

The relationship of Employee Engagement and Affective Commitment with Turnover Intentions of banking employees

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Abstract

Employee turnover in organizations is one of the major factors that results not only in decreased productions but also in increased organizational costs. In the recent years researches have shown employee engagement and affective commitment to be important factors that promotes organizational retention and performance. To examine the relationship between employee engagement, affective commitment and turnover intention of bank employees, a total of 110 bank employees were administered standardized scales to measure their turnover intention, employee engagement and affective commitment along with a demographic information sheet to assess their demographic details. Results of the study revealed a significant and negative correlation of employee engagement and affective commitment with turnover intentions. The results of stepwise multiple regression analysis suggested that employee engagement is the significant best predictor of turnover intentions. Outcomes of this study indicate that organizations and human resource managers must develop such human resource practices in the organizations that increase employees' affective commitment to the organizations. They must design their work environments that foster employees' engagement practices at work.

Key Words – Employee Engagement, Affective Commitment, Turnover Intention

Introduction

The lifeline of modern economy rests with the banking sector. It is one of the important pillars of the financial sector, which plays a crucial role in the operation of an economy. It is very important for economic development of a country that its financing requirements of trade; industry and agriculture are met with higher level of assurance and responsibility. Thus, the progress of a country is integrally linked with the expansion of banking. In a present day economy, banks are to be viewed as not as cash merchants but rather as the pioneers of advancement. The period of last six decades has seen many macro economic development of India. The monetary concerns and managing an account approaches have experienced a few changes. The basic changes in the Indian money related framework particularly in banking

system have affected the assessment of Indian banking in various ways. With a specific end goal and the changing part of business banks, with increase in the issues and difficulties, it is important to understand the banking structure in India.

Employee Turnover in India

The foremost aim of every organization is to improve its structure and its production. To achieve this goal the organizations need to retain the most reliable and expert employee. Flexible employees in the organization are the crystals who allow the light and refract it to the whole organization for its betterment. Here the term 'light' stands for an innovative idea and proactive skill of the employee.

In this era of globalization the geographical distances are minimizing due to which the organizations are coming closer resulting in higher levels of competition not only regarding quality, productivity and sales but also in terms of employee engagement, which is fading away due to availability of simultaneous opportunities and advancement. Thus the 'engagement' of the employee within the organization has to be just right and it should be taken care of. Employee engagement is the emotional commitment which the employee shares with the organization. A recent Mercer study (Smith, 2012) highlights that no less than 54% of Indian workers are truly considering leaving their employments, and that figure spikes to 66% in the 16-24 year age section. Other studies additionally affirm the immediate connection between expectation to leave and real turnover. The precarious part is that the general population who is considering leaving their jobs is not even desperately unhappy. About 76% of Indians surveyed reported fulfillment with their occupations and 75% with their organizations (Smith, 2012).

With the high turnover rates the organizations are facing disastrous conditions and if proper remedies are not initiated then it may result in serious consequences. With the voluntary turnover intention, market frenzy attitude and bad management practices the organizations have deteriorated their climate and the production. The big question here is why the employees are intending to leave even though they are satisfied with the job as well as the organization. Recent researches have considered the importance of employee engagement, compensation fairness and cognitive flexibility in the organization's stability and improved production. Therefore, it has turned a serious concern to study employee engagement, pay satisfaction, cognitive flexibility, compensation fairness and affective commitment issues which may help and provide solutions to turnover intentions within the organization.

Employee Engagement

Employee engagement is defined as "a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that, in turn, influences him/her to apply additional discretionary effort to his/her work" (Gibbons, 2006).

Macey and Schneider (2009) enlightened that high-level of employee engagement can be described by an ingestion in work assignments, fervor about one's employment, and a promise to and concern for the role. Research has demonstrated that employee engagement enhance retention and efficiency, consumer loyalty, gainfulness, and employment fulfillment (Halbesleben and Wheeler, 2008; Harter, Schmidt, and Hayes, 2002; Meyer and Allen, 1997), that are exceptionally positive for the organization.

