

## A Critical Analysis on Organisational Growth and Managerial Turnover

Fahad Abdali<sup>1</sup>, Dr.M Ramzan Mughal<sup>2</sup>, Dr. Faraz Ahmed Wajidi<sup>3</sup>

### Abstract:

The fundamental purpose of this research is to critically analyse the impact of managerial level turnover on organisational growth. This research also emphasises on different aspects and its correlations that contribute in the retention and turnover of the employees. The nature of this research is quantitative. The data that has been obtained for this research is collected through primary methods using survey questionnaire that comprises of 20 question, while analysis has been performed using Smart-PLS. The findings of this research concludes that turnover has a significant impact on organizational growth. Furthermore, the relationship between these two variables have been discussed under the light of various elements, such as affective commitment and opportunities on the turnover intentions of the employees. The research is limited to the sample size of 100 individuals because of the time and cost constraints. The research implies that turnover of employees at managerial level impact organisational growth. However, the impact can be negative. Therefore, it is required by the management to ensure that productive and skilled managers are retained for betterment of the organisation.

**Keywords:** Organisational Growth, Managerial Turnover, Retention, Turnover Intention

### 1. Introduction

In the current times, the career path of any individual is not solely linked with an organisation as a result of high potential career curves and job mobility, as identified in the research of Carper (2017). Therefore, employees are required to maintain a balance between their desire to grow in their careers while having a positive attitude with the current organisation (Landy and Conte, 2016). Based on the research of Mayo (2016), human resources are considered as one the most important assets of any organisation as it directly impacts the development, success, and growth of organisation. Moreover, the research of Erickson (2017) concluded that human resources are most important in the recent era as the concept of lifetime employment is old and employees tend to seek better opportunities that contribute in improving their career.

It has been noted in the research of Santhanam et al (2018) that turnover in an organisation mostly occur due to many organisational factors, which includes lack of potential career growth as the most prominent

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<sup>1</sup> Ph.D D Scholar, University of Karachi, [sarg.pk@gmail.com](mailto:sarg.pk@gmail.com)

<sup>2</sup> University of Karachi, [ramzan\\_mughal2004@yahoo.com](mailto:ramzan_mughal2004@yahoo.com)

<sup>3</sup> Institute of Business and Health Management (IBHM), [faraz.wajidi1978@gmail.com](mailto:faraz.wajidi1978@gmail.com)

element. Hence, employees seek new jobs and opportunities in the vast global market. Moreover, it has been noted that globalisation has increased the frequency of mobility and career change as compared to the older times. The research of Sandhya and Kumar (2014) suggests that despite the awareness and chances to seek more career opportunities, there are significant implications attached with the managerial turnover on the company. On the other hand, the research of Coccia (2015) focuses on the notion that managerial level turnover impacts performance of an organisation that further reduces the chances of that organisation to grow.

There have been various studies like Khoele and Daya (2014) and Oyewobi et al (2016) that focused on the subject of turnover of employees in organisation. According to the research of Kale, Reis, and Venkateswaran (2014), turnover adversely impacts the performance of an organisation as it requires additional time and resources to achieve goals of the organisation. Moreover, the research of Karpoff, Lee, and Martin (2014) identifies that losing a highly skilled employee is considered as the loss for an organisation. In addition to this, the adverse effects of employee turnover include extended workload, unfilled work position, and economic climatic change within the organisation. According to the research of Oladapo (2014), the human resource management is required to retain the employees in order to achieve goals and growth of the organisations. It has been noted in the research of Surienty et al (2014) that human resource management can be crucial in retaining and turnover of employees. It has been observed through the research of Peretz, Levi and Fried (2015) that human resource management reflects on the recruitment of employees that are not only fit for the organisation but can also be satisfied with the job description, working environment, salaries, and rewards and compensation.

