies. According to this concept, individuals first determine if they are satisfied or dissatisfied with their current employment. When discontent is experienced, the idea of quitting occurs. Before searching for alternatives, individuals attempt to determine the cost of leaving their current position and the anticipated benefit of the search. If the anticipated benefits are deemed worthy of quitting, a search for alternatives is conducted followed by a comparison of the alternatives to the current situation. If the alternatives are more desirable, quitting intent is established, followed by withdrawal.

Turnover intention is the intention of employees to leave their current firm. The intention to leave is a strong determinant of future turnover. Today's firms are extremely interested in determining why employees depart or plan to leave their jobs. Many studies use intention to depart rather than actual turnover as their primary outcome variable for two primary reasons: First, there is evidence that workers often make a deliberate decision to leave their occupations prior to actually quitting. Second, it is more practical to interview employees about their intention to leave in a cross-sectional survey than to seek them down in a longitudinal study to determine if they have really left (Barak et al 2001).

A number of studies have examined job satisfaction as a predictor of intention to leave the company (Ghiselli et al 2001; McBey & Karakowsky 2001; Khatri & Fern 2001; Barak et al 2001). These studies demonstrate a significant inverse relationship between job satisfaction and intention to leave an organisation. Ghiselli et al. (2001) discovered that intrinsic job satisfaction, life satisfaction, and age were negatively related to short-term turnover intentions. Ahmad Faisal Mahdi et al. (2012) reported that intrinsic and extrinsic forms of job satisfaction have an inverse relationship with turnover intentions among Malaysian employees. Another study among Indian IS professionals developed a model and discovered that job satisfaction affects turnover intentions. However, organisational commitment was not found to influence employees' intentions to leave their jobs.

Rohani Salleh et al. (2012) examined the links between job satisfaction and organisational commitment in relation to intention to leave the organisation. They reported that all aspects of job satisfaction (with the exception of coworkers) and organisational commitment were strongly and negatively connected to intention to leave the company. Vincent Cho & Xu Huang (2012) also explored the influence of organisational commitment and professional commitment on the intention of computer specialists in Hong Kong to leave their firms for professional progress. The findings indicate that organisational affective commitment would be more

effective in reducing employees' intentions to leave their organisations for professional growth. There is a replacement effect of professional affective commitment and professional continuation component in terms of their effects on intention to leave their companies for professional progress in the context of interactions between different commitment components.

McKnight et al. (2009) examined whether job or workplace characteristics were a more significant factor of turnover and its antecedents, job satisfaction and work exhaustion, among one large corporation's IT professionals. They concluded that workplace characteristics were the more significant factor of turnover. The effects of job features on employee turnover were totally mediated by job satisfaction and work exhaustion. This indicates that organisational workplace characteristics are crucial to employee retention, particularly for programmer/analysts.

Noor & Maad (2008) & Khurram et al. (2011) found that the work-life conflict and work-life imbalance had a significant impact on an employee's intention to resign. Distributive justice tended to be a stronger predictor of all of the study variables than procedural justice, according to Nadiri and Tanova (2010), who studied the relationship between organisational justice and various work-related variables, including organisational citizenship behaviour, turnover intention, and job satisfaction. The perceived fairness of a company's procedures may have a lesser impact on employee turnover intentions, work satisfaction, and OCB than the perceived fairness of a firm's procedures.

According to a study of Information Technology Professionals, nonmonetary recognition and competency development, as well as, to a lesser extent, fair compensation and information-sharing procedures, are directly and negatively related to turnover intentions. According to Paré & Tremblay (2007), procedural justice, affective and continuous commitment, and citizenship behaviours modify the effect of high involvement human resource practices on turnover intentions. Moreover, investments in high-involvement HR practices may facilitate the formation of a happy work environment, hence reducing both turnover intentions and actual turnover (Rogg et al 2001; Way 2002). In the public sector, Ing-San Hwang & Jyh-HuiKuo (2006) discovered a significant positive relationship between perceived alternative work options and intention to quit. Individuals will actively seek new employment based on their perceptions of external market opportunities if organisations fail to provide significant growth potential (Negrin & Tzafirir 2004).

Additionally, emotional exhaustion can have an effect on turnover intent [(Cropanzano et al 2003; Korunka et al 2008; Nguyen Gia Ninh 2014). Korunka et al. (2008)] constructed a conceptual model that evaluated the hypothesis that the quality of working life mediates the relationships between job/organizational variables and turnover intention in two national samples of information technology and information technology manufacturing work. With the exception of role ambiguity and emotional exhaustion, American and (blue-collar manufacturing IT work) Austrian samples differ significantly in most job and organisational features and quality of working life. The strongest relationships exist between job demands and emotional exhaustion, as well as between emotional exhaustion and job satisfaction and intention to leave.