Another definition of employee engagement put forward by Alfeset al. (2010) appears to be best suited for exploring engagement in organization. They define engagement as "being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others". First, this definition taps in to the nature of engagement as a state by considering the cognitive component in the form of intellectual effort. This means employees need to be absorbed mentally in their work which is a state of mind. Secondly, its superiority lies in the fact that it further emphasizes meaningful connection to other employees which is remarkable since team work plays a crucial role in employee wellbeing (Torrente, Salanova, Llorens, & Schaufeli, 2012). Maslach and Leiter (1997) portrayed engagement as a polar opposite of burnout, with components consisting of energy, involvement, and efficacy. Schaufeli and Bakker (2004) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. At the core of all definitions of employee engagement is a sense that engaged employees are passionate about their work, have a deep connection with the organization, and want to contribute to the organization's advancement (Crabtree, 2004). Further, engaged employees are more dependable and have moral gauges which prompt profitability and they tend to connect with the organization with a conviction to remain longer and work better. As increased productivity ultimately impacts return on investments (ROIs), employee engagement is viewed as a desirable condition (Macey & Schneider, 2008).

According to a relatively recent Gallup report (Crabtree, 2004) from the Gallup Management Journal's semi-annual Employee Engagement Index, only 29% of a random sample of employees in the United States are considered to be engaged or "truly active" in their jobs . These employees were described as being passionate about the work, having a deep connection with the organization, and contributing to the organization's overall advancement. In contrast, 54% of the surveyed employees are considered to be in the 'not engaged' category. Non-engaged employees are characterized as being "checked out" and while they do contribute time, they lacked energy and passion. The report also revealed that 17% of the employees surveyed were "actively disengaged". In total, 71% of the respondents were found to be not positively engaged with their organization. The vast difference between the number of the engaged and the disengaged employees suggests that this is a significant area of study.

Affective Commitment

Employee's emotional bond describes its loyalty to and with the organization. The affective attachment with the organization brings in a sense of belongingness and identification that improves their involvement in the organization's activities, the willingness to pursue organizational goals and their desire to remain in the organization. Affective commitment has three subcomponents 1) the emotional attachment to the organization 2) the recognition with the organization and 3) the participation in the organization. Affective commitment is represented as the center core and source that most strongly affects individual behaviors and feelings, shapes individual perceptions, and may mediate the individual's reactions to organizational transactions.

Sheldon (1971) found that when participants did not involve themselves in the organization through social relationships, in spite of investments (i.e., time spent), they tended to withdraw from the organization. Porter et al. (1976) found that employees who exhibited a lack of a positive attitude toward the organization in the first week of employment were more likely to leave the organization. In addition, they found that feelings of "disaffection" were a precursor to eventual turnover. Affective commitment represents the attitude of an individual towards the organization and how it affects their contribution to that organization.

Meyer and Allen (1991) went further in categorizing and deconstructing prevailing debates about the definition and distinction of types of commitment and created a three-component conceptualization of commitment that has been utilized in numerous subsequent research studies. As noted previously, this model describes commitment as a desire (affective), a need (continuance), and an obligation (normative) (Meyer & Allen, 1991; Somers, 1995). Much of the research, however, has found that affective commitment has the strongest predictive relationship with outcomes such as turnover and absenteeism (Meyer et al., 2002). Research has continued to focus on employee retention as a major consequence of affective commitment. Therefore researchers have valued affective commitment as an important variable to understand employees' behavior.