Past researches have evaluated the impact of performance on turnover intentions of managers. According to the research of Khoele and Daya (2014), poor performance compel managers to leave the organisation in order to support organisational growth. On the other hand, the research of Katzenbach and Smith (2015) indicated that managerial turnover can have significant impact on the performance of any organisation. In addition to this, the research of Hale, Ployhart and Shepherd (2016) has highlighted that most of the top managers tend to leave organisation when the organisation is expected to have declined profits. On the other hand, the study of Surienty et al (2014) concluded that in most organisation, the notion of survival of fittest is often applied as managers are significant tool to transform different forms of resources into meaningful results. It implies that manager who fail to do their job are expected to leave the organisation. However, the research of Long and Perumal (2014) suggested that the skills of a managers are required effectively and consistently to improve the organisational growth.

The human resource field of research have acknowledged that managerial level turnover mostly occurs because of the poor performance, which indicates the change of management as per the need of an organisation. While there are studies that focus on the need for managerial turnover, there are studies like Katsikea, Theodosiou and Morgan (2015) that have focused on the shortcomings that are

experienced because of the managerial turnover level. However, the research of Karpoff, Lee, and Martin (2014) have emphasised on the cost that is endured by the organisation upon the turnover of managerial level employees. According to the research of Khoele and Daya (2014) separation cost is one of the biggest drawback that is associated with the managerial level turnover, and can be monetary or non-monetary. The examples of these are difficulty in recruiting individuals with similar or better qualities, increased job insecurity, influence on other employees, loss of talented employees, changed authority, insurance premiums, higher unemployment, contractual obligations, involuntary packages voluntary severance packages, and early retirement packages.

The purpose of this paper is to analyse the change experienced by the organisation as a result of turnover of employees at managerial level. It has been found in the research of Katzenbach and Smith (2015) that most of the senior managers contribute directly on the performance and growth of the organisation. In addition to this, the research of Khoele and Daya (2014) suggests that the role of managers extend from implanting the strategies, modifying it according to the need that impacts the results. However, it has been found that there is a gap in literature that is associated with the growth or failure of an organisation as a result of managerial level turnover. Hence, the primary focus of this research is placed on the evaluation of relationship between organisational level and managerial level turnover.

The research contributes in adding value to the literature that covers subject area of human resource management, organisational growth and turnover of employees at managerial level. In addition to this, the research can be deemed significant for the organisation as the insights can help them their human resource management to retain managers that are positively significant for organisational growth.

## **2. Literature Review**

The literature on retention and turnover of employees in organisations cover wider aspect and include different variables that impact the intention of employees (Sattar and Ahmed, 2014). According to the research of Sandhya and Kumar (2014), salaries and job security are the two main elements that contribute in the satisfaction of top managers, which then can be reflected through the future prospects and performance of the organisation overall. It indicates that there is a strong link between the satisfaction level of top managers and the organisational growth and performance (Katsikea, Theodosiou and Morgan, 2015). On the other hand, the research of Long and Perumal (2014) concluded that working environment is considered as one of the most powerful element that determines the intention of top managers to stay or to leave. It has been noted in the research of Karpoff, Lee, and Martin (2014) dynamic nature of the working environment poses a threat to manager's performance in generating high profitability in an organisation, which may pose a threat to their job security.

In accordance with the research of Long and Perumal (2014) the association between turnover rates and competitive salary is significant and positive. It has been noted in the research of Kale, Reis, and Venkateswaran (2014) that managers are liable to allocate resources, which includes the process of distributing and budgeting as well. It directly impacts the raises, salaries and compensation of the workers that motivates them to stay within the organisation. It has been noted in the research of Hale, Ployhart and Shepherd (2016) that organisational effectiveness is achieved through the efficient performance of top managers within an organisation, as they have the formal power to strategies the move of entire company. However, it has been observed through the findings of Coccia (2015) that the replacement of managers by other managers often have consequences that directly influences the performance and growth of the organisation.

