

Determinants of Employees intention to leave:

A Study from Pakistan

Muhammad Rizwan

Lecturer, Department of Management Sciences

The Islamia University of Bahawalpur, Pakistan

Email: rizwan.arshad@iub.edu.pk

Muhammad Qadeer Arshad

Department of Management Sciences, The Islamia University of Bahawalpur, Pakistan

Email: qadeerfaraz1@live.com

Hafiz Muhammad Atif Munir

Department of Management Sciences, The Islamia University of Bahawalpur, Pakistan

Email: atifmunir787@gmail.com

Mr. Faisal Iqbal

Department of Management Sciences, The Islamia University of Bahawalpur, Pakistan

Email: a.h.x11@hotmail.com

Mr. Atta Hussain

Department of Management Sciences, The Islamia University of Bahawalpur, Pakistan

Doi:10.5296/ijhrs.v4i3.5871 URL: <http://dx.doi.org/10.5296/ijhrs.v4i3.5871>

Abstract

In Organizations productivity is a very important issue. There are several factors that determine productivity of an organization. Nowadays Employee turnover is one of those who are considered to be one of the difficult issues in business. The effect of intension to leave has received huge attention from top management(senior executives), human resource professionals and other industrial psychologists has proven it to be one of the most costly and

apparently difficult human resource challenges faced globally by different organizations in the whole world. The main purpose of this research is to discover the real causes behind the turnover and its harmful effects on the productivity of many industries. We (the authors) of this document have studied and visited numerous local organizations in both government and private sectors in Bahawalpur, Punjab, Pakistan, and observed the causes of turnover. The real aim of this research paper was to discover the existing reasons of turnover, adverse affects, and possible results that could be useful for their productivity and market shares for local industries.

Keywords: Turnover, job satisfaction, HR practices

1. Introduction

Turnover intention is a serious issue, especially in the field of human resource management. The rate at which employees leave a workforce and are replaced in organizations is called the employee turnover. This focuses on the market analysis and the costs occurring due to high labor turnover. In many countries employee turnover is giving sleepless nights to human resource managers. A widespread belief in many countries is that due to lack of manpower employees have developed bad behaviors. Unfortunately, despite the turnover of employees is such a serious problem around the world, there are many studies to investigate this, but the employee turnover has not decreased. There are three sets of previous experiences of turnover intentions in companies, i.e., controlled, uncontrolled and demographic. The results proposed that the extent of controlled turnover is much greater than uncontrolled turnover and main sources of employee turnover are the poor management practices. Voluntary turnover is a major problem for businesses almost all over the world. According to the report on job-hopping by the Task Force, over two-thirds of the organizations indicated that they had suffered a loss of productivity greater than 10%, as a result of high employee turnover. Apart from low level of productivity, the survey reported poor quality of products and services because of the high turnover and high cost of recruitment. Even more importantly, high turnover found to be one of the main sources of poor morale in many Organizations.

Industrialization has undergone profound changes, including in particular economic deregulation almost past 80 decades. These measures have led to fierce competition among carriers. Moreover, industrialization faced repeated challenges in recruiting and retaining qualified personnel. And during the past few years, conservation has become a very real problem across the industry worldwide. Intention to leave is affected by many variables such as job satisfaction, work stress, alternative Labor right person Agency Commitment to the organization, etc.

If the misunderstandings of management are constant then distrust among employees would reduce the term of employment, increased turnover and intention to quit. The intention to leave can be categorized into unpreventable or unavoidable turnover desired turnover and undesirable turnover. Unpreventable turnover is due to the issues of family, personal illness or retirement. Additionally, the desired turnover is due to the inability of the employee

himself. Last but not least, the Undesirable turnover consists of skilled and trained workers leaving due to organizational issue such as poor support, role conflict and lack of supervision. These issues affect the customer service, quality of products and service and organizational effectiveness.

The high turnover rates do not always mean that you have bad managers, or that it is a great place to work. Mostly Companies with famous brands and the visibility of the industry are the target of recruitment. Actually, it is not uncommon for hiring managers for recruitment to employee's objectives of the five leading companies in the industry. In that case, you should consider only the reverse workers can stay because they have small number of opportunities to leave. Companies often take deep interest in rates of employee turnover because they replace an employee which is a costly part of doing business. When a company needs to replace a worker it suffers the indirect and direct costs. All work to be carried out during the process cost money, take a year or two. Furthermore, there can be a loss of productivity during the time after the former leaves the workers and the new employee is fully trained. For some companies, the replacement of workers also could make it difficult to retain customers or clients with whom the employees worked.