Carmeli (2003) investigated the relationship between senior managers' emotional intelligence and their intention to leave the workplace. He observed a negative correlation between emotional intelligence and intention to quit. The absence of superior support was found to be the most accurate predictor of turnover intent (Hatton & Emerson 1998). Everd Jacobs & Gerrit Roodt (2007) evaluated the association between information sharing behaviour and turnover intentions among a sample of registered professional nurses in South Africa and determined that a substantial negative relationship existed between the two variables. Roshidi Hassan (2014) investigated the factors that influence the intention to leave among Technical employees and found that all seven independent variables, namely organisational commitment, job stress, job characteristics, promotion opportunities, pay level and rewards, quality of work life, and job satisfaction, are significantly associated with intention to leave. Except for occupational stress, all other variables showed a negative and significant connection. There is a negative and significant association between job stress and intention to leave an organisation.

Different dimensions of QWL have unique effects on organisational and career commitments and turnover intentions, according to the findings of a review of the relevant research (Tung-Chun Huang et al 2007). Almalki et al. (2012) investigated the association between QWL and turnover intention of PHC nurses in Saudi Arabia and discovered that turnover intention was substantially correlated with QWL. They found that the work context dimension is the most influential unique factor in explaining intention to leave the organisation. The 'work context' component covers factors such as management and supervision, colleagues, professional possibilities, and work environment.

Even at a lower cost, the search for a talented and competent faculty member is too expensive, despite the fact that turnover brings in new blood. Typically, faculty members who depart are individuals whom the institution would have preferred to retain. To retain highly competent faculty members, institutions must have a thorough understanding of the causes of faculty turnover. Several studies have been undertaken in this direction (Johnsrud & Heck 1998; Manger & Eikeland 1990; Matier 1990). These studies have attempted to identify the primary causes for academic members to leave their current institutions.

Noor (2011) examined the relationship between perceived work-life balance satisfaction of academics in Malaysian public higher education institutions and their intentions to leave the organization. They reported that job satisfaction and organizational commitment are partial mediators for the relationship between work-life balance and intention to leave. Naeem Alsam et al (2013) examined the effect of work family conflict and family work conflict on turnover intention and revealed that there exist a positive and significant impact of work family conflict and family work conflict on turnover intention.

Most studies conducted earlier to Covid 19 pandemic have focused on the impact of attitudinal factors such as job satisfaction and organizational commitment on turnover intentions. The pandemic of COVID-19 has had a significant impact on companies and employees in several industries. Uncertain is how the present changes will influence the IT employment market and the career decisions of information technology (IT) professionals. Barbara P & Helmut K (2021) revealed that social support at work reduces the perceived negative impact of the COVID-19 pandemic on professional life and increases the impression of job security during a crisis. In addition, IT professionals with a high level of social support in the workplace have fewer instances of negative emotions such as anger and fear. This consequently reduces the propensity of IT employees to quit their jobs. Al-Mansour K (2021) also revealed that stress is associated with turnover intention among healthcare workers in Saudi Arabia and social support had a mitigating effect on the relationship between stress and turnover intention.

During COVID-19, Rebecca J. Collie (2022) examined the role of two job resources (relatedness with students and relatedness with colleagues), two job demands (time pressure and disruptive student behavior), and their unique and moderated associations with subjective work vitality and, resultantly, turnover intentions among Australian instructors. According to structural equation modeling (SEM), negative time pressure and positive instructor relatedness were associated with subjective liveliness. It was discovered that disruptive behavior and time pressure (both positive) as well as relatedness with students and subjective vitality (both negative) are connected with the intention to quit an institution. In addition to these substantial correlations, a significant interaction revealed the buffering effect of relatedness with students on turnover intentions. The findings provide information on employment resources that may aid instructors during future COVID-19 outbreaks and other disruptions.

During the pandemic, the fear of contracting the virus and dying from it, as well as the fear of infecting family, friends, and coworkers, has had severe mental effects and elevated the stress levels of workers (Monterrosa-Castro et al., 2020). The stress caused by work fatigue and overload, which is often the result of long shifts and the need to cover for absent coworkers, has a negative impact on the quality and stability of the organization and can lead to increased discontent and quit intentions (Kim et al., 2011). Furthermore, employee turnover increases the pressure to work beyond contracted hours, resulting in errors and a loss in worker morale (Fasbender et al., 2019). For this reason, turnover intentions — a precursor to actual turnover (Lee and Kim, 2020) — have received much attention over the years, as they may be crucial for the organizations' productivity and employees' well-being.

CONCLUSION

Employees are, of course, a company's greatest asset. As a result, companies can't function without consistently showing care for them. Companies care for their employees only enough to learn whether or not they plan to leave and what variables might cause them to do so. Reviewing and researching relevant material is one method for achieving this goal. The author of this conceptual article sought to provide scholars, researchers, and businesses with insight into the issue of employee turnover by reviewing a variety of empirical studies that examine the factors that affect the likelihood that workers will leave their current position. This theoretical research zeroed in on universal contributors to employee churn: job satisfaction, job stress, organisational culture, organisational commitment, organisational justice, leadership styles, and organisational climate. However, you should also think about things like employment resources, social support in the workplace, work overload, job autonomy, employees' perks, and opportunities for professional development and training.

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