It has been noted through the research of Carper (2017) that the turnover of managers in some cases bring positive change in the organisation as new managers brings new idea and fresh perspective to the strategy. On the other hand, the research of Khoele and Daya (2014) concluded that any form of organisational change, especially the one that is linked with managerial turnover can be considered as disruptive. This is due to the fact that management teams tend to get processed through this organisational change, including disruption throughout hierarchies and structure. According to the research of Guan et al (2014), managerial turnover often limits the performance of an organisation. Based on the findings of Karpoff, Lee, and Martin (2014), the duration of succession period is likely to give birth to the conflict within an organisation, causing disruption and miscommunication between the staff and other managers. In addition to this, it has been found in the research of Watty-Benjamin and Udechukwu (2014) that managerial turnover also results in the reluctance of external investors because of the preferences. Hence, it lowers the performance and growth of an organisation which has been progressing in the tenure of previous manager. In accordance to the research of Krug, Wright and Kroll (2014), it also causes a communication gap when top managers tend to pass on the new strategies to the staff that involves uncertainty and sometimes conflict. All of these instances cause lower organisational growth that results because of the managerial turnover.

According to the research of Long and Perumal (2014), there are cases where manager's productivity hinders the growth of an organisation, which could be instilled through implementation of new laws and regulation, consolidation of the industry, and the introduction of new technologies. Therefore, companies that are successful tend to give their managers and employees the package that fulfils their desire and contribute in their intention to stay within the company (Katsikea, Theodosiou and Morgan, 2015). However, the research of Khoele and Daya (2014) concludes that designing competitive package, salary, and incentive plan is not an easy task as most of the managers are fully aware of the outcomes of organisational growth. According to the research of Krug, Wright and Kroll (2014), one of the most significant element to retain managers is to create a welcoming yet dynamic working environment where they function effectively.

It has been observed through the research of Kale, Reis, and Venkateswaran (2014) that lack of promotion is one of the most prominent reasons for managers to leave the organisation. The notion of promotion is not only associated with the elevation of grade, designation, or increments, but it is also associated with the cognition that reflects on the behaviour of managers (Hale, Ployhart and Shepherd, 2016). In accordance with the research of Carper (2017), promotion offers commitment of resources as well as rewards and compensation to the employees that in return motivate them to perform better. In addition to this, promotion can be based on rewards that are monetary or non-monetary. Lack of satisfactory promotion, hence, compels the individual look for opportunities that best matches his or her skills and experiences and has equal or better reward system.

## **2.1 Hypotheses**

- H1 – Affective commitment has a significant impact on the Turnover Intention
- H2 – Competitive pay has a significant impact on the Perceived External Prestige
- H3 – High Sacrifice has a significant impact on the Turnover Intention
- H4 – Information about the Organization has a significant impact on the Perceived External Prestige
- H5 - Low Alternatives has a significant impact on the Turnover Intentions
- H6 - Manager Practices has a significant impact on the Perceived Organizational Support
- H7 - Opportunities for Growth has a significant impact on the Perceived Organizational Support
- H8 - Perceived External Prestige has a significant impact on the Affective Commitment
- H9 - Perceived External Prestige has a significant impact on the High Sacrifice
- H10 - Perceived External Prestige has a significant impact on the Low Alternatives
- H11- Perceived Organizational Support has a significant impact on the Affective Commitment
- H12 - Perceived Organizational Support has a significant impact on the High Sacrifice
- H13 - Perceived Organizational Support has a significant impact on the Low Alternatives
- H14 - Turnover Intentions has a significant impact on the Organizational Growths

## **3. Research Methodology**

In order to analyse the relationship between organisational growth and managerial level turnover, this research has deployed quantitative methods of research using primary methods of data collection. The deductive approach has been used and the instrument of data collection is survey questionnaire which comprises of 30 closed ended questions. These were based on the likert scale, in which 1 implied strongly disagreed while 5 implied strongly agreed. The sample size of this research is 100 individuals who have worked in one or more than one organisation at managerial level. These individuals have been selected through implementing non-random sampling method. The questionnaires were sent to them through online mediums, and the same medium has been used to store their responses. The data has been analysed through multiple regression analysis as its statistical and has been passed through

different stages in order to ensure validity and reliability of the research. The independent variables discussed in the research were friendly working environment, competitive salary, job security, and lack of promotion, which fall under the hood of organisational growth. On the other hand, the dependent variable is managerial level turnover. Five hypotheses has been developed and tested to investigate the association between organisational growth and managerial level turnover.

