

Chapter 13

Mastering Employee Turnover Intention in the Modern Workforce

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ABSTRACT

This chapter indicates the advanced issues of employee turnover intention; employee turnover intention, job satisfaction, and Human Resource Information System (HRIS); employee turnover intention and job burnout; employee turnover intention and mobbing; employee turnover intention, psychological capital, and work-family conflict; employee turnover intention and job engagement; and employee turnover intention in the health care industry. Turnover intention is a measurement of whether the organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Employee turnover is a natural part of business in any industry. Replacing employees can affect the organization's productivity, expenses, and overall performance. Understanding the effects of losing a high number of employees serves as a motivator to work toward reducing the employee turnover rate for the higher profits in the modern workforce.

INTRODUCTION

Retention of employees is one of the most significant outcomes of organizational commitment (Kasemsap, 2017a). High employee turnover rates have long been a significant problem in many industries (Pang, Kucukusta, & Chan, 2015). Organizations are concerned about retaining human talent, particularly within knowledge-based industries (Soltis, Agneessens, Sasovova, & Labianca, 2013). Employee turnover that diminishes productivity and erodes morale is a serious problem in the global workforce (Huffman, Casper, & Payne, 2014). Employee turnover intention is one of the most powerful predictors of actual turnover (Griffeth, Hom, & Gaertner, 2000), which incurs financial costs (Allen, Bryant, & Vardaman, 2010), increases accident rates (Shaw, Gupta, & Delery, 2005), and decreases customer service (Hancock, Allen, Bosco, McDaniel, & Pierce, 2011).

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Today, employee turnover intention is increasing (Tnay, Othman, Siong, & Lim, 2013) and causes psychological, sociological, and economic problems (Elçi, Erdilek, Alpan, & Şener, 2014). It is related to deteriorating mental health and a higher degree of job burnout (Liljegren & Ekberg, 2009), and is correlated with the reduced job satisfaction, higher emotional exhaustion, more outside job opportunities, weaker work group cohesion, lower personal accomplishment, and higher depersonalization (Tourangeau, Cranley, Laschinger, & Pachis, 2010). Loyalty has the most important effect upon employee turnover intention in all occupations (Hwang & Chang, 2008). The job-related factors regarding employee turnover intention include the routine tasks and the poor promotional opportunities in the workplace (Deery, Nath, & Walsh, 2013).

This chapter focuses on the literature review through a thorough literature consolidation of employee turnover intention. The extensive literature of employee turnover intention provides a contribution to practitioners and researchers by indicating the advanced issues and implications of employee turnover intention in order to recognize the impact of employee turnover intention in the modern workforce.

BACKGROUND

Employee turnover intention refers to the possibility of employees leaving their job and organization on their own will (Kuvaas, 2006) within a specified time period (Jaramillo, Mulki, & Boles, 2013) and obstructs the delivery of services (Waldman, Kelly, Arora, & Smith, 2004) as the remaining employees struggle to provide high-quality services when untrained employees replace previous experienced colleagues (Powell & York, 1992) toward negatively affecting consumers' progress (Hurt, Grist, Malesky, & McCord, 2013) and family life (Grindle, Kovshoff, Hastings, & Remington, 2009).

When employees leave their jobs, they take with them critical knowledge acquired over time about the work position, the agency, and the consumers (Harris, Kacmar, & Witt, 2005). Employee turnover rates reduce the remaining employees' morale (Byrd, Cochran, Silverman, & Blount, 2000), increase the workload of the remaining staff, and discourage eligible individuals from applying to open positions (Lambert, 2006) and are much higher for the poorly socialized employees suggesting there is a self-corrective effect in which uncommitted employees are more likely to leave their organizations (Somers, 2010).

When an employee leaves an organization, the ability of the remaining employees to accomplish their duties can be affected (Arshadi & Shahbazi, 2013). Organizations can better fulfill the psychological contracts, which can increase the emotional attachment to organizations and thus reduce both emotional exhaustion and turnover intention (Qin, Hom, Xu, & Ju, 2014). Occupational satisfaction is the contentment arising out of interplay of employee's positive and negative feelings toward his or her career (Kasemsap, 2014).

Ethical organizational climate, leader-member exchange (LMX) quality, and career commitment are negatively correlated with employee turnover intention (Kasemsap, 2013a). In addition, participation in decision making, career adaptability, and affective commitment have a negative relationship with employee turnover intention (Kasemsap, 2013b).

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