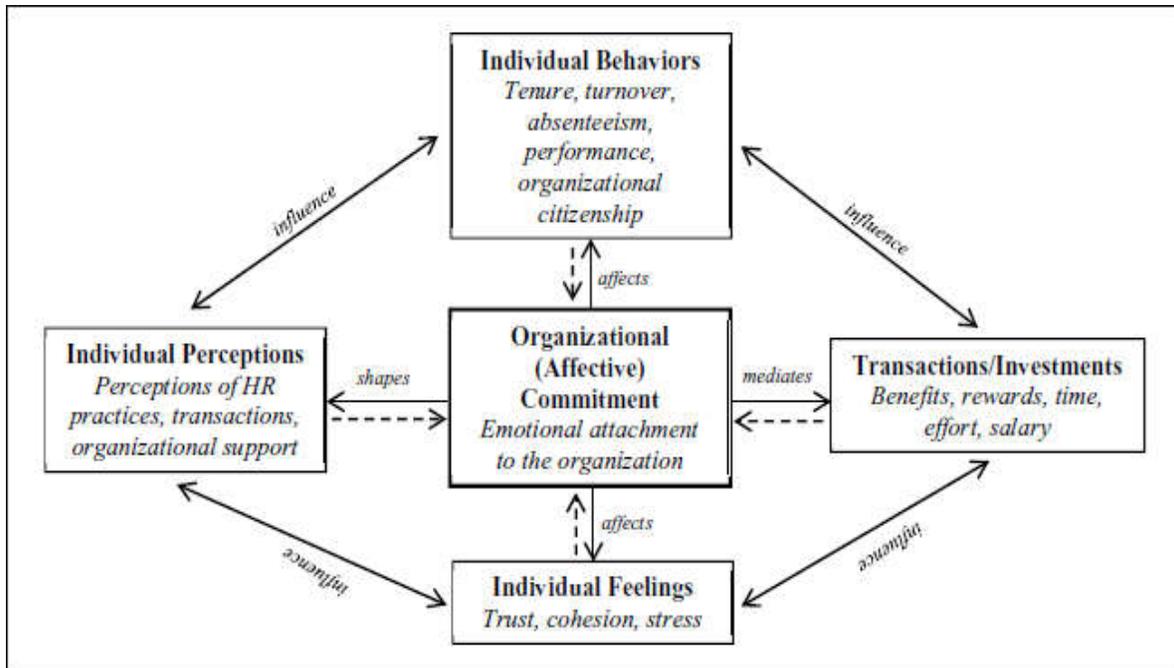


Figure 1. Concept map of affective commitment as the core essence of organizational commitment.

Turnover Intention

Organizational efficiency and production is being challenged by a crisis that is disrupting the equilibrium within the organization. This major issue faced by organization is turnover intentions and actual turnover practiced by the employees of the organizations. Turnover intent is defined as the reflection of “the (subjective) probability that an individual will vary his or her job within a certain time period” (Sousa-Poza & Henneberger, 2002) and is an immediate precursor to actual turnover. There exists a broad range of literature examining the relationship of turnover intent and actual turnover (Mobley, 1977; Hom & Griffeth 1991).

Employee turnover is one of the biggest however broadly obscure costs an organization faces. Employee turnover costs organizations 30 to 50% of the yearly compensation of entry-level workers, 150% of middle –level representatives, and up to 400% for upper level, skilled employees (Dubey, 2010).

Many variables that have an influence on the laborer turnover rate of any organization can begin from both the employer and the workers. Wages, organization benefits, worker participation, and occupation execution are on the whole factors that assume a huge part in employee turnover (Bean, 2009). Mobley et al. (1979) recommended two factors that are related to the worker's development through progressive phases of withdrawal. One factor mirrors the employee's assessment of the organization's future expected esteem and the second is related with the strain i.e. laborer's accessible work conditions.

Turnover cost can be apportioned into three classes: separation, replacement, and training cost (Cascio, 2000; Flamholtz, 1985). Separation costs speak to costs straightforwardly created by stops, such as the expense of exit interviews with leavers. Replacement costs imply to the costs caused to supplant existing workers, for example, the expenses of publicizing the empty position. Training costs involve organization uses to situate and prepare new substitutions for previous representatives (Griffeth, and Hom, 2000). In addition to the cost, high turnover brings about different issues as well. For example, the communication center's understaffing, existing faculty working extra time, and longer reaction time to crisis calls. Clearly, this confused condition passes on more stress to the occupation, which may incite significantly higher turnover. The results of the different studies provide support for the high significance of turnover intention in investigating the individual's turnover behavior.

LITERATURE REVIEW

Turnover intention is found to be related with many of the components of the organizations. In the present study employee engagement and affective commitment are considered important variables that could be used to predict turnover intention.

Employee Engagement and Turnover Intention

Aleweld and von Bismarck (2002) announced that Hewitt Associates considers engaged employees to have three characteristic behaviors: (1) workers "say" positive things about their relationship to different delegates and customers; (2) employees want to "stay" in the organization; and (3) employees "serve" the organization by applying extradiscretionary effort.