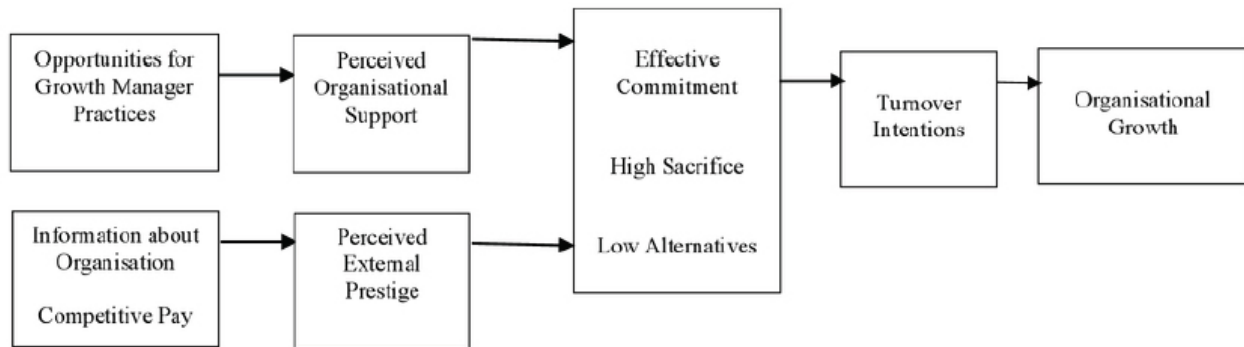
### **3.1 Research Model**

#### **3.1.1 The Theory of Planned Behaviour (TPB)**

The theory of planned behaviour has been stemmed through theory of reasoned action which is associated with the intention of an individual to engage himself with the place through his behaviour for a specified duration. According to the research of Kautonen, Van Gelderen and Fink (2015), one of the primary elements that reflects on to the theory is the intention and behaviour of individual that shapes an overall attitude. The same attitude can further be reflected on through the benefits and risks of the decisions taken.

There are many dimensions associated with the theory of planned behaviour including the ability of the person to perform an action, the motivation that leads to the intention of performing the task by an individual. It also includes the variety of behaviour that can be predicted through the recognition of surroundings and conditions (Sawang and Kivits, 2014). In accordance with the research of Kaur Sahi and Mahajan (2014), the theory is based on the intention of an individual along with its ability that is reflected through his behaviour. There are three beliefs system that are distinctive in nature within the theory: Control, Normative, and Behavioural. However, it has been noted that the theory of planned behaviour or TPB has six basic constructs accommodated that represents an individual's control on his actions and behaviour. It includes attitudes, behavioural intention, subjective norms, social norms, perceived power, and perceived behavioural control. Within this theory, attitude reflects the extent to which the evaluation of favourable or otherwise conditions shapes the behaviour of individual's interest. Perceived behavioural control is regarded as the perception of an individual in judging the difficulty or ease of the situation. The notion may vary from situation to situation. On the other hand, it has been noted that impact of elements on the behavioural performance of an individual can be considered as his perceived power, which contributes in modifying and controlling his behaviour towards these elements. Social and subjective norms are the ones that indicate acceptable and non-acceptable behaviour or code of conduct within a social group.

