ANTECEDENTS AND CONSEQUENCES OF EMPLOYEE'S INTENTION TO QUIT THE JOB

Prof. Rajashree K.Gethe
Assistant Professor, Pune Institute of Business Management, Pune

Prof. Shomee Sharma
Assistant Professor, Pune Institute of Business Management, Pune

Prof. Nikita Bachhawat
Assistant Professor, Pune Institute of Business Management, Pune

Dr. Rajalakshmi M
HOD, Pune Institute of Business Management, Pune, India

ABSTRACT

Purpose - The research paper aim is to portray factors which makes employee's intention to quit the job when they are doing well. The research also wants to predict some factors influencing Employee's turnover in any organizations and how its impacting on employees mental and emotional health. This study is both quantitative and qualitative in nature utilizing some national and international level research reports like Retention report 2019 by work institute etc.

Design/ Methodology/ Approach - The research paper carries efforts of the researcher done on the topic of 'Employee's intention to Quit the job when they are doing well' and also predicts some factors and their impact on promoting employee to leave the job Through the literature review from various sources like SCOPUS, EMERALD, EBSCO, PROQUEST, SAGE and etc. The paper is based on the exploratory type of research using the questionnaire approach of grounded theory, including 100 depth interviews of working professionals.

Findings - Outcome of the research study depicts that there are some positive and negative reinforcement factors exist that promotes employees to quit the job. Findings of the study also shows some employees wants to quit the job but because of under certain liability towards their families they do not quit the job rather though they are dissatisfied with the work they continue to do the same job.

Research Implications & Limitations - This research will help to determine some factors that are influencing employee's intention to quit the job and also helps to predict some factors promoting employee's turnover.

Key Words: Organizational Silence, Intention to Quit, Work Environment, Work Stress.

INTRODUCTION

Quitting the job when doing well by an employee is not a new thing but there are several reasons behind making employees intention to quit the job and how its affect in their mental and emotional health temporary is very much important to understand now-a-days as today' changing market scenario just showing market is unpredictable where no one can ascertain surety and security of their jobs. 'Work Institute's 2019 Retention Report: Trends, Reasons and a call to action' conducted a survey of 37,000 employees who already quit their job in the year of 2018 shows some findings as: total cost of employee turnover for businesses is high. 22 out of 100 employees quit for their career development, 12 out of 1oo quit the job for maintaining Work-Life Balance, 11 out of 1oo quit the job for their Manager's/ Boss Behaviour, 9 out of 100 quit the job for compensation and benefits, 8 out of 100 quit for well-being, 8 out of 100 lefts for job profile change, 5 out of 100 quit the job because of work environment. But also, there are some less preventable reasons such as: 10 out of 100 employees are leaving job due to relocation constraints, 6 out of 100 employees left job due to their retirement, 6 out of 100 employees are fired of laid off by their organization.

PROBLEM STATEMENT

There is massive amount of research has been done in the subject of employee's intention to quit the job. Still examining critical factors which leads employee to resign from any organization and understanding employees' turnover reasons is crucial. Because Mere Job Satisfaction, Career Growth is not only the base reason for leaving the job now-a-days. There are so many hidden reasons that provoking employee's intention to quit the job though they are doing well in their job and workplace. The purpose of this research paper is to portray the factors either personal/individual and organizational and to find how they are linking to employee's mindset to quit the job. The author also wants to extend this study in terms of studying how decision of quitting the job affects temporarily on employee's mental health.

PURPOSE OF THE STUDY

As noted, many studies and research have been conducted to determine the factors influencing employee's intention to quit the job and increasing employee's turnover in the organizations. This study sought to get insight into why employees resign from their job, what factors leads to their dissatisfaction. The study is both Quantitative and Qualitative in nature where in-depth interview using structured questionnaire with some open-ended questions have been utilized for getting responses from employees of different professions working in different sectors.

The purpose of this study is to examine the factors promoting to quit the job when they are doing well in terms of their performance though they are going through some sort of dissatisfaction level. The researcher sought to understand the following:

1) What characteristics of the jobs of individual that provides immense satisfaction of their work and job?
2) What are the factors that leads employees to feel dissatisfied at work and job.
3) What are the factors leading employee to quit the job when they are doing well in their work and job.