Observations in the literature have seen an association between laborer engagement and turnover objective. In a study of 22 organizations crosswise over 5 business divisions, International Survey Research verified that there were a few key drivers for turnover goal (an antecedent of actual turnover) including the absence of holding gifted and skilled worker, supervisory issues, culture fit, and employer stability. These key drivers reflect a few of the employee engagement factors as indicated by Buckingham et al. (1999) (i.e., recognition, development, opportunity, encouragement, care, best friend, progress). The 2003 Towers Perrin Report studied employee engagement and turnover and found that 66% of significantly engaged laborers declared that they have no courses of action to leave appeared differently in relation to 36% moderately engaged individuals and 12% of disengaged workers. Moreover, 2% of highly engaged employees announced they are energetically searching for another job contrasted with 8% moderately engaged and 23% of disengaged employees. Gubman (2004) additionally revealed that disengaged employee are all the more currently searching for another activity.

Researchers like Ahuja et al. (2001) have opined that if employee does not feel happy with the occupation, he will accuse the organization and subsequently have a lower sense of

duty regarding the employment and is thus, liable to leave at some point or another this view finds adequate support in literature. Researchers (e.g. Falkenburg and Scyns, 2007; Rajendran and Chandramohan, 2010; Summer and Niederman 2004) have maintained the customary speculations that job satisfaction has a critical negative effect on employee turnover. Job satisfaction assumes an essential part in deciding turnover of employees (Mudor and Tooksoon, 2011).

Low engagement and job satisfaction can add to different organizational issues and have been related with expanded levels of turnover and non-appearance, adding potential expenses to the organization regarding low execution and diminished efficiency. It is important for bank management to be aware of the needs and make up of their workforce, as well as the impact of environmental factors.

It is equally important for HR managers to look into the concern of employee's engagement with the organization and value their relationship with the organization. If the employee's engagement concern is reduced, this will bring differences in their work schedule and result in thought of turnover and in no time they would practice actual turnover.

Jeswani and Sarkar (2008) analyzed the impact of engagement on individual results, such as job effectiveness and retention, and found that if talent engagement is not assessed and taken care of at the earliest opportunity, disengaged talents will duplicate and negative talent satisfaction issues would result in decreased motivation.

Bedarkar and Pandita (2014) explored the idea of employee engagement and furthermore tossed light on key drivers of employee engagement. The study demonstrated that employees are the key resources for any organization and in the event that if they are not given the correct space and time to make an ideal mix of work and fun at workplace then the feeling of disengagement sets in the employees.

Chandani, Mehta, Mall and Khokhar (2016) displayed an examination to illuminate and recognize what is employee engagement and what is its significance on employee retention. The investigation distinguished the different elements which are in charge of employee retention like: individual and employment attributes, gender diversity; ethnic diversity as a strong predictor.

Affective Commitment and Turnover Intention

Affective commitment has a tendency to be marginally higher in nations with low levels of unemployment and with high monetary movement. As demonstrated by Meyer and Allen (1991), organizational commitment is a slant and moreover feelings concerning the employee's relationship with an organization. They have suggested that organizational commitment has a couple of fragments, which is called as the three-component model. Affective commitment reflects an enthusiastic association with, identification with, and inclusion in the organization. Normative commitment mirrors a sentiment commitment to obligation to continue employment. In conclusion, continuance commitment is a consciousness of the cost related to leaving the organization. An employee, who is centered on the organization, will most likely stay in the organization and has no desire to leave (Meyer and Allen, 1991; Steers and Porter, 1983). It is

fascinating that with respect to the idea of the three-component model of organizational commitment, affective commitment has been generally found as the most grounded indicator of turnover and turnover expectation contrasted with alternate segments. Summing up the discoveries of past investigations, Meyer et al. (2002) demonstrated that the most noteworthy relationship with turnover was affective commitment ($\rho = - .19$), contrasted with normative commitment ($\rho = - .16$), and continuance commitment ($\rho = - .10$). Indeed, even a higher number was found as the connection of organizational commitment with the turnover goal, with affective commitment as the most noteworthy ($\rho = - .59$), in respect to normative commitment ($\rho = -.39$), and continuance commitment ($\rho = - .17$).

Ugboro (2006) determined the relationship between job redesign, employee empowerment and intent to quit measured along with affective organizational commitment among survivors of organizations. The results demonstrated a measurably noteworthy positive relationship between job redesign, empowerment, and affective commitment.