The main objective of this research paper is to know about the factors that affect the intention to leave and how the body is affected by this employee behavior. It is predictable that when few employees leave the company then high turnover rates lead to low productivity and high costs. Therefore, companies must aim to provide good working environment for employees to get low turnover rate for this purpose they should focus on all the variables that intentionally or unintentionally affect the willingness of turnover in employees. For example:

The opportunities for women to enter the upper ranks of management is limited by many factors, such as dual labor markets for men and women, while the male dominance, lack of support and widespread discrimination. It is not surprising that many women directors, frustrated in their efforts to move to ranks executive, have moved from the organization. Research shows that people who feel disadvantaged compared with others are more satisfied with their job Level of job satisfaction and alternative job is affected by demographic variables (gender, age and educational level), job-related variable (skill level, experience and tenure), organizational variables (firm size, industry, contact work, work environment) personality variables (salary scale, job security, pay, job involvement). If the person is satisfied with his work, then he will not intend to leave, but if he is not so intent to withdraw will increase, which will eventually lead to employee turnover.

Organizational commitment is a commitment or obligation that restricts freedom of action (lien or enterprise). It also means how much a person is emotionally attached to the place where he works. Employee engagement is the key variable of research on the actual turnover or intention to leave. Organizational commitment is generally defined as an attachment or identification with the body. In psychological context affects employee attitudes towards the organization, such as trust, loyalty and results in achieving organizational goals.

Perceptions of support were related to turnover intentions. Employee satisfaction fully mediated the relationship between support and turnover intentions and had a stronger effect on turnover intentions. Women have less intention to leave than men. Females in each country remain in a small fraction of senior positions. Although women in management positions have high levels of education and a desire to move on with their careers, the fact remains that few achieve the same status. Who claim that they perceive organizational support (POS) progress of women should be negatively related to turnover intentions of professional women. Second, we introduce a new structure, the satisfaction of employees and assume that the satisfaction of the employees will be more closely related to turnover intentions than job satisfaction, and employer satisfaction will mediate the relationship support turnover more strongly than job satisfaction. When a person realizes that he or she does not provide desirable and unique resources or skills in an organization, the adaptive response is to find another place to understand from looking for another job.

Person organization fit addressed the compatibility between people and entire organization. There are few major ingredients in organizational application that are suitable person environment and proper person working etc. Organizational culture can also receive significant to influence organization specific area, such as performance and commitment. Perceived alternative employment opportunities refer to a person's perception of the availability of alternative jobs in the environment of the organization, and is a function of labor market conditions.

2. Literature Review

2.1 Intention to leave

Intention to leave is defined as an employee's plan for intention to leave the current job and look onwards to find another job in the near future (Purani&Sahadev, 2007; Weisbeg, 1994) .An individual's intention to leave its organizations has been included in many stress models (Ivancevich, Matteson, & Preston, 1982; Kemery, Mossholder, & Bedian, 1987). Particularly intention to leave captures employees evaluation and perceptions of job alternatives.(Allen, Shore, & Griffeth, 2003; Mobley, Griffeth, Hand, & Meglino, 1979) . Past research had explained that intention to leave is one of the biggest predictors and an immediate sign of employes turnover (Griffeth et al., 2000; Porter & Steers, 1973; Rizwan et al., 2013).

2.2 Organizational commitment

Organizational commitment is defined as potential of connection among employees and the organization (Upchurch, Dipietro, Curtis, & Hahm, 2010). In other terms, if the relationship is strong then the commitment will be high and if it is weak then the commitment will be low. The relationship demonstrates that that how much employees trust and accepts the target and the worth of the organization (Mowday, Porter, & Steers, 1982), and how eagerly the input efforts for the organization are ready to be done(Meyer & Allen, 1991).

When employees of the organization assume that their loyalty is admired and he/she is motivated then they will continue in the firm. Promotion through course of action can cretin

that the level of management are well aware about the culture and structure for the company, but if the competition for promotion is too hard can lead to unethical or morally wrong incident. Many issues were found to correlate with the size of organizational commitment. Maxwell and Steele (2003) discovered that the reward expectation, recognition, interpersonal relationships and workload have a great impact on the level of commitments For example, the more collisions and interpersonal relationships are worse, lower organizational employee engagement procedures (Rizwan et al., 2013). If organizational the engagement is greater than the intention to abandon less. Rate on the other hand, if the freezing organizational is less than the rate of intention to leave will be greater.

H:1 There is a significant relationship between Organizational commitment and intention to Leave.

2.3 Job Satisfaction

The other topic that has extensively been examined in the employee turnover intention research is job satisfaction. Truly speaking, job satisfaction demonstrates the number of satisfied individuals with their jobs. In general, job satisfaction was found to be negatively related to turnover (Griffeth et al, 2000; Khatri et al, 2001; Tett & Meyer, 1993; Vong, 2003).

In efficient compensation programs worker should intend to raise the stage of satisfaction with motivation and reward workers for their share to the improvement of productivity. Most of the studies concluded that employee satisfaction is the most forecasting aspect in turnover. Griffeth et al (2000) defined remuneration association with supervisor, working conditions and job content as different cause in employees' satisfaction. When the job satisfaction and turnover considered in the future, special interest is required as a different idea of job satisfaction, the terminology and the difference in research settings can cause different results. If the employee is dissatisfied with the job, then the intention of leaving rate is high. On the other hand, if the employee is satisfied with its job, then the proportion of the license is longer.