4) This paper also tries to raise the question of "Why such productive employees are remaining silent in the organization though they are performing well, contributing valuably to build organization's performance. Does it relate to their Manager's (Boss) Behaviour or work culture of the organization? And understanding how it negatively effects on employee to make their intention to quit the job from the organization?

REVIEW OF LITERATURE

Introduction

Literature Review of any research paper mainly discussed about the past studies done by other researchers so as to furnish background foundation and the basis for the future researcher for carrying out their research. In this section, a Brief review of previous Literature in the field of various organizational, Psychological, Economic factors influencing employee to quit the job are discussed for the basic foundation of understanding the concepts.

Organizational Factors

1. Organizational Silence/ Employee Silence

(Deelip Kumar, 2015) in their research paper found that how organizational silence i.e. employee silence impacting on employee's intention to quit the job where, organizational silence refers to fear of voicing in the workplace because of weak organizational culture and Manager's behaviour. This fear / organizational silence results into strong disappointment among employee which creates strong job stress. And Job stress ultimately decreases employee's commitment towards work and organization. And finally, such silent behaviour results into creating intention to leave the job. **(Pindar and Harlos, 2001)** argued that climate of organizational silence spread among employees when speaking up creates futile environment for employee to stay and sustain in the organization. **(Zheng, 2008)** also suggested that base reason behind employee's silence is employees trust on their superior and which negatively influences employee to be remain silent instead of being vocal. **(Clungston, 2000)** Showed in his study that when leaders follow authoritarian style and keep distance with employees, about their power and authority then it leads to high employee silent behaviour. **(Argryis, 1977)** proposed that sometimes organizations are having powerful norms and defensive approach within organizations often prevents employees to open up themselves. **(Tingarila, 2008)** says that 'Employee Silence' effects on employees' personal life also. It increases stress level, which may in turn leads to face them some psychological problems as employees are perceiving if they speak up, they will be get isolated and it may damage relationship with colleagues and superiors.

2.Toxic Leadership and Work Culture

(Akca, 2017) in their research paper using statistical models proposed that there exists positive relationship between Toxic leadership and Employees intention to quit the job. Because toxic leaders control their employees by using poisoned power. **(Pelletier, 2011)** described 'Toxic Leadership' as behaviour with ignoring employees' ideas, not assigning them with a right of to put forth their opinions, harassment, Put blame on other for self-mistakes, Threatening employee for job security. **(Tepper, 2000)** explained some elements of Toxic Leadership as leaders are having malicious verbal and nonverbal behaviour and such type of supervision leads to creation of barriers for creativity, loyalty and well-being.

(Mehta S., 2014) described some features of Toxic leadership are: Generally toxic leaders are Egotist, Short-tempered, Aggressive behaviour, Self-Centered. Usually, they are not having intention to teach or train their subordinates instead they trying to find loopholes in their subordinates work as they care themselves only. **According to (Yuan and Lee ,2011)**, Leader play most important role in achieving organizational objectives and increasing organizational efficiency. They perform empirical survey to identify link between different leadership types, employee performance and organization culture. The result depicts that there is signification relation between leadership types, Organization culture and its impact on employee's performance.

3. Job Satisfaction and Meaningful Work

Spector (1997) Stated that Job satisfaction is a subjective evaluation made by employee and can be considered as a positive emotional state resulting from their job experiences. The job satisfaction is multidimensional in nature where employee is satisfied with the pay, work, colleagues, work culture of the organization. **Bull (2005)** Specified that Job Satisfaction is mostly related to individual's perception and evaluation of a job. That is Individual evaluate their job role in terms of its needs, value and fulfilling expectations and once he is satisfied with all one can say he is having job satisfaction about the job. **Hulin and Waters (1971)** stated that employees are more satisfied with their job when they feel their work is contributing valuable in organization's success. **Martin (2007)** stated in their research study that employee with less absenteeism is found to be more engaged in their work and more satisfied about their work. And as they are more satisfied with the work that they are doing, they have less intention to quit the job. **(Blau, 1987)** found in their research that job satisfaction has direct impact on turnover intentions and Organizational Commitment has indirect effect on the turnover intentions.

