

Mediating Role of Organizational Commitment in the Relationship of Attitudinal Aspects and Employees' Turnover Intentions: A Theoretical Framework

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Abstract

There is no largely debated or written piece available about the factors that incite the intentions of older workers to leave the job. The aim of study is to investigate the relationship between work experience characteristics (Perceived organizational support [POS], co-worker support, career satisfaction, age-related stereotypes and organization commitment dimensions) and an organizational withdrawal intention (turnover intentions). This study is based on the previous literature. Secondary data is used to establish the relationship among the variables. By enhancing the employee's organizational commitment, the turnover intentions can be avoided. Co-workers support increase the feeling of employees' commitment towards organization. Employee's dissatisfied behaviour leads them towards the intentions to quit the job. It's a primary responsibility of the management to control the turnover intentions because it is linked with the cost.

Keywords: POS, age stereotypes, organization commitment, Turnover intentions.

Introduction

Retention of older work force is valuable for the organization as well as the individual (Hofstetter & Cohen, 2014). There is no largely debated or written piece available about the factors that incite the intentions of older workers to leave the job (Holtom *et al.*, 2008). Turnover, at any age, is an organizational withdrawal response that reflect the lower benefits for staying in a specific job as compared to leaving (Adams & Beehr, 1998). Turnover intentions might be aimed towards improvement of personal life satisfaction while the turnover intentions for the career satisfaction by switching to different organization (Hofstetter & Cohen, 2014). Organizations have to do something to retain its employees in the competitive labour market (Miller & Wheeler, 1992) especially concerning the women's because their turnover rate is considered to be higher than men (Schwartz, 1989). High turnover rate won't just expand the cost of recruitment process, additionally lessen the influential spirit and drain of intellectual capital; this is not a healthy development of an organization (Wang, 2017). There is couple of studies that focused on work experience characteristics variables as predictors for turnover intentions (Heilman *et al.*, 2008).

Mowday (1998) argues that Perceived organizational support (POS) is being recognized as an important resource by the management in the modern business world, especially in services sector. Employees perceive support as much as the organization design the employees benefit schemes which includes reward for employees, employees' welfare programs. It also provides them opportunities to take part in major organizational decisions. Such type of support will help to mold employee's attitudes in the organization (Ali, 2010). Generally, Employers value the employee's loyalty and dedication to their work. The employees attached emotionally to the organization show the greater performance, less absenteeism and have a less intentions to quit or retire from the job. (Meyer & Allen, 1997).

A study perception of various age groups, conducted by Garstka *et al* (2005) analyzed that both older and young work force knows that they are discriminated against other age groups. The common stereotypes concerning to older worker force are that the older employees are waiting for the retirement (Gaillard & Desmette, 2007); They more resist in applying new technologies because they are less trained,

and take much time to process the information (Rosen & Jerdee, 1976). Although most of the research focus on the negative stereotypes but some research shows both young and older workers to display a positive attitude towards the older workers with respect to some characteristics it involves, the older workers are always willing to help (Chasteen, et al, 2002).

Social relations of work setting are also the important predictors of the favourable outcomes such as job satisfaction, increased productivity and well-being (Hodson, 1997). The present study also focuses on co-worker support. Employee's commitment to their customers may highly increase as they perceive higher level of their co-worker's support (Susskind et al., 2003). Shanock and Eisenberger (2006) argues that the perception of co-worker support also has an impact on employee performance, rate of absenteeism and their intentions to quit the organization.

Literature Review

Perceived Organization Support (POS)

Workers commitment and their feelings towards the organization show the degree to which they perceive the environment of the organization is to be supportive (Hofstetter & Cohen, 2014). "Perceived organizational support refers to the degree to which an individual believes that the organization cares about him/her, values his/her input and provides his/her with help and support" (Erdogan and Enders, 2007: page number). Perceived organization support refers a belief developed on the part of employee's regarding their organization, at extent to which the organization values their contribution (Eisenberger *et al.*, 1986), care about their well-being being (Aselage & Eisenberger, 2003), treated fairly in procedural matters (Masterson and Stamper, 2003) and available developmental experiences (Wayne *et al.*, 1997). All these beliefs back the concept of organizational support theory (Rhoades and Eisenberger, 2002).