Compelling HRM practices extensively influence organizational commitment of employees particularly in developing nations. Organizational commitment of clerical and administrative staff in Indian northern banks is high in mid-career stage and less in early phases of their profession (Sandhu et al, 2010). In Srilankan public sector banks, additionally workers uncover that HRM Practices affect their dedication level for their current organization (Vijay 2009).

Camp (1993) analyzed the impacts of two sorts of subjective estimation of the workplace, job satisfaction and organizational commitment which are frequently thought to be identified with turnover. The investigation affirmed that the measures of organizational commitment apply a converse association with turnover. Raymond et al, (2006) analyzed the relationship among workers' justice perceptions, perceived organizational support (POS), organizational commitment and intention to leave among practicing solicitors in Hong Kong. Their results demonstrated that both procedural and distributive equity added to the advancement of POS and POS mediated their impacts on organizational commitment and intention to leave. It was likewise discovered that organizational commitment was negatively related to intention to leave.

METHODOLOGY

Rationale for conducting the study

Previous studies conducted on the topic have revealed that various organizational variables are studied to see its relationship with turnover intentions of the employees. However, the variables like employee engagement and affective commitment have had minimum consideration with the turnover intent. The interplay of these variables with turnover intentions within the Indian organization has largely been ignored.

This study focuses on one of the most important sector of India i.e. the banking sector which had been believed to have most stable employees. However, the Indian banking sector is now facing fluctuation in the pay and thus increased employee turnover rates. Moreover, bank employees today are expected not only to work in banking but also to non-banking operations (i.e. insurance). Therefore, it has turned out important to study the extent to which turnover intentions could be predicted by selected variables in the research.

With the lack of employee engagement and affective commitment employees are leaving the organizations. Since the empirical evidence is at minimal level therefore it is necessary to conduct this research to find out solutions and retain the most valuable employees, this in turn would help the organization in saving the cost which otherwise would be spent in filling up the vacant positions.

Therefore this study would mainly target to find out the links that would help in retaining the most experienced and valuable employees via investigating the employee engagement and affective commitment variables.

Objectives

Keeping in view the above conceptualization and review of literature, the following objectives of the present study are proposed:

1. To examine the role of employee engagement in turnover intention of bank employees.
2. To examine the role of affective commitment in turnover intention of bank employees.

Hypotheses

1. **H1-** Employee engagement would be significantly and negatively related to turnover intention.
2. **H2-** Affective commitment would be significantly and negatively related to turnover intention.

Research Design

The present study is a correlational research design so as to probe the underlying relationships between each of the variables being studied. Employee engagement and affective commitment were considered as predictor variables. Turnover intention was considered as the criterion variable.

Sample

The present study was conducted on 110 banking personnel of banking organizations of India. Convenience sampling method was used for the selection of the sample.

Psychometric Tools of measurement

In addition to a demographic data schedule (age, education, gender, marital status, type of organization and tenure) the following measures were used in the present study:

1. **Employee Engagement Scale** – Engagement was measured using this scale developed by Gallup (2011). Gallup determined 12 core statements that measure the core elements needed to “attract, focus, and keep the most talented employees” (Buckingham and Coffman, 1999). These 12 statements utilized a 5-point Likert-type scale (1- strongly disagree to 5- strongly agree). For the 12 items, validity estimates range from .057 to .191 (Buckingham and Coffman, 1999). The reliability of the scale is 0.91.
2. **Affective Commitment Scale** - Five items from Meyer and Allen’s Affective Commitment Scale (Meyer & Allen, 1997) and one item concerning pride in organizational membership from the Organizational Commitment Questionnaire (Mowday, Steers & Porter 1979) were used to assess affective commitment. Participants used a 7- point likert scale (1 - strongly disagree to 7 - strongly agree). Researchers using the Affective Commitment Scale have reported that it forms a single factor with high reliability (Allen & Meyer, 1990; Hackett, Bycio&Hausdorf, 1994; Meyer). Allen and Meyer (1990) reported that the Affective Commitment Scale correlated 0.83 with the Organizational Commitment Questionnaire.
3. **Turnover Intention Scale** - The questionnaire consists of 18 items developed by Roodt (2004). It was measured on a five point intensity response scale anchored at extreme poles (e.g. “never” 1-low intensity, to “always” 5-high intensity). Examples of items included in this questionnaire (Roodt, 2004) were: “How often have you considered leaving your job?” and “How frequently do you scan newspapers in search of alternative job opportunities?” with a Cronbach alpha ($\alpha = 0.91$).