4. Quality of Work Life

R. Indumathy et. al (2012) in their research paper found that Quality of Work Life effects on employees' output. A happy healthy employee will give better output, can also make good decision and helps in contributing in achieving organization's goals and objectives. **Pavithra S. et. al (2012)** in their research paper concluded that once lawyers attain a good work life balance ultimately it improves Quality of work life also. **Shalini Sheel et.al. (2012)** established a relationship between Quality of Work Life, Job Performance of employee and opportunities for career growth opportunities. They concluded that Organizations in order to attract potential talent, organization should give emphasis on furnishing High Quality of Work Life for their employees. **Barzeger, Mehdi, et al., (2012)** studied about the relationship between Quality of Work Life [QWL], Leadership Behaviour and Productivity of employees working in the hospitals of Iran. The findings of the study were there existing a strong correlation between Quality of Work Life and Leadership Behaviour. And Quality of Work Life and Leadership Behaviour ultimately effects on improved Human Resource Productivity level.

5. Employer Sponsored/ Job Stress

Firth et. al, (2004) in their research found that when employee feels dissatisfied at work ultimately its impacting on his lack of commitment to the organization and main reason behind his dissatisfaction is redundant job work, manager's behaviour and thus its results in the Job stress and that sensitizing employee to quit the job though they are doing well. **Cooper et.al (2003)** Cooper in his research paper explained about the psychological stress which refers to emotional reaction such as anxiety, burnout,

depression and tension as a result of inability to cope with changing job demand. **Fairbrother and Warn (2003)** explained in their research that person ability to manage both physiological and psychological stress significantly effect on employee's job satisfaction and in turn creates employee's intention to quit the job also. Thus, Employees who have ability to keep control on their both types of stress while performing their job can feel job satisfaction otherwise it may lead to employee's intention to quit the job. **Siu (2002)** suggested that there found to be significant interrelation between high level and long period of stress and employees job dissatisfaction. If employee is going through the high level of occupational stress at the workplace, it effects on employee's both physiological and psychological health problems which may results in destructive behaviour, lack of concentration in work, Job dissatisfaction, increased rate of absenteeism and thus it may result in creating employee's intention to quit the job. **Wright and Smye (1996)** in their research paper explained about how occupational i.e. work/ job stress impairs employees' performance and results in reduction in productivity.

6. Organizational Commitment

Organizational Commitment refers to relative strength of individual's identification with and involvement in his or her employing organization**. (Mowday, Porter and Steers, 1982). (Spector, 1997)** defined organizational commitment as the level to which worker shows devotion to the company in which he or she is employed. **Mowday (1984)** argued that a high level of staff commitment could be one method to mitigate the effects of turnover. This subject was chosen for this study to assess the employee's commitment to the organization for this reason and because this construct is one of the causes of turnover. The psychological link that exists between an employee and the organisation is known as organisational commitment. Organizational commitment is defined as the relative strength of an individual's identification process in their engagement with the organisation, and it is characterized by strong acceptance of the organization's values and goals, as well as a willingness to act on behalf of the organisation and a strong desire to stay a member. **(Cohen, 2003)** In fact, organisational commitment theory goes into further depth by demonstrating that multiple commitments in the workplace shape organisational commitment, such as worker commitment to coworkers, direct supervisors, and teams. Organizational commitment is limited in this study in terms of how strongly a person intends to keep membership in the organisation, as the study's goal is to analyse how the variables in this study are related. **(Martin, 2011)** When considering job-related choices as a kind of unhappiness with the current job situation, the intention to quit is a psychological process that comes to mind.