H:2 There is a significant relationship between Job satisfaction and Intention to Leave.

2.4 Person Organization Fit

The extent to which job suits the individuals and his environmental characteristics (Kristof-Brown, Zimmerman, & Johnson, 2005). Personal characteristics may include biological or psychological needs, values one's goals, abilities or personality. Person-organization Fit involve measuring what is frequently referred to as hard information about the applicant fitness for the tasks necessary for the good performance of a certain task. Person-organization fit has been shown to be associated with a number of positive outcomes

related to work. It is least common for this type of adjustment to be statistically calculated during the appointing process with scientifically planned tools. In its place, this type of suit is frequently talked about in hiring art. Person-organization Fit is most often considered in terms of compatibility among a range of tasks associated with the values held by a candidate and the culture of an organization. While it may be easy to think of all sorts of prices that work can be important, research conducted by psychologists suggests that Fit organization Person can be decomposed into some very specific dimensions. Demand for skills perspective, it is proposed that fits happens when a person has the skills needed to meet organizational requirements.

H:3 There is a significant relationship between Person Organization fit and intention to Leave.

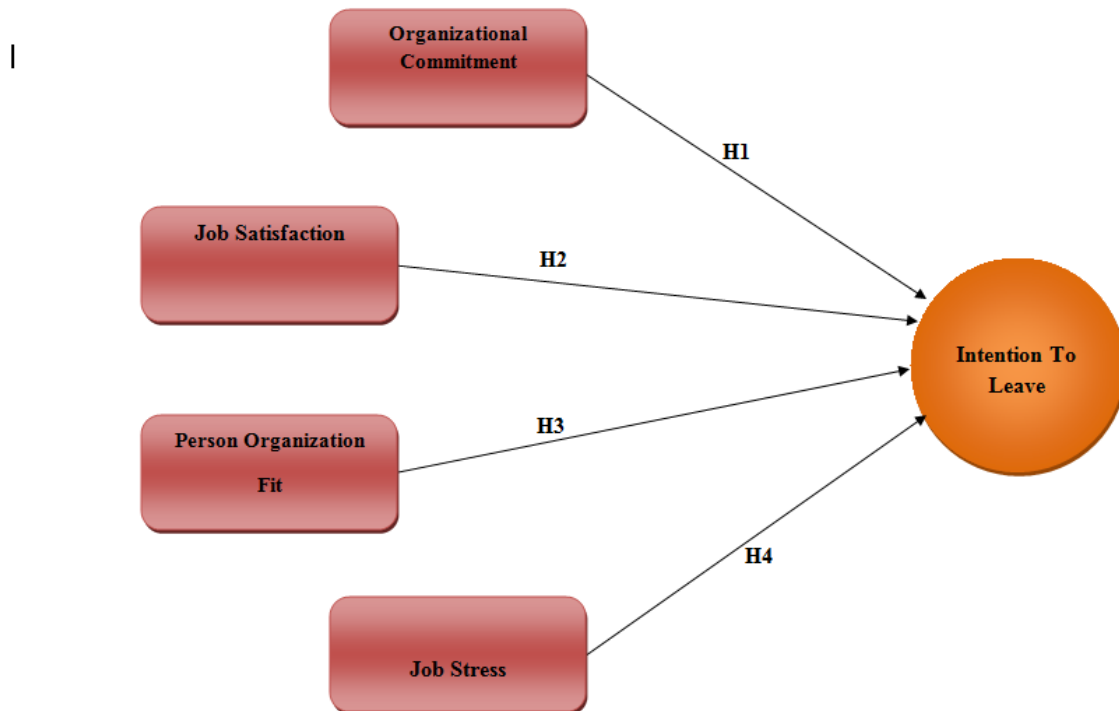
2.5 Job Stress

Anxiety is a vague term in the sense that it is hard to quantify. Spector (2003) commented that work stress is associated with various effects such as decreased productivity, absenteeism and, ultimately, employee turnover. Keeping balance between work and personal life is another source of stress. Cartwright and Cooper (1997) recognized several environmental sources.

Stress at work, including the factors of labor, role ambiguity in organization, work-home interface and role are also a sources of stress. The role of employees in the company creates stress. To establish satisfactory guest experience, frontline workers are expected to be polite, friendly, and empathetic and positive throughout shift. Although studies demonstrated the link between turnover and stress, Lo and Lamm (2005) recommended that job stress is not the main reasons to employee turnover. Other causes of turnover are needed to understand by human recourse managers for a better picture. If job stress is greater than the intention to leave will also be greater and vice versa.

H:4 There is a significant relationship between Job stress and intention to Leave.

Model



3. Research Methodology

Current research is descriptive. Descriptive research can be explained as describing something, some phenomenon or any specific situation. Descriptive surveys are surveys that describe the current situation, rather than interpretation and decision making (Creswell, 1994). The main goal of the research is descriptive verification of developed cases reflect the current situation. This type of research provides information on the current situation.