Eisenberger *et al* (1986) finds that according to the organizational support theory, employee's attitude is based on the support that they perceive from the organization. If employees perceive more support from the organization, they will develop a more positive attitude towards the organization (Abid *et al.*, 2016). Increased perceive

support from the organization reduce the rate of absenteeism, increased performance and citizenship behaviour (Eisenberger *et al.*, 1990).

Social exchange theory believes that POS has a positive relationship with the organization commitment (Eisenberger *et al.*, 1990; Wayne *et al.*, 1997; Rhoades *et al.*, 2001). As a result of organizational support, the feelings of goodwill are generated in an employee towards the organization. A strong bonding is developed among the employees and the employer. The employees feel a heavy responsibility to pay back to its organization through the rule of exchange (Eisenberger *et al.*, 1990).

Age stereotypes

Age discriminations are not only specific to the older employees but it can affect the employee of any age: a middle age employee can be criticized for failing to achieve a career level believed “appropriate” for age (Arrowsmith & Goldrick 1997: 277). Age related stereotypes turn out to be more significant in the organizations as the workforce gets older (Finkelstein *et al.*, 2015). Age discriminations can adversely affect an individual psychological and economic well-being. Widespread age stereotypes in the organizational environment may affect the older work force’s professional life in many aspects including job security, assignment and promotions (Walker, 1999; Guglielmi *et al.*, 2016). A phenomenon known as stereotype threat in which people feel fear of being judged on the basis of negative stereotypes (Steele & Aronson, 1995), stereotype threat can be a major cause of anxiety, which negatively affects the employee performance. Hess, *et al* (2004) finds that negative stereotypes have a negative impact on the performance memory tasks of older adults.

A person may hold the both positive and negative age related stereotypes at the same time (Kruse & Schmitt, 2006). Older work force is not always rated with negative stereotypes. Which includes, older work force is assumed more reliable and loyal to the organization (Taylor & Walker, 1994). Other positive attributes related to the older work force include wisdom, integrity and experience (Kornadt & Rothermund).

The older work force is negatively rated concerning their competence (Dordoni and Argentero, 2015) Which includes that they are supposed to be less capable and less

skilled as compared to the younger work force (Mathieu & Desmette). Different studies also question the ability to develop, learn and motivation of older work force. Which includes, older work force is assumed as waiting for retirement (Gaillard & Desmette, 2007); resist the new technology and ideas, and difficult to train (Rosen & Jerdee, 1976).

Co-worker Support

Coworkers, by their supportive or unsupportive behaviour can make work place environment pleasant or unpleasant to spend time (Bateman, 2009). Coworkers are those employees that workers have to contact to them on daily basis while performing your job (Bateman, 2009). Coworker support is referred the extent to which employees believe that their coworkers are ready to support them to perform their duties (Arora, 2013). Zhou & George (2001) argue that assisting one another by sharing knowledge and expertise is also a type of Coworkers support.

Co-workers' social support defined by the McGrath (1992) that the interest of the workers to support their co-workers in social matters , which includes care other co-workers, establish warm relationships, avoid gossiping and appreciate on good work. Hodson (1997) argues that social relations in work environment can play an important role to improve job satisfaction, performance and wellbeing.

Maloney and Lillis (1997) identify four type of social support that employees demand from their co-workers: emotional support (helpful, sympathy), instrumental support (providing materialistic support), informational support (advising in making decisions to solve the problem), and appraisal support (assisting self-evaluation).

McGuire (2012) indicates that the women than the men have more close ties of support. Women are proving more supportive coworkers as compared to the men and more like the work setting friendly relations and their emotional benefits (Glass & Camarigg, 1992).

However, there is a contradiction about the views regarding the positive affect of co-worker support on worker's performance, it might have viewed political, so it is not always associated with constructive work attitude (Ibrahim,2014). Bateman (2009) states that the person accepting the support from their co-workers may be

considered incompetent. The negative views about the co-worker support are based on a perception that, all the peers are considered equally competent, and one who accepts the support has a lack of ability and competency (Ng & Sorenson, 2008).

Career Satisfaction

Career is defined in different ways by various scholars. In the case of development, career refers to the employee progress and success during the job in an organization (Werner p.384). Career success is “the positive psychological or work-related outcomes or achievements one accumulates as a result of work experiences” (Kraimer, 1999, p. 417). According to the Judge *et al* (1995) career success is an occupational outcome that a person achieves over a period of time. The level of Career satisfaction may another important predictor of individual intentions to leave the organization (Hofstetter & Cohen, 2014).