7. Intention to Quit

Employee turnover occurs in all firms; some employees leave freely, while others are fired. The goal of an employee to voluntarily change occupations or firms is known as "turnover intention." In the literature, the terms turnover intention and intention to resign are used interchangeably **(Balogun, 2013).** When employees actively consider abandoning their jobs, they are assumed to want to leave the company **(Omar, 2012).** The intention to depart any organisation was an emotional variable of turnover intention. As previously noted, turnover intention is a powerful predictor of leaving an organisation, and it becomes a final step before an employee actually leaves.

CONCEPTUAL FRAMEWORK

Figure 1 shows the cognitive process or the thought process by which an individual decides to make choice or decision without getting influenced by other people. When individual performs his job by fulfilling his roles and responsibilities, there are some external factors such as Labour market conditions, Job availability of number of organization ready to offer same level skilled job promotes them to get some Career advancement opportunities, Better Compensation, Career Change which may turn employee to quit the job. Some Individuals are expecting some perceived ease of movement for example, they are having an expectation of finding the alternative job or they are trying to apply for the unsolicited job opportunity and upon receival of such job opportunity individual may think about to quit the job. Sometime employee has perceived desirability of movement i.e., they are not satisfied with the job they are doing, due to some factors inside the organization such as, Organizational Silence where organization is not supporting employee for their grievance and make them to not to argue for what they want but it tries to suppress the voice of employee and it leads to psychological disturbance in mind of employee and thus leads to intention to quit the job. Many times, employees' personal issues related to payment of wages/ salary, lack of freedom in work place to participate in decision making process, Manager's Behaviour makes work place as hostile work place to work and thus such factors created intention to quit the job. Figure 2 depicts the significant relationship between emotional exhaustion, Job/ Role Conflict, Psychological Risk, Work Related Stress and Health Related Stress may provoke employee to make an intention to quit the job. Thus, Findings of the study states that as due to uncertain instances such as COVID-19 Pandemic which lead to whole world lockdown which created Economic Recession where as the companies are making any revenue generations lead to layoff of employee which ultimately created stress on them in terms of both psychological and Health related. Hence In coming future HR Professionals may have to face challenge of how to keep employees motivated at workplace so as to make their job more meaningful and to nullify their intention to quit the job.
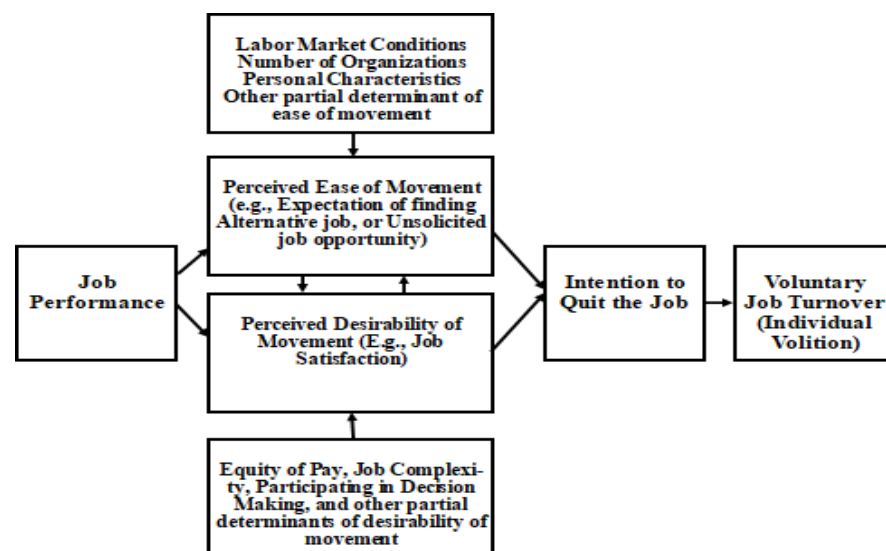