3.1 Sample/Data

In order to collect the data for understanding the situation about intention to leave a sample of 180 respondents were asked to participate in a self-administered questionnaire out of which 160 were returned. The population for the current research is employees working in (Bahawalpur) Pakistan.

3.2 Questioners and Scales

The survey instrument contains two sections. Section 1 includes different personal and Demographic variables. This section will obtain the respondent's information about gender, age, income, education, status. Section 2 includes the latent variables that are important in the current study. These variables include, job satisfaction, job stress, Organizational commitment, person organization fit, job satisfaction towards intention to leave.

No.	Variables	Items	References
1	Organizational commitment	<ol style="list-style-type: none"> 1. I would accept almost any type of job assignment in order to keep working for this organization. 2. I feel very little loyalty to this organization. 3. I am proud to tell others that I am part of this Organization. 4. I talk up this organization to my friends as a great organization to work for. 5. It would very little chance in my present circumstances to cause me to leave. 	(Testa, 2001)
2	Job Stress	<ol style="list-style-type: none"> 1. I do not have enough time to get everything done on my job. 2. I face difficulty getting supplies I need on my job. 3. I do not have adequate equipment to do my job. 4. I do not have enough support services to do my job. 	(Williams et al., 2001)
3	Person organization fit	<ol style="list-style-type: none"> 1. My values match the values of the organization that trained me. 2. I am able to maintain my values at this company. 3. My values prevent me from fitting in at this company because they are different from the company's values. 	Yu <i>et al.</i> (2005)
4	Job satisfaction	<ol style="list-style-type: none"> 1. You are satisfied with your job. 2. Your work environment is pleasant. 3. You are extremely glad that you chose this company to work for, over other organizations. 	(Williams et al., 2001)

5	Intension to leave	<ol style="list-style-type: none"> 1. I often think about quitting. 2. It is likely that I will actively look for a new job next year. 3. Will probably look for a new job in the next year. 4. I often think of changing my job. 	Yu et al. (2005)
---	--------------------	---	------------------

3.3 Procedure

The questionnaire was distributed among 185 respondents in Bahawalpur, Pakistan. These respondents are selected based on the criteria above mentioned. Before giving the questionnaire, the purpose of study and questions were explained to the respondents so they can easily fill the questionnaire with relevant responses. Total 160 questionnaires were selected and rests of them were not included in the further analysis due to incomplete or invalid responses. After collecting the completed questionnaires, these questionnaires were coded and entered into SPSS sheet for further analysis.

3.4 Reliability Analysis

Overall Cronbach's alpha of intention to leave questionnaire items were 0.648 that is more than acceptable and recommended value 0.50 by Nunnally (1970) and 0.60 by Moss *et al.* (1998).

Table 2: Reliability of Measurements Instrument

Scales	Items	Cronbach Alpha
Organaizational commitment	5	0.746
Job stress	4	0.690
Person organization fit	3	0.308
Job satisfaction	3	0.756
Intention to leave	4	0.827

4. Results and Analysis

4.1. Profile of the Respondents

Personal and demographic information such as gender, income, education level ,status are presented in the following table (table 3)

Variable	Category	Frequency	Percentage
Gender	Male	117	73.1
	Female	43	26.9
Age	15-20 Years	9	5.6
	20-25 Years		23.1
	25-30 Years	37	21.3
	30-35 Years	34	17.5
	35-40 Years	28	23.8
	Above 40 Years	38	8.8
Income	Below 15000	14	18.8
	15000-35000	50	31.3
	35000-45000	38	23.8
	Above 40000	42	26.3
Education	Matriculation	2	1.3
	Inter	11	6.9
	Bachelor	52	32.5
	Master	72	45
	MS/ M. Phil	23	14.4
Status	Employed	158	98.8
	Unemployed	1	.6
	Bachelor	1	.6

4.2 Hypothesis Testing

4.2.1 Job Stress

Regression results of this study confirm that there is significant positive relationship between intention to leave and job stress with ($\beta=0.733$) and ($p=0.000$). According to these results, Job stress has more than 73% to intention to leave. These study results validate H1

4.2.2 Organizational Commitment

According to the results of the study organizational commitment has insignificant relationship with Intention to leave with ($\beta=0.041$) and ($p = 0.699$). That means the Organizational commitment contributes more than 4.1% to Intention to leave of the existing study do not validate the H2.

4.2.3 Job Satisfaction

According to the outcomes of the study, Job satisfaction has an insignificant relationship with the Intention to leave. The regression outcomes of Job satisfaction with Intention to leave is insignificant with ($\beta=0.037$) and ($p = 0.663$). That means the Job satisfaction has more than 3.7% to Intention to leave. Results of the present study do not validate the H3.