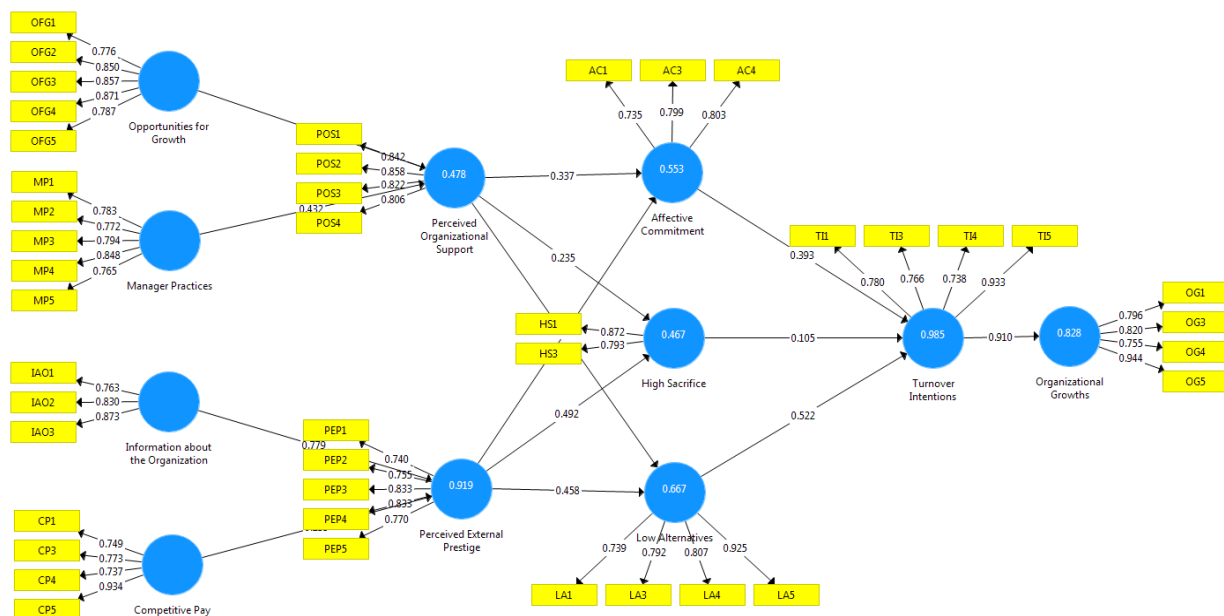
## Conceptual Model



## 3.2 Empirical Findings and Analysis

The fundamental aim of this study is to evaluate the model that has been developed to understand and critically analyse the relationship between organisational growth and managerial level turnover. This research has applied various model, such as SMART-PLS and tests to estimate the outcome in the form of hypotheses. The research is quantitative in nature, data has been collected through primary methods using survey questionnaire as the instrument of data collection.

## Analysis



### 3.3 Factor Loadings Significant

The following table presents the factor loading of 43 variables on 11 factors. It has been noted that higher absolute value of factor loading indicates a higher contribution of factor to the variable. The table also accommodates 11 extracted components which are then evaluated through analysing impact of 43 variables that is further divided accordingly. It has been observed that the value of factor loading for these variables and factors are all above 0.5, which implies that the desired results are met.

#### Statistical Data

	Affective Commitment	Competitive Pay	High Sacrifice	Information about the Organization	Low Alternatives	Manager Practices	Opportunities for Growth	Organizational Growth s	Perceived External Prestige	Perceived Organizational Support	Turn over Intentions
AC1	0.735										
AC3	0.799										
AC4	0.803										
CP1		0.749									
CP3		0.773									
CP4		0.737									
CP5		0.934									
HS1			0.872								
HS3			0.793								
IAO1				0.763							
IAO2				0.830							
IAO3				0.873							
LA1					0.739						
LA3					0.792						
LA4					0.807						
LA5					0.925						
MP1						0.783					
MP2						0.772					
MP3						0.794					
MP4						0.848					
MP5						0.765					
OFG1							0.776				
OFG2							0.850				
OFG3							0.857				
OFG4							0.871				
OFG5							0.787				
OG1								0.796			
OG3								0.820			