Procedure

The present study was conducted on employees of banking organizations in India. The participation was voluntarily i.e. the consent of the employees for participation was sought before administration of the questionnaires. The participants were briefed about the purpose of the research. They were requested to carefully indicate the responses by marking the answer according to the available keys. Scoring for all the tools was done as per the scoring procedures specified for each scale. The data was entered in the computer software for data analysis.

Data Analysis

The software SPSS was used for statistical computation. To investigate the relationship among predictor and criterion variable, correlation analysis was done. Hierarchical stepwise regression analysis was computed to find the association between predictor and criterion variables and to whether employee engagement and affective commitment (predictors) predicted turnover intention (criterion).

RESULTS

Correlation was computed to explore the levels of association between the variables of the study. Further a hierarchical stepwise regression was computed to explain the variance in turnover intention on the basis of predictor variables namely employee engagement and affective commitment. Results are presented in the tables below.

Table 1 *Summary of results of correlation of demographic variables with turnover intention of bank employees*

Predictor Variables	Criterion Variable – Turnover Intention
Demographic Variables	
Age	-0.234*
Gender	-0.118
Marital Status	0.416**
Organization Type	0.269**
Education	0.065
Tenure	-0.282**
Present monthly Salary	-0.353**

* $p < 0.05$, ** $p < 0.01$ level

Table 1 summarizes the results of correlation analysis of demographic variables namely age, gender, marital status, organization type, education, tenure and present monthly salary with turnover intention. Results indicate that age, marital status, tenure and present monthly salary are significantly and negatively correlated with turnover intention whereas organization type is positively correlated with turnover intention. Other demographic variables namely gender and education were not found to be significantly correlated with turnover intention.

Table 2 *Summary of the results of correlations of employee engagement (EE) and affective commitment (AC) with turnover intention of bank employees*

Predictor Variables	Criterion Variable – Turnover Intention
Employee Engagement	-.358**
Affective Commitment	-.383**

** $p < 0.01$ level

Table 2 summarizes the results of correlation analysis of employee engagement and affective commitment with turnover intention. The results indicate employee engagement and affective commitment were significantly and negatively correlated with turnover intention. This indicates that with higher engagement and affective commitment results in low turnover intention.

Table 3 Summary of hierarchical stepwise regression analysis for employee engagement (EE) and affective commitment (AC) as predictors and turnover intention as criterion.

		Turnover Intention						
		Step 1	Step 2					
Control Variables								
	Age	.526	.462					
	Gender	-.132	-.134					
	Marital Status	.393	.343					
	Organization Type	.084	.069					
	Education	-.057	-.072					
	Tenure	-.367	-.365					
	Present monthly Salary	-.365	-.329					
Step 2 predictor variables								
	Variable	R	R ²	ΔR^2	R ² change	F Change	P	B
1.	Demographic	.534	.285	.244	.285	6.854	0.000	
2.	EE	.611	.373	.330	.088	14.351	0.000	-.302**
3.	AC	.641	.411	.364	.038	6.443	0.013	-.236**

** $p < 0.01$ level

The results of hierarchical stepwise regression analysis show that after controlling the effect of demographic variables, that employee engagement ($\beta = -0.302$; $p < 0.000$), and affective commitment ($\beta = -0.236$; $p < 0.013$) are significantly negatively associated with turnover intention. Also the result shows that employee engagement (F change = 14.351; $p < 0.001$) emerged as the best predictor of turnover intention and have explained 8.8% variance in turnover intention followed by affective commitment (F change = 6.443; $p < 0.013$) which explains 3.8% of total variance in turnover intention.