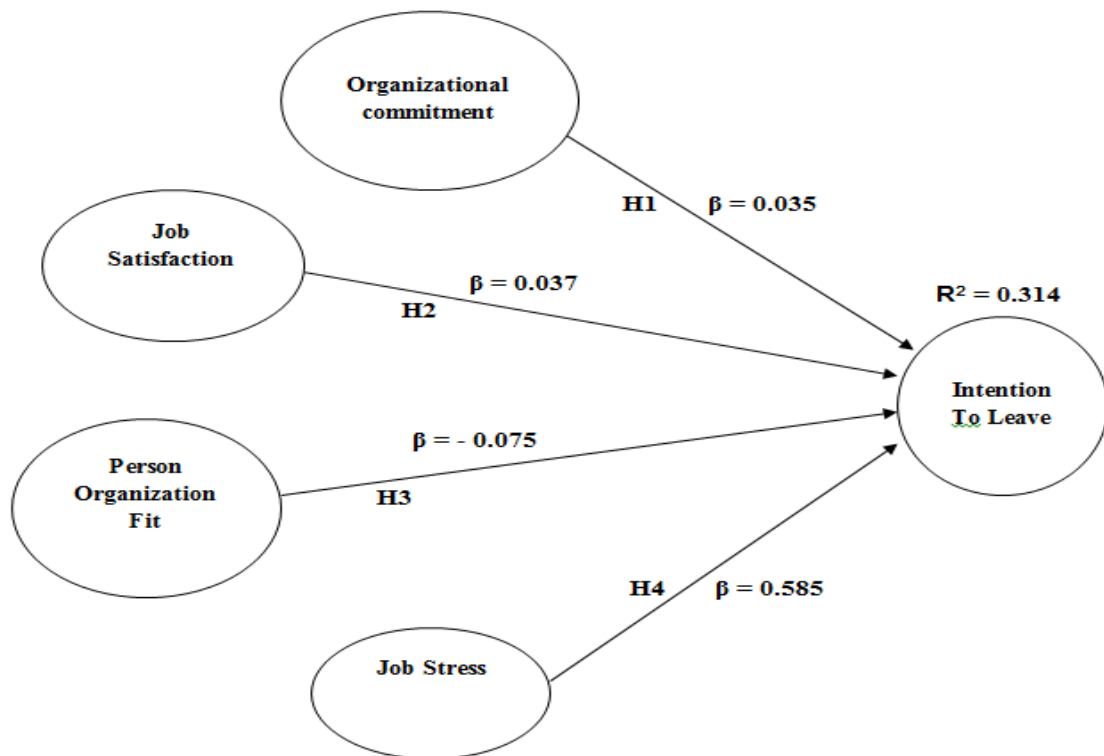
4.2.4 Person Organization Fit

Regression Analysis of the Intention to leave model shows that there is significant positive relationship among Person organization fit and Intention to leave with ($\beta=-0.0999$) and ($p = 0.342$). The results suggest that Person organization fit contribute more than 9.9% to Intention to leave. The results of the study support H4.

Table 4: Regression Results

Hypothesis	Model Variables	Estimate/ β	S.E	C.R	P	Results
H1	I ← to L Job stress	.733	.088	8.373	.000	Supported
H2	I to L ← Org commitment	.041	.106	.388	.699	Not supported
H3	I to L ← Job satisfaction	.037	.084	.437	.663	Not supported
H4	I ← to L pof	-.0999	.104	-.953	.342	supported

Figure 2: Structural Model Results



5. Discussion

The results are partly consistent with prior studies (Williams et al, 2001?. Cummins, 1989) to determine the connecting links between job stress, organizational commitment, job satisfaction and organization face match the turnover intentions. Create enhanced work environments that reinforce the support of the leadership of workers acting on expert judgment and Stress Relief work is needed to enhance organizational commitment and work satisfaction. Furthermore, enhanced organizational commitment and job satisfaction will finally lead to a reduction in the intention to leave the organization. Shortly, employees who perceived high support of leadership and low pressure are most likely to stay longer as compared to other employees. This research offers supervision for creating an effective working environment, transformation is required in this approach to understand the differences between inside and outside. Employee satisfaction had a strong negative relationship with turnover intentions.

The conclusions show that the organizational commitment will influence the willingness of employee turnover intension. When the level of commitment to organization of employees is high, turnover intension is low. It is found by researchers that the level of employee involvement in self-governing work and problem solving is linked with lower turnover intentions (Batt et al. 2002). This short analysis emphasizes that the ability of workers to solve the skills mix in the firm culture and to strengthen their obligations. According to this review, the presence of a common system of job appraisal and work committee are lined with

lower turnover rates (Wilson and Peel, 1991). Employee engagement helps the organization to operate its business efficiently and effectively and is considered most important. Once employee engagement is reduced, the agency will face difficulty in retaining employees.

The result shows that the right person for organization is closely linked to job satisfaction, job performance and turnover intension. Many findings have shown that recruiting the person who appropriately fits the organization and job specifications will have low rates of absenteeism and turn over intensions. (Saga & Batista, 2001). Therefore, the recruitments done under the person organization fit exhibits greater organizational citizenship and the behaviors exhibited by them go above or beyond the specifications required for the job. The intention of employee turnover can be predicted efficiently, in accordance with the appropriate level among the company and the employees. Also, the Chinese scientists from Mian Zhang, Zhang and De Yu Dan (2003), found that the expected application has significant positive effect on job-satisfaction and organizational commitment, and a negative effect on turnover intension.