OG4								0.755			
OG5								0.944			
PEP1									0.740		
PEP2									0.755		
PEP3									0.833		
PEP4									0.833		
PEP5									0.770		
POS1										0.842	
POS2										0.858	
POS3										0.822	
POS4										0.806	
TI1											0.780
TI3											0.766
TI4											0.738
TI5											0.933

### 3.4 The Convergent Validity

In accordance with the research of Hair et al. (2013) it has been observed that convergent validity can be marked as a theory that relates different factors into one in order to investigate a matter, concept or hypotheses. In order to analyse the convergent validity within a subject area, it is essential for the researcher to investigate on the values presented through factor loadings, average variance and composite reliability extracted. According to the research of Melchers and Beck (2018) the value of factor loading of items are required to be more than 0.6 and to be significant in the form of statistic. On the other hand, it is essential for the AVE or Average Variance Extracted to be over the value of 0.5. Lastly, the minimum value of CR or Composite Reliability should be over 0.7. In accordance with the values recorded in the table below, it has been noted that all values are above their threshold implying high level of validity, reliability and consistency in between all variables and factors.

### 3.5 Construct Reliability and Validity

Constructs	Items	Loadings	Composite Reliability	Variance Extracted (AVE)
Affective Commitment	AC1	0.735	0.823	0.608
	AC3	0.799		
	AC4	0.803		
Competitive Pay	CP1	0.749	0.877	0.644
	CP3	0.773		
	CP4	0.737		
	CP5	0.934		
High Sacrifice	HS1	0.872	0.819	0.695
	HS3	0.793		
Information about the Organization	IAO1	0.763	0.863	0.678
	IAO2	0.803		
	IAO3	0.873		
Low Alternatives	LA1	0.739	0.89	0.67
	LA3	0.792		
	LA4	0.807		
	LA5	0.925		
Manager Practices	MP1	0.783	0.894	0.629
	MP2	0.772		
	MP3	0.794		
	MP4	0.848		
	MP5	0.765		
Opportunities for Growth	OFG1	0.776	0.917	0.688
	OFG2	0.850		
	OFG3	0.857		
	OFG4	0.871		
	OFG5	0.787		
Organizational Growth	OG1	0.796	0.899	0.692
	OG3	0.820		
	OG4	0.755		
	OG5	0.944		
Perceived External Prestige	PEP1	0.740	0.89	0.619
	PEP2	0.755		
	PEP3	0.833		
	PEP4	0.833		
	PEP5	0.770		
Perceived Organizational Support	POS1	0.842	0.9	0.692
	POS2	0.858		
	POS3	0.822		
	POS4	0.806		
Turnover Intention	TI1	0.780	0.882	0.653
	TI3	0.766		
	TI4	0.738		
	TI5	0.933		

### 3.6 Predictive Relevance of The Model

It has been noted through the research of Hair et al.(2017b)that the predictive power of constructs within a research can be investigated through analysing the value of its R square and cross validity redundancy, which is also known as the Rsquare adjusted . The research also indicates that the value of R square adjusted for all the given variables is required to be above 0. Based on the values presented within the table below, it has been observed that all these values are greater than 0, which implies that the results are positive. On the other hand, the research of Alexander, Tropsha and Winkler (2015) indicates that the value of R square is required to be more than 25%. Hence, the results of this research presents positive outcome.

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Perceived Organizational Support</b>	0.478	0.471
<b>Perceived External Prestige</b>	0.919	0.918
<b>Affective Commitment</b>	0.553	0.547
<b>High Sacrifice</b>	0.467	0.460
<b>Low Alternatives</b>	0.667	0.663
<b>Turnover Intentions</b>	0.985	0.985
<b>Organizational Growths</b>	0.828	0.827

### 3.7 The Structural Model (Inner Model) or Hypothesis Testing

The analysis of inner measurement through structural model of hypothesis testing is the preceding stage to outer measurement model. It is also been considered as the testing of hypothesis that is based on the structural equation modelling done through Partial Least Squares in Smart PLS 3.2.4. According to the research of (Ringle, Wende and Becker, 2015) Smart PLS is often used in the researchers to present outcomes that are based on complex models as compared to the other approaches of covariance. Furthermore, the inner model is tested by the researcher using re-sampling methods and bootstrapping of 5000 sub samples.