Fig. 1: Cognitive Realization Process of Intention to Quit Job
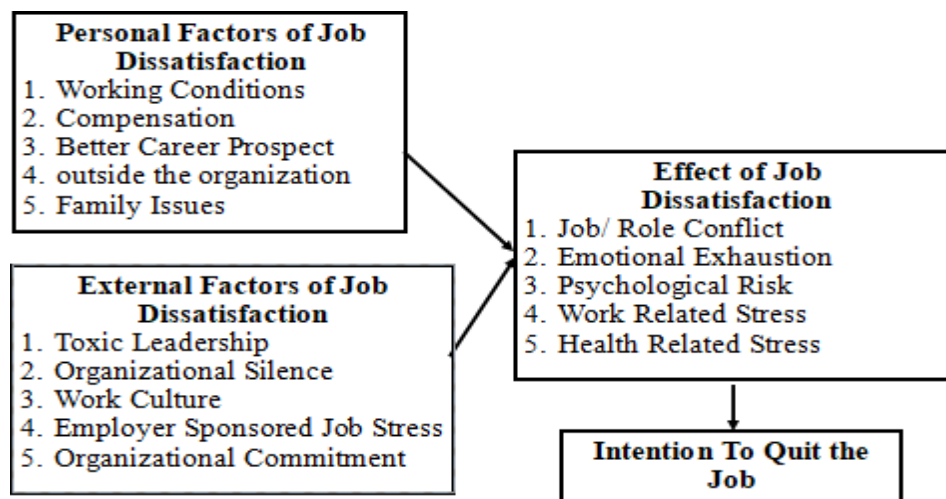
(Source: Prepared by Author)

Fig. 2: Theoretical Framework of Effect of External and Internal Factors on Employee Intention to Quit the Job

(Source: Prepared by Author)

CONCLUSION

Employee turnover has become a major worry for HRM throughout the years. Several variables contribute to the increased rate of employee dropout. Psychological risk, employment conflict, and high work pressures have wreaked havoc on employees' psychological well-being, lowering their satisfaction significantly. Stress has been an important factor in controlling the turnover rate. Increased job stress causes significant psychological problems (e.g., emotional tiredness and distress), causing individuals to become disengaged from their jobs. Employees respond positively when management recognizes and appreciates their efforts, competencies, and skills. Employee satisfaction is especially important for employees to feel connected to their jobs.

REFERENCES

1. Agyris, C., 1977. Double loop learning in organizations. Haward Business Review, 55(5), pp. 115-129.
2. Akca, M., 2017. The impact of Toxic Leadership on Intention to leave of employees. International Journal of Economics, Business and Management Research, 1(4), pp. 285-298.
3. Avey, 2007. The present status of research on positive psychological capital: an. Central Washington University.
4. Balogun, A. G. A. G. A. &. S. A., 2013. Job conditions, psychological climate, and affective commitment as predictors of intention to quit among two groups of bank employees in Nigeria. Romanian Journal of Applied Psychology, 15(1), pp. 9-19.
5. Boal, B. G. &., 1987. Using Job Involvement and Organizational Commitment Interactively to Predict Turnover. Journal of Management, 15(1), pp. 115-127.
6. Bull, I. F., 2005. The relationship between job satisfaction and organisational commitment amongst high school teachers in disadvantaged areas in the Western Cape. Unpublished Masters Dissertation, University of the Western Cape, Western Cape.

7. Clungston, M. J. P. H., 2000. Does cultural socialization predict multiple bases and foci of commitment? Journal of Management, Volume 26, pp. 5-30.

8. Cohen, A., 2003. Multiple Commitments in the Workplace. Mahwah, NJ: Lawrence Erlbaum Associates.

9. Cooper, 2003. Occupational stress, job satisfaction and health state in male and female junior hospital doctors in Greece. Journal of Managerial Psychology, 18(6), pp. 592-621.

10. Deelip kumar, P. A. N. G., 2015. The Impact of Organisational Silence on Job Stress, Organisational Commitment and intention to leave among expatriate employees. Australian journal of Basic and Applied Sciences, 9(29), pp. 1-8.

11. Fairbrother, w., 2003. Workplace dimensions, stress & job satisfaction. Journal of Managerial Psychology, 18(1), pp. 8-21.

12. Firth, L. M. D. J. M. K. A., 2004. How can managers reduce employee intention to quit. Journal of Managerial Psychology, 19(2), pp. 170-187.