Greenhaus *et al.*, (1990) define the career satisfaction as a degree to which an employee is satisfied with its progression in achieving career goals. Employee’s personal goals are difficult to achieve without the material and social support resides in goal specific environment which is an important predictor of career satisfaction (Barnett & Bradley, 2007).

Career satisfaction is measured by subjective career success that is defined as individual achievements in career and how much satisfied with these achievements (Judge *et al.*, 1995). Subjective career success is related to the individual personal assessments that What he/ she have achieve in the past and what are their future projections regarding the career goals (Melamed, 1996), and compare his/her success with self-established standards and ambitions (Boudreau *et al.*, 2001).

Subjective career success refers the intrinsic and extrinsic aspects of individual’s satisfaction of their career. Korman *et al.* (1981) identify that the past research shows that somebody who is extrinsically successful in objective career aspect which includes salary and work status, does not feel the satisfied with accomplishments.

Extrinsic career success comes from apparent and tangible outcomes such as salary and status (Beyer & Trice, 1985). Three general criteria used to rate extrinsic

satisfaction is Pay, number of promotions or up gradations and work- related status (Judge & Kammeyer-Mueller, 2007). Intrinsic success is an appraisal of success by an individual which includes life satisfaction, career and job (Judge *et al.*, 1995). Intrinsic career success can be assessed by a subjective comparison rating in which one's satisfaction is compared with one's career (Judge & Mueller, 2007).

Organizational Commitment

Organizational commitment can be traced back from 1950s when it was introduced as the field of organizational Behaviour and it has been a large matter of interest in every era. (Aryee & Heng, 1990). Mowday (1998) describes some favourable advantages of organizational commitment such as reduction in employee's absenteeism and turnover, improve performance and organizational effectiveness.

Organizational commitment can be express as the intensity of individual attachment with its organization (Cooper & Robertson, 1998). Mowday *et al.* (1982) defines the organizational commitment as someone's personal feelings about its organization as a whole. The employees psychologically tie with an organization and align their goals and values with the organizational goals and values, behaviour investments in the organization, and possibly wants to remain with its organization. Organizational commitment according to the Porter *et al.* (1974) is the "strength of an individual's identification with and involvement in a particular organization" (p35).

Salancik and Staw (1977) divided the organizational commitment into two aspects. First is attitudinal commitment and second is behavioural commitment. Attitudinal commitment is employees known by its organizational goals and values and has a desire to stay with its organization (Porter *et al.*, 1974). Behavioural commitment is the past behaviour of employees play a significant role in the attachment of employees with its organization. A three-component model of organizational commitment developed by Meyer and Allen (1991) is most frequently used theory of organizational commitment (Boer & Dick 2013). The concept of organizational commitment is divided into three separate forms of Affective commitment, Continuance commitment and normative commitment (Hyun-Woo et al.; Elizeberth & Zakkariya ,2015).

Affective commitment shows the level of emotional attachment of employees with the organization, involvement and identification with the organization. The employees with the higher level of affective commitment willingly remain with the organization (Allen & Meyer 1990, 1–3.). Affective commitment is based on desire. Affective commitment shows the strong relationship with positive work behaviours which includes organizational citizenship behaviour and less absenteeism and thus most of the three components model research focused on affective commitment (Meyer *et al.*, 2002; Choi, Tran & Park, 2015)

Continuance commitment refers to a relation with the organization based on the cost that a person has to bear on the leaving of an organization. Employee remains with the organization till he needs, due to lack of alternative employment opportunities, has a fear of loss in income or in retirement related benefits (Meyer *et al.*, 2002). Therefore, accounting the higher cost of leaving the organization, employees having the high continuance commitment remain in the organization because they cannot afford quit from the organization. The time a resources that employees have used in learning a skill that is specific for an organization or a period of time or no better employment opportunities becomes the primary antecedents of continuance commitment (Garcia-Gabrera & Garcia-Soto 2012).

Normative commitment refers to “a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization” (Meyer & Allen, 1991, p.67). It is suggested that normative commitment is influenced by an employee past (before joining the organization) and current (after joining the organization) experiences. The past and current experiences indicate that organizational socialization as well as socialization exist in the society or in the families affect the employee’s normative commitment (Boer & Dick , 2013).