Feelings of anxiety (eg, feeling tense, emotionally exhausted) not only contributes in reducing the sense of job satisfaction but also is a variable with highest contribution in the intension to quit. Obviously, these feelings are responsible for the level of employment experienced anxiety and strategies to manage or to ventilate the feelings of anxiety. It is an important method of the intervention strategy. It is also important to investigate the level of contact between workers and employers with job stressors, such as Moore (2002) found that low levels of communication between management and existing contributed to increased feelings of other members of tension and therefore their intention to quit.

There was also a significant amount of research linking global job satisfaction on turnover intentions (Williams et al., 2001). In the study of work related behaviors job satisfaction and organizational commitment are overall popular topics (Kontogiorgis and Bryant, 2004? Testa, 2001). Previous findings provide clear evidence that job satisfaction has a direct effect on turnover intentions and an indirect effect through organizational commitment (Blau, 1987). This relationship is further supported by a series of studies that determine job satisfaction and organizational commitment precursor. As a positive emotional response, it is reasonable to assume that job satisfaction would be negatively correlated with behavioral intentions in turnover.

6. Limitations

Three important limitations of this study ought to be noted. First, we have a tendency to propose a model of causative factors will cause turnover intensions which subdued the entire technique. However, different factors like reward systems, gender, management policies, organizational culture that will dilute or have an effect on the causative chain planned during the research paper.

Second, though the analysis field has been tested here, finally the answers in different industries embrace separate analyze. Whereas any generalization of the findings to alternative trade sectors need attention, variations between teams found quite according to variations

represented (Williams et al, 2001?. Spector, 1982).

The third limitation is that the results cannot be taken as representative of all the staff round the world as a result of terribly closed nature of sample. Indeed, cultural psychologists recommended that national cultural variation will have an effect on workers assessment and higher cognitive processes (Lau and NGOs in 1996? Lok and Crawford, 2004). For example, it's commented that collectivist cultures embrace a good social network wherever individuals expect others (e.g. supervisors) to figure them and back them up in any aspect, good or bad (Hirokawa and Dohi, 2001). Therefore, without further investigation by the cultural perspective, it would be a little premature to form a generalization applicable to all or any circumstances. Instead, the main focus of this study ought to be restricted to a look at of the idea examines the impact of past conditions and mediators of the intentions of employees turnover.

7. Conclusion

Intention to leave or quit is greatly affected by lack of commitment to the organization, stress and job-satisfaction. In conclusion, this research was conducted successfully referring to the application of the model and the results generated. Throughout this research, the best and most effective investigation can be done to get the best results by rooms of improvement for better understanding this topic. This demonstrates that the overall affairs and research goals can be achieved. Nevertheless, this study had limitations. Future researchers can take this survey as a benchmark and see this with their own eyes and come up with a better research study. Workload monitoring and supervisory subordinate relationships from the management can not only reduce stress, and increase job satisfaction and commitment to the organization. Moreover, given their importance in quitting intentions, managers must monitor both the extrinsic and intrinsic sources of job satisfaction provided to workers. This in turn may reduce the intention to quit, and subsequent turnover, saving organizations the high financial cost and efforts required for the recruitment, admission and training of replacement staff. However, the story does not end there, as well as other variables, described by us as push-pull factors should be considered in long-term studies.

References

- Anderson, J.C. and Gerbing, D.W. (1988), "Structural equation modeling in practice: a review and recommended two-step approach", *Psychological Bulletin*, Vol. 103, pp. 411-23.
- Arkoubi, K., Bishop, J. and Scott, D. (2007), *An Investigation of the Determinants of Turnover Intention Among Drivers*, South West Decision Sciences Institute Federation of Business Disciplines, University of Mississippi, Oxford, MS.
- Becker, T. (1992), "Foci and bases of commitment: are they distinctions worth making?", *Academy of Management Journal*, Vol. 35, pp. 232-44.