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Affective Commitment -&gt; Turnover Intentions</b>	0.393	0.386	0.066	5.982	<b>0.000</b>
<b>Competitive Pay -&gt; Perceived External Prestige</b>	0.235	0.234	0.048	4.865	<b>0.000</b>
<b>High Sacrifice -&gt; Turnover Intentions</b>	0.105	0.105	0.026	4.021	<b>0.000</b>
<b>Information about the Organization -&gt; Perceived</b>	0.779	0.779	0.041	18.928	<b>0.000</b>

<b>External Prestige</b>					
<b>Low Alternatives -&gt; Turnover Intentions</b>	0.522	0.529	0.064	8.186	<b>0.000</b>
<b>Manager Practices -&gt; Perceived Organizational Support</b>	0.432	0.434	0.099	4.381	<b>0.000</b>
<b>Opportunities for Growth -&gt; Perceived Organizational Support</b>	0.311	0.315	0.097	3.203	<b>0.001</b>
<b>Perceived External Prestige -&gt; Affective Commitment</b>	0.459	0.459	0.084	5.442	<b>0.000</b>
<b>Perceived External Prestige -&gt; High Sacrifice</b>	0.492	0.490	0.114	4.330	<b>0.000</b>
<b>Perceived External Prestige -&gt; Low Alternatives</b>	0.458	0.460	0.071	6.464	<b>0.000</b>
<b>Perceived Organizational Support -&gt; Affective Commitment</b>	0.337	0.335	0.077	4.392	<b>0.000</b>
<b>Perceived Organizational Support -&gt; High Sacrifice</b>	0.235	0.235	0.122	1.917	<b>0.056</b>
<b>Perceived Organizational Support -&gt; Low Alternatives</b>	0.418	0.417	0.061	6.843	<b>0.000</b>
<b>Turnover Intentions -&gt; Organizational Growths</b>	0.910	0.912	0.012	77.754	<b>0.000</b>

The findings of this research as presented in the table above are reflected in accordance with the rejection and acceptance of the hypothesis found in regards with the value criteria of P. The threshold value of p is required to be 0.05. It has been mentioned earlier that this research contains 14 hypothesis. Based on the findings presented in this model, it can be found that all of the values concerning the hypothesis are less than 0.05 of p value.

The findings of this research indicates that affective commitment, low alternatives and high sacrifice has a significant impact on the turnover intention. Moreover, the perceived organisational support has a significant impact on low alternatives, high sacrifice, and affective commitment. On the other hand, perceived external prestige has impact on low alternatives, high sacrifice, and affective commitment. Competitive pay and information about the organisation has a considerable and significant impact on the perceived external prestige. In addition to this, manager practices and opportunities for growth has a significant impact on perceived organisational support. Lastly, the research identifies turnover intentions to have a significant impact on organisational growth.

#### 4. Discussion and Conclusion

This research has been conducted in an attempt to critically analyse the impact of turnover of employees at managerial level on the growth of organisation. For this purpose, different variables were discussed such as affective commitment, competitive pay, high sacrifice, perceived organisational support,

perceived external prestige, and low alternatives. The results of this research has concluded that all of these factors have a significant impact on the turnover intentions of an employee which eventually impacts the growth of the organisation.

Affective commitment has found to have a significant impact on the turnover intention of the individual. It is further emphasised in the research of Kim (2014) that affective commitment of an individual reflects his attachment with the organisation he has been working in. It involves the stability, belongingness and devotion he experiences within the premise of organisation, which are all linked with his experience, organisational structure, and personal traits.