Turnover intention

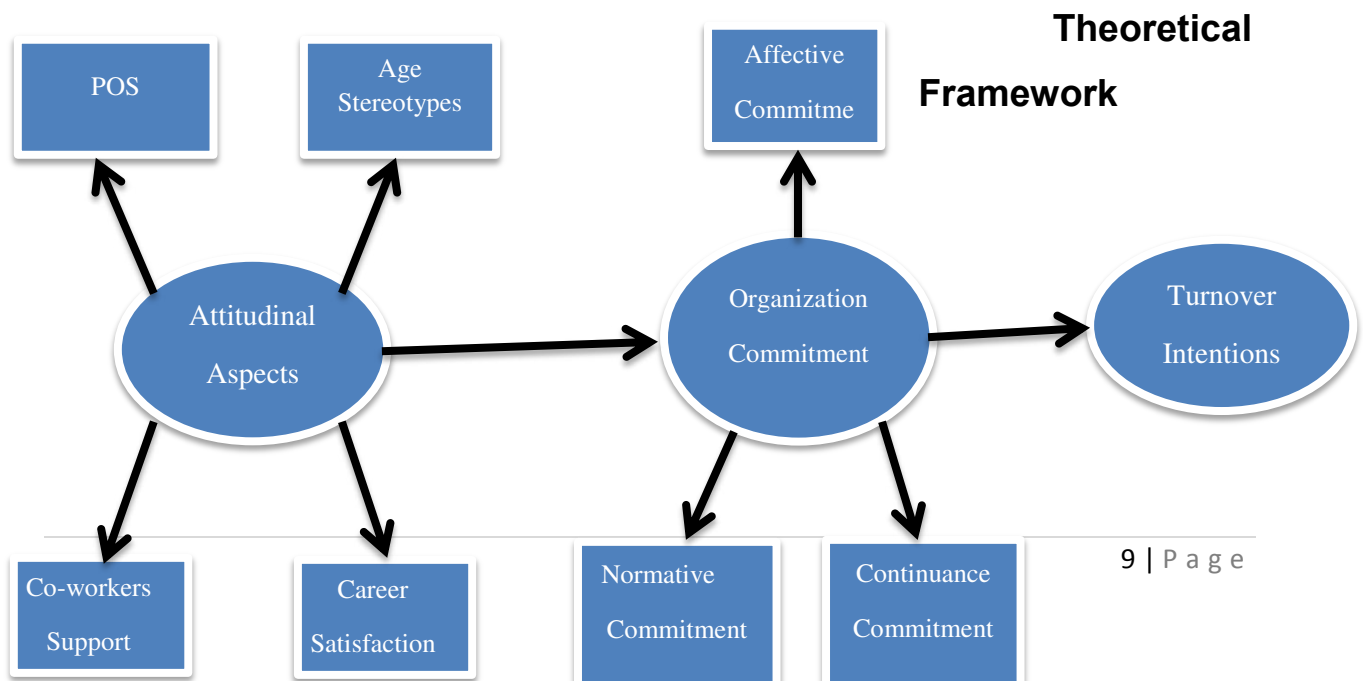
Turnover intention refers to the possibility of an individual to leave its current organization or permanent withdrawal from an organization willingly (Radzi *et al.*, 2009; Griffeth *et al.*, 2000). Typical job turnover refers to “quit from any job in any duration” (Feldman, 1994, p. 287). Schwepker and Jr (2001) define that turnover

intentions is a psychological reasoning of an employee who either wants to remain with its organization or wants to quit. According to the Lycons (1971) reasoning, turnover intention is a conscious and careful decision that a person makes to quiet the organization with its will.

As the competition increases in labor market, Organizations and employers have to take steps to keep its work force in hand (Miller & Wheeler, 1992). This phenomenon is more concerned to the women because the rate of women's turnover is found to be higher than the men (Schwartz, 1989) that's why turnover is a much studied phenomenon now a day (Yousaf, 2008). Considering the importance, researchers have focused their attention on the employee who quits the organization instead of who are entering in it (Price, 2001)

There are three particular elements associated with the term of turnover intentions according to the withdrawal perception process. First, Thoughts about to leave the organization, second, Intent to search for another job in some other organization and third, then intent to leave the organization (Carmeli & Weisberg, 2006).

