

Employee Turnover Intention in the Company: A Literature Review

L'intention de quitter l'entreprise : une revue de la littérature

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Abstract

The rising phenomenon of employee turnover intention has increasingly concerned companies. This paper provides a comprehensive literature review on employee turnover intention by synthesizing existing research on this topic.

The methodology employed involves a systematic literature review aimed at collecting, synthesizing, and analyzing relevant studies on turnover intention. The review includes scientific articles cited and selected from internationally recognized journals.

This study identifies key theoretical models and influential variables such as job satisfaction, organizational commitment, and demographic factors. It also examines the consequences of turnover intention for both employees and organizations, particularly regarding turnover rates and talent loss. Finally, it offers recommendations for practitioners and researchers, underscoring the need for a holistic approach to understand and manage this complex phenomenon in the professional environment.

Keywords: Turnover intention, employee retention, staff turnover, work attitudes.

JEL Classification : M14, A13, O15

Paper type : Empirical research

Résumé en français

Le phénomène croissant de l'intention de quitter parmi les employés, est un sujet qui suscite l'inquiétude des entreprises. Cet article présente une revue de littérature approfondie sur l'intention de quitter chez les employés, en synthétisant les recherches existantes sur ce sujet.

La méthodologie suivie se base sur une revue de littérature systématique qui vise à rassembler, synthétiser et analyser les études pertinentes sur le concept de l'intention de départ. Cette revue est issue des articles scientifiques cités et sélectionnés dans des revues reconnues à l'échelle internationale.

Il identifie les principaux modèles théoriques et les variables influençant cette intention, telles que la satisfaction au travail, l'engagement organisationnel et les facteurs démographiques. L'article examine également les conséquences de l'intention de quitter, tant pour les employés que pour les organisations, notamment en termes de turnover et de perte de talent. Enfin, il propose des recommandations pour les praticiens et les chercheurs, soulignant l'importance d'une approche holistique pour comprendre et gérer ce phénomène complexe dans le milieu professionnel.

Mots clés : Intention de départ, rétention du personnel, roulement du personnel, attitude au travail.

Classification JEL: M14, A13, O15

Type de l'article : Recherche appliquée.

1 Introduction

In Human Resource Management (HRM), employee retention is a significant concern (Paillé, 2004, p. 5), a recurring theme (Colle, Peretti, & Cerdin, 2005, p. 1), and a major organizational priority (Poulain-Rehm, 2006, p. 442). By 2010, the success of an organization inevitably depended on its capacity to acquire necessary skills, retain its workforce, develop employees, and, more importantly, foster their loyalty (Lachance, 2011, p. 9).

In the context of an anticipated labor shortage, retaining skilled and productive employees represents a major challenge for the vast majority of both private and public companies in industrialized countries. To ensure their long-term viability and growth, these companies needed to maintain the capacity to retain their employees. However, faced with a limited supply of labor, which also has increasingly complex and varied expectations, employers can no longer rely on traditional methods of retention that depend solely on competitive compensation (Towers Perrin, 2002).

They must rethink their retention strategy by incorporating elements that are more difficult to imitate and more intangible, such as training opportunities (St-Onge and Thériault, 2006). Indeed, in the current context, these elements would allow employers to differentiate themselves in the job market (Gerhart and Ryan, 2003). In this regard, Patten (2007, p. 97) argues that "training and development activities are one of the key factors [...] in talent retention and will become increasingly important for organizations in line with the expectations of Generation Y."

High turnover rates can negatively impact company performance (Kwon et al., 2012; Mohr et al., 2012). Consequently, companies often implement various strategies to reduce voluntary employee turnover (Peretti, 2001). Employee retention is not only about reducing voluntary exits; it also involves mitigating internal dysfunctions and enhancing employee engagement (Paillé, 2011a).

Extensive literature exists on turnover. Numerous turnover models are available, and Steel and Lounsbury (2009) provided a meta-analysis that consolidated these models. Although their study is based on Anglo-Saxon literature, it offers a readable, comprehensive, and relevant synthesis of turnover models developed since the 1950s. They selected the most developed versions of all Anglo-Saxon turnover models and progressively refined them. To our knowledge, no new original turnover model has emerged since 2009. However, recent publications continue to affirm turnover as a contemporary research topic (Hausknecht & Trevor, 2011; Krishnan & Singh, 2010; Kumar Mishra & Bhatnagar, 2010; Mohr et al., 2012; Rafferty & Restubog, 2010; Smith et al., 2011; Van der Vegt et al., 2010). Allen et al. (2010) also synthesized findings on turnover antecedents.

Steel and Lounsbury (2009) first noted that most turnover models do not target a specific population. This observation, however, may not hold in the French literature, where various turnover models are designed for specific populations, including executives (Neveu, 1996), salespeople (Commeiras & Fournier, 1998), nurses (Cohen, 2000; Colle & Moisson, 2007), and part-time employees (Palmero, 2000). Additionally, Steel and Lounsbury (2009) noted that the primary factors in turnover models are similar across studies: employee morale, job market mechanisms, and turnover intention. French models tend to follow this trend.

Thus, the aim of this article is to explore the concept of turnover intention as a strategic novelty, since understanding and mastering it today represents a tool that can facilitate employee retention and help achieve organizational goals.

The purpose of this article is to present a synthesis of research that has explored the concept of turnover intention across different contexts and time periods. The goal is to highlight, in the absence of a single conclusive answer:

- What are the various models that explain this phenomenon?

- What are the inconsistencies or methodological limitations that explain the contradictory results in the different analyses of the relationship between turnover intention and other concepts?

This article is divided into two main sections: the first aims to define the concept of retention and turnover intention by referring to the various definitions offered in the three targeted domains of scientific literature, while the second reviews the different antecedents and/or correlates of retention based on theoretical models and published empirical studies.

2 Employee Turnover Intention: Concept and Determinants

In recent years, the companies have become aware of the talent shortage and are increasingly renewing their human resource management practices to better retain some of their employees. It must be acknowledged that voluntary employee departure becomes problematic when the employee holds specific expertise, a network of relationships, or confidential information, or when the investments related to their training have not yet been fully amortized, not to mention the costs of recruiting and training a new hire.

To define "voluntary departure," a range of proposals is provided by a rich and abundant literature. In this regard, Neveu (1994) approves the definition of turnover proposed by Price (1977, p.4): "turnover is the extent of individual movement across the boundary of membership in a social system." Colle (2006) considers voluntary turnover intention as "an attitude that leads to a break in membership in a social system at the exclusive initiative of the employee." This author had the merit of distinguishing in this definition the employee-initiated departure from other reasons explaining employee turnover. We will attempt to shed light on the contours of the concept of "turnover intention."

However, in addressing the issue of employee turnover, human resource management research has often – if not always – focused on the antecedents of turnover intention to provide recommendations to managers who wish to address this problem and thereby control the significant managerial challenge associated with it. The nature of these antecedents will be discussed in the second paragraph, which will deal with the modeling of turnover intention.

Although several decades old, the debate on the relationship between "intention" and "action" is certainly not yet closed. The pioneering work of Neveu (1993) aligns with research models that rely on a conceptual framework of the form "attitude-intention-behavior" (Fishbein and Ajzen, 1975). The aim of these models is to predict employee turnover – i.e., a behavior – through the expressed turnover intention of individuals.

2.1 The Notion of Turnover Intention

But above all, what do we mean by turnover intention? Turnover intention is often addressed using several terms that express the same notion: voluntary resignation intention or intention to leave (Neveu