It has been concluded that affective commitment, high sacrifice and low alternatives are significantly impacted by the perceived external prestige. Perceived external prestige is known for its ability to promote the perception of an employee towards the job and environment of the organisation. As noted in the research of Ojedokun, Idemudia and Desouza (2015), perceived external prestige cause employees to perceive their jobs positively while considering the environment of other organisations under a negative life. This in return adds satisfaction and reduces the turnover intention of the employee. Furthermore, the research of Gunalan and Ceylan (2014) indicates that employees with a positive perception through perceived external prestige often are willing to make high sacrifices and project commitment with the organisation.

The research finds that competitive pay has a significant impact on the perceived external prestige. It is so because most of the employees seek satisfaction in knowing that their organisation is known for better packages and wages (Nica, 2016). Therefore, there is a positive impact of competitive pay on minimizing the turnover intention of employees if the perceived external prestige is positive as well. This is so because perceived external prestige is associated with the firm's reputation outside its organisational structure, which further increases the satisfaction of its employees.

Furthermore, the research of Ojedokun, Idemudia and Desouza (2015) have highlighted that the said reputation can be regarded as a perception of other people about the organisation, including clients, customers, family members and friends working in other organisation. Reputation of the organisation is built over the passage of time and can be reflected through the feedback received from investors, stakeholders, and audience. According to the research of Tuna et al (2016), media and other sources can help employees get the information about organisation that contributes in the perceived external prestige if the reputation is positive. It has also been evident through the findings of this research.

The results conclude that managerial practices and opportunities for growth have significant impact on the perceived organizational support. Even though perceived organisational support is the collaboration of various elements like the support of supervisors, fairness within the workplace, and perception of the

organisation; the research of Dhar (2015) suggests that managerial practices indicate the amount of care and value an organisation has towards its employees. Also, a supportive environment within an organisation is likely to challenge the employees for betterment with each passing day. The research of Kang, Gatling and Kim (2015) also indicates that a perceived organisational support also involves acknowledgement of hard work and reward system, which guarantees the opportunities for growth and hence reduces the turnover intentions of employees.

The findings of this research indicates that perceived organizational support has a significant impact on the affective commitment, high sacrifice and low alternatives. The research of Casimir et al (2014) finds that affective commitment plays the role of mediator when it comes to the evaluation of perceived organisational support and its impact on the turnover intention of employees. It implies the perception of an employee towards an organisation that cares for their safety and wellbeing. The findings also indicate that employees that experience higher levels of perceived organisational support have higher affective commitment, as they experience high sense of belongingness with the organisation. Moreover, higher perceived organisational support also related to the high level of sacrifice the person has to endure when he decides to leave the company. It is even more significant if there are low or no alternatives (Shuck et al, 2014). Therefore, it can be concluded that high perceived organisational support is associated with the lower intentions of turnover among employees.

As discussed earlier, high Sacrifice and low alternatives have significant impact on the turnover intentions. The research of Allen (2017) discussed that high sacrifice is often linked with the continuance commitment, which compels the individual to stay in the company because of low alternatives. Hence, it can be said that higher sacrifice as well as low alternatives causes reduction in turnover significantly. This is so because an employee considers the estimated cost against the benefit he might seek psychologically or materialistically when leaving the organisation. Similarly, the research has found that employees who have low alternatives are likely to stay in the organisation for a longer period of time. Therefore, low alternatives for an employee can significantly lower their turnover intentions.

The research concludes that turnover intentions has a significant impact on the organizational growth. However, the impact experienced is often negative for the organisational growth (Abbas et al, 2014). This is due to the fact that new employees, even at the managerial level, require time to pace and adjust within the organisation. It disrupts the cycle of operations and in some cases, the turnover of talented and skilled employee cost company time and effort which could have been used to achieve organisational goals.

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