- Becker, T., Billings, R.S., Eveleth, D.M. and Gilbert, N.L. (1996), “Foci and bases of employee commitment: implications for job performance”, *Academy of Management Journal*, Vol. 39, pp. 464-82.
- Rizwan, M., Shahid, M., Shafiq, H., Tabassum, S., Bari, R. & Umer, J. (2013) Impact of Psychological Factors on Employee Turnover Intentions, *International Journal of Research in Commerce, Economics and Management*, 3(3), 63-69
- Rizwan, M., Shahzad, N., Sheikh, Q., Batool, S., Riaz, M. & Saddique, S. (2013) Variables that Have an Impact on Employee Satisfaction And Turnover Intention, *International Journal of Research in Commerce, Economics and Management*, 3(3), 131-138
- Bentein, K., Stinglamber, F. and Vandenberghe, C. (2002), “Organization-, supervisor-, and workgroup-directed commitments and citizenship behaviours: a comparison of models”, *European Journal of Work and Organizational Psychology*, Vol. 11 No. 3, pp. 341-62.
- Bentler, P.M. and Bonnett, D.C. (1980), “Significance tests and goodness of fit in the analysis of covariance structures”, *Psychological Bulletin*, Vol. 80, pp. 588-608.
- Boshoff, C. and Mels, G. (2000), “The impact of multiple commitments on intentions to resign: an empirical assessment”, *British Journal of Management*, Vol. 11, pp. 255-72.
- Brislin, R.W.(1980), “Translation and content analysis of oral and written material”, in Triandis, H.C.
- Berry, J.W. (Eds), *Handbook of Cross-cultural Psychology*, Allyn & Bacon, Boston, MA, pp. 389-444.
- Camo-route (2005), *Analyse d'enquêtes portant sur la main-d'oeuvre de l'industrie*, Camo-route Inc, Que'bec.
- Chan, A.W., Tong-Qing, F., Redman, T. and Snape, E. (2006), “Evaluating the multi-dimensional view of employee commitment: a comparative UK-Chinese study”, *The International Journal of Human Resource Management*, Vol. 17, pp. 1873-87.
- Chen, Z. (2001), “Further investigation of the outcomes of loyalty to supervisor: job satisfaction and intention to stay”, *Journal of Managerial Psychology*, Vol. 16, pp. 650-60.
- Chieng, B.S., Jiang, D.Y. and Riley, J.H. (2003), “Organizational commitment, supervisory commitment, and employee outcomes in the Chinese context: proximal hypothesis or global hypothesis?”, *Journal of Organizational Behavior*, Vol. 24, pp. 313-34.
- Clugston, M., Howell, J.P. and Dorfman, P.W. (2000), “Does cultural socialization predict multiple bases and foci of commitment?”, *Journal of Management*, Vol. 26, pp. 5-30.
- Cohen, A. (2003), *Multiple Commitments in the Workplace: An Integrative Approach*, Erlbaum, Hillsdale, NJ.

Cohen, A. (2006), "The relationship between multiple commitments and organizational citizenship behavior in Arab and Jewish culture", *Journal of Vocational Behavior*, Vol. 69, pp. 105-18.

Conseil canadien des ressources humaines en camionnage (2007), *Profil de la pénurie de chauffeurs, du roulement des chauffeurs et des estimations de la demande future dans l'industrie du camionnage*, CCHRC, Ottawa.

Cooper-Hakim, A. and Viswesvaran, C. (2005), "The construct of work commitment: testing an integrative framework", *Psychological Bulletin*, Vol. 131 No. 2, pp. 241-59.

De Croon, E., Sluiter, J.K., Blonk, R., Broersen, J. and Frings-Dresen, M. (2004), "Stressful work, psychological job strain, and turnover: a 2-year prospective cohort study of truck drivers", *Journal of Applied Psychology*, Vol. 89, pp. 442-54.

Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986), "Perceived organizational support", *Journal of Applied Psychology*, Vol. 71, pp. 500-7.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. and Rhoades, L. (2002), "Perceived supervisor support: contributions to perceived organizational support and employee retention", *Journal of Applied Psychology*, Vol. 87 No. 3, pp. 565-73.

Fournier, P.S., Brun, J.P. and Montreuil, S. (2007), "Fatigue management by truck drivers in real life situations: some indications to improve training", *Work: A Journal of Prevention, Assessment and Rehabilitation*, Vol. 29 No. 3, pp. 213-24.

Gouvernement du Québec (1999), *Le transport des marchandises au Québec: Problématique et enjeux*, Ministère des transports, Québec.

Griffeth, R.W., Hom, P.W. and Gaertner, S. (2000), "A meta-analysis of antecedents and correlates of employee turnover: update, moderator tests and research implications for the next millennium", *Journal of Management*, Vol. 26, pp. 463-88.

Halley, A., Gélinas, R. and Bigras, Y. (1994), *Transporter et livrer juste-à-temps dans le marché de l'Aléna*, GREPME, Université du Québec à Trois-Rivières, Trois-Rivières.

Hu, L.T. and Bentler, P.M. (1999), "Cutoff criteria for fit indices in covariance structure analysis: conventional criteria versus new alternatives", *Structural Equation Modeling*, Vol. 6, pp. 1-55.

Hunt, S.D. and Morgan, R.M. (1994), "Organizational commitment: one of many commitments or key mediating construct?", *Academy of Management Journal*, Vol. 37, pp. 1568-87.

James, L.R., Mulaik, S.A. and Brett, J.M. (2006), "A tale of two methods", *Organizational Research Methods*, Vol. 9, pp. 233-44.

Keller, S.B. (2002), "Driver relationships with customers and driver turnover: key mediating

variables affecting driver performance in the field”, *Journal of Business Logistics*, Vol. 23, pp. 39-51.