DISCUSSION

The present research work was undertaken to understand the role of employee engagement and affective commitment in predicting turnover intention. The results dealing with the relationship between employee engagement and affective commitment in predicting turnover intention indicated that employee engagement is significantly and negatively related with turnover intention. Thus the hypothesis (H 1) that employee engagement would be significantly and negatively related to turnover intention stands as accepted. This corroborated with previous researches which demonstrated this relationship (e.g. Halbesleben, 2008; Mitchell et al., 2001; Towers Perrin, 2004). As employees become more engaged in their work, they tend to be less prone to actively seek alternative employment opportunities. The growing appreciation of engagement is generally accompanied by an assumption that it is in the interests of businesses to contribute. These interests seem to go beyond the workplace (employees), the marketplace (customers) and the communities within which they operate. Putting resources into and supporting groups may likewise profit organizations in the medium and long haul (e.g., an informed workforce that matches abilities and work showcase needs). These employees' sense of belongingness and investment towards their current organization discourages the development of turnover intentions.

For the hypothesis relating to affective commitment with turnover intention negatively, correlation analysis revealed a significant result. Thus, our hypothesis (H 2) that affective commitment would be significantly and negatively related to turnover intention stands as accepted. This finding gives a support to the previous studies (Meyer et al., 2002; Perryer et al., 2010). Commitment is an important variable in differentiating between the retainers and the leavers (Steers et al., 1981) or is perceived as the determinants of turnover (Mueller & Price, 1990). In accordance to the assumption of Steers and Porter (1983), Meyer and Allen (1991), and Meyer et al. (2002), highly committed employees are likely to stay in the organization, while the ones not committed are more likely to leave. The employees of the banks identify themselves with their respective banks and have congruence in the goals and values adhered with the organization. It implies that they give major importance to affective commitment when they are associated with working in banks.

From the results of hierarchical stepwise regression analysis when turnover intention was considered as criterion, it was observed that employee engagement was found to be the best significant predictor of turnover intention which was significantly negatively associated with turnover intention followed by affective commitment. Engagement is about investing wholly in performing one's role (Ashforth, Harrison, and Corley, 2008; Rich et al., 2010); therefore, being physically, emotionally, and cognitively involved with one's work (Kahn, 1990), and with the organization (Saks, 2006), reduces the likelihood of employees leaving the organization. The results of the present study support the findings of previous studies reporting highly engaged employees are less likely to leave their organizations (e.g., Juhdi et al., 2013; Saks, 2006; Shuck et al., 2014). This result suggests that employee engagement is relatively important and influencing in explaining turnover intention in the Indian banking sector.

On the basis of above discussion, it could safely be concluded that employees' turnover is a major concern for Indian banking organizations and the management of these organizations must consider some of the variables related to the organizational structures that have impacts upon individual's decision to stay/quit. This research has clearly demonstrated that employee engagement and affective commitment are significant predictor variables in defining turnover intention. It is therefore extremely important for the managers and organizational decision makers to carefully plan and design the training procedures with special emphasis towards building employees relationship with the organization in order to retain the most valuable employees in the organization.

Implications of the present research

This study has made an attempt to recognize the importance of retaining employees in the organization which is changing continuously to maintain with fast pace work environment. Ensuring goal alignment is important in an organization therefore engagement and affective concern should be well versed by all the levels and most importantly it should be well communicated.

Top managers should set and communicate business objectives; middle managers should be responsible for creating specific objectives for employees that support broader business goals; and employees should be given the tools to succeed, some autonomy, and accountability to meet tangible goals aligned with corporate goals. Incorporating engagement helps in ongoing updates to reduce employee uncertainty and stress.

Limitation and Future Research

As with all empirical research, the current study has a few limitations that suggest caution when interpreting the results. In view of the time and monetary constraints, the sample was only collected from a limited geographical area and the sample size was limited. Additional research may be needed to determine the generalizability of the findings to employees in other states of India.

Yu-Ping et al. (2010) argued that mobility costs and complementarities imposed by employers played a key role in reducing turnover intention when these requirements stipulate continued employment longer than 12 months (Yu-Ping et al., 2010). Hence, future studies could integrate these variables and individual differences such as exchange ideology and personality traits as the potential moderators to further extend the proposed model.

Conclusion

The present research contributes in understanding relationship between employee affective commitment and turnover intention. In conclusion, the findings of this study reveal insight into the relationship between all the variables studied and it may have practical significance to perform talent retention. Management of employee turnover and its associated costs can be improved by developing retention plans that lead to considerable benefits for the organization such as a decline in intention to quit and retention of human intellectual capital in this global competitive knowledge economy. If the management takes initiative to reduce only the turnover intention of the employee, the core problem would be resolved resulting improved production and growth in any organization.

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