13. Hulin, C. L. W. K., 1971. Regression Analyses of Three Variations of The Two Factory Theory of Job Satisfaction". Journal of Applied Psychology., 55(211-217).

14. Indumathy R, K. S., 2012. A Study on Quality of Work Life among Workers with Special Reference to Textile Industry in Tirupur District- A Textile Hub. Zenith International Journal of Multidisciplinary Research, Volume 4, p. 2.

15. Martin, 2007. Perceptions of Organisational Commitment, Job Satisfaction and Turnover Intentions in a Post-Merger South African Tertiary Institution. Thesis, s.n.

16. Martin, M. J., 2011. Influence of Human Resource Practices on Employee Intention to Quit. Virginia Polytechnic Institute and State University, Agricultural and Extension Education.

17. Mehdi Barzegar, E. A. S. J. T. B. D., 2012. Relationship between Leadership Behaviour, Quality of Work Life and Human Resources Productivity: Data from Iran. International Journal of Hospital Research, 1(1-14), p. 1.

18. Mehta S., M. G. C., 2014. Toxic Leadership: Tracing the destructive trail. International Journal of Management, 5(10), pp. 18-24.

19. Mowday, R., 1984. "Strategies for adapting to high rates of employee turnover". Human Resource Management, 23(4), pp. 365-380.

20. Mowday, R. P. L. &. S. R., 1982. Employee-organizational linkages: The psychology of commitment, absenteeism, and turnover. New York: Academic Press.

21. Najaf Aghaei, K. M. S. S., 2012. Relationship between Organizational Justice and Intention to Leave in Employees of Sport and Youth Head Office of Tehran. European Journal of Experimental Biology, 5(1564-1570), p. 2.

22. Omar, K. A. M. M. M. A. H. A. &. H., 2012. Organizational commitment and intention to leave among nurses in Malaysian public hospitals. International Journal of Business and Social Science, 3(16), pp. 194-199.

23. Pavithra, 2012. A Study on Quality of Work Life of Lawyers in Coimbatore District. Indian Streams Research Journal, 2(8).

24. Pellertier, K. L., 2011. Leader toxicity: An empirical investigation of toxic behavior and rhetoric leadership. Leadership, 6(4), pp. 373-389.

25. Pindar, C. &. K. P. H., 2001. Employee silence: Quiescence and acquiescence as responses to perceived injustice. Research in Personnel and Human Resource Management, Volume 20, pp. 331-369.

26. S., T., 2008. Employee Silence on Critical work Issues. Podcast Organizational Behaviour Division of the Academy of Management, p. 16.

27. Shalini Sheel, B. K. S. S. G. S. P., 2012. Quality of Work Life, Employee Performance and Career Growth Opportunities: A Literature Review. Zenith International Journal of Multidisciplinary Research, 2(2).

28. Siu, 2002. Occupational stressors and well-being among Chinese employees: The role of organizational commitment. Applied Psychology: An International Review, 51(4), pp. 527-544.

29. Spector, P., 1997. measurement of human service staff satisfaction: Development of the job satisfaction survey. amer J com Psyc, Volume 13, pp. 693-713.

30. Spector, P. E., 1997. Job Satisfaction: Application, Assessment, Causes, and. Sage, London.

31. Tepper, b. J., 2000. Consequences of abusive supervision. Academy of management, 43(2), pp. 178-190.

32. Wright, S., 1996. Corporate abuse: How lean and mean robs people and profits. New York: Macmillan.

33. Yuan. C. K., L. C. Y., 2011. Exploration of a construct model linking leadership types, organization culture, employees' performance and leadership performance. Procedia - Social and Behavioral Sciences, Volume 25, pp. 123-136.

34. Zeinabadi, H., 2010. Job satisfaction and organizational commitment as antecedents of organizational citizenship behavior (OCB) of teachers. Procedia Social and Behavioral Sciences, Volume 5, pp. 998-1003.

35. Zheng, 2008. Employee Silence Behaviour: A Review based on Chinese family enterprise. Asian Social Science, 9(17), pp. 47-52.