Keller, S.B. and Ozment, J. (1999a), “Exploring dispatcher characteristics and their effect on driver retention”, *Transportation Journal*, Vol. 39, pp. 20-34.

Keller, S.B. and Ozment, J. (1999b), “Managing driver retention: effects of the dispatcher”, *Journal of Business Logistics*, Vol. 20, pp. 97-119.

Krausz, M., Koslowsky, M., Shalom, N. and Elyakim, N. (1995), “Predictors of intentions to leave the ward, the hospital, and nursing profession: longitudinal study”, *Journal of Organizational Behavior*, Vol. 16, pp. 277-88.

MacFarlane-Shore, L., Barksdale, K. and Shore, T. (1995), “Managerial perceptions of employee commitment to organization”, *Academy of Management Journal*, Vol. 38 No. 6, pp. 1593-615.

Mathieu, J.E. and Hamel, K. (1989), “A causal model of the antecedents of organizational commitment among professionals and nonprofessionals”, *Journal of Vocational Behavior*, Vol. 34, pp. 299-317.

Mathieu, J.E. and Zajac, D.M. (1990), “A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment”, *Psychological Bulletin*, Vol. 108, pp. 171-94.

Medsker, G.J., Williams, L.J. and Holahan, P.J. (1994), “A review of current practices for evaluating causal models in organizational behavior and human resources management research”, *Journal of Management*, Vol. 20, pp. 439-64.

Meyer, J.P. and Allen, N.J. (1991), “A three-component conceptualization of organizational commitment”, *Human Resource Management Review*, Vol. 1, pp. 61-89.

Meyer, J.P. and Herscovitch, L. (2001), “Commitment in the workplace: toward a general model”, *Human Resource Management Review*, Vol. 11, pp. 299-326.

Meyer, J.P., Stanley, D., Herscovitch, L. and Topolnytsky, L. (2002), “Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates and consequences”, *Journal of Vocational Behavior*, Vol. 59, pp. 1-33.

Min, H. and Emam, A. (2003), “Developing the profiles of truck drivers for their successful recruitment and retention: a data mining approach”, *International Journal of Physical Distribution & Logistics Management*, Vol. 33, pp. 149-62.

Morrow, P.C. (1993), *The Theory and Measurement of Work Commitment*, JAI Press, Greenwich, CT.

Aarons, G. A., & Sawitzky, A. C. (2006). Organizational Climate Partially Mediates the Effect of Culture on Work Attitudes and Staff Turnover in Mental Health Services. *Adm Policy Ment Health*, 33(3), 289-301.

- Adkins, C.L., Russell, C. J., & Werbel, J. D. (1994). Judgments of fit in the selection process: The role of work value congruence. *Personnel Psychology*, 47, 605-623.
- Balthazard, P. A., Cooke, R. A., & Potter, R. E. (2006). Dysfunctional culture, dysfunctional organization: Capturing the behavior norms that form organizational culture and drive performance. *Journal of Managerial Psychology*, 21(8), 709-732.
- Bartol, K. (1979). Professionalism as a predictor of organizational commitment, roles stress and turnover: A multidimensional approach. *Academy of Management Journal*, 22(4), 815-822.
- Batt, Rosemary. (2002). "Managing Customer Services: Human Resource Practices, Quit Rates and Sales Growth". *Academy of Management Journal*, 45(3), 587-97.
- Berg, P.T., & Wilderom, C.P.M. (2004). Defining, measuring, and comparing organizational cultures, *Applied Psychology, An International Review*, 53(4), 570- 582.
- Boal, K. B., & Blau, G. J. (1987). Using Job Involvement and Organizational Commitment Interactively to Predict Turnover. *Journal of Management*, 15(1), 115-127.
- Boal, K. B., & Blau, G. J. (1987). Conceptualizing How Job Involvement and Organizational Commitment Affect Turnover and Absenteeism. *Academy of Management Review*, 12(2), 288-300.
- Bretz, R. D., Ash, R. A., & Dreher, G. F. (1989). Do people make the place? An examination of the attraction-selection-attrition hypotheses. *Personnel Psychology*, 42, 561-581.
- Bretz, Jr. R.D., & Judge, T.A. (1994). The role of human resource systems in job applicant.
- Boxx, W. R., Odom, R. Y., & Dunn, M. G. (1991). Organizational values and value congruency and their impact on satisfaction, commitment, and cohesion. *Public Personnel Management*, 20, 195-205. Burke, R. J., & Deszca, E. (1982).
- Cable, D. M., & Judge, T. A. (1994). Pay preferences and job search decisions: A person organization fit perspective. *Personnel Psychology*, 47, 317-348.
- Caplan, R.D. (1983). Person-environment fit: Past, Present, and future. In Cooper CL (Ed.), *Stress Research* 35-78. Cable, D. M., & Judge, T.A. (1997). Interviewers' perceptions of person organization fit and organizational selection decisions. *Journals of Applied Psychology*, 82, 546- 561.