However, actual turnover is different from intentions to leave (Addae *et al.*, 2006). Empirical studies show that actual turnover behaviour can be best predicted by the turnover intentions (Griffeth *et al.*, 2000; Price, 2001). The actual turnover behaviour has a strong and significant positive relationship with turnover intentions (Samad,2006). Radzi *et al.*, (2009) argue that this significant positive relationship back the attitude behaviour theory, which holds that an individual's intention to perform a specific behaviour is the immediate determinant of the actual behaviour.



Methodology

The aim of writing this paper is to analyse and investigate the impact of different work experience characteristics (Perceived organizational support [POS], co-worker support, career satisfaction, age-related stereotypes and organization commitment dimensions) on organization withdrawals. The research model is developed after the thorough study of relevant literature. Secondary data is used to justify the developed model which has been collected after studying various research papers and will be analyzed with the help of literature reviews.

Discussion

Previous literature establishes the fact that withdrawal from job particularly turnover intentions may be influenced by various factors (health, Financial etc.) but in this research our prime focus is to highlight the role of other work environment variables that can force an employee to quit.

POS increases the affective organizational commitment by satisfying the emotional need which includes the association and emotional support (Armeli *et al.*, 1998). Thibaut & Kelley (1967) elucidates the relationship between employee's organizational commitment and POS at work by using the social exchange theory. Previous research (Eisenberger *et al.*, 2001) shows the connection between POS and organizational commitment (Pack, *et al.*, 2007). A survey, conducted by the Onyinyi (2003) among the health workers to explore the relationship between Perceived organizational support and organizational commitment. He finds a weak but significant association between the two variables. In a study of radiographers' in South African hospitals find that radiographers' organizational commitment is positively influenced by POS (Makanjee *et al.* 2006).

Evidence proposes that older work force is usually more productive, because they have higher levels of organizational commitment and loyalty (Brosi & Kleiner 1999: 101). The co-worker's support and supervisor's support to the newcomers in the organization has a positive impact on organizational commitment while having a negative impact on their turnover intentions (Nelson & Quick 1991). Artlett's (2001)

finds that more supported employees by their coworkers and supervisors were more affectively committed to the organization. Lane (1993) finds a positive relationship between career satisfaction and organization commitment and negative relationship with turnover intentions.

The study conducted by Mueller and Price (1990) finds that organizational commitment is strongly correlated with turnover intention. Past research (Ohana & Meyer, 2011) shows the fact that organizational commitment can be a major originator of turnover intentions (Williams & Hazer, 1986). According to the Perryer *et al.* (2010), organizational commitment and POS are significant predictors of turnover intentions. The employees who show the higher commitment towards the organization are happy at their job and don't like to spend time away from their job and less expected to leave the organization (Mowday *et al.*, 1979). Carbery *et al.* (2003) studied the sample of 89 hotel employees and the results show that organization commitment is more responsible for turnover intentions than the job satisfaction. Stumpf and Hartman (1984) reports a significant relation between the organization commitment and turnover intention. Sager and Johnston (1989) analyzes the behaviour of sales employees and observes that the higher perceived organization commitment dramatically reduces the job hunting behaviour. Affective organizational commitment is one of the three variables that come under the umbrella of work role attachment theory (Adams *et al.*, 2002).

Research Implications

It's a primary responsibility of the management to control the turnover intentions because it is linked with the cost (Schyns *et al.*, 2007) There are no such types of profit or loss statements that can cope the "cost of voluntary turnover" (Holtom *et al.*, 2008, p. 236). This can only happen when management provide a supportive environment and takes care of employees well beings. To create such environment management should aware the employees that organization cares about them and will be ready to provide a support in time of their need. Management should arrange the activities to increase the level of assistance and trust among the employees.

Conclusion

The conclusion of this research is based on the previous literature and results which significantly shows that work experience characteristic has a great influence on employee decisions to withdrawal from job. Perceived organizational support shows a positive attitude towards the organizational commitment. A supportive work environment provided by the organization will increase the commitment and sense of obligation. A higher level of perceived organizational support will also help to minimize intentions to leave. Supportive coworkers and an environment free from age related stereotypes from both sides (old and young) will help to create a strong bonding among the employees and towards the organization. In such a supportive environment by the co-workers will make the employees more committed with the organization and it will be very difficult for an employee to leave. It is also a noted fact that employee's career satisfaction can play a vital role in withdrawal decisions. Highly satisfied employees with their career will be highly committed with the organization having less intentions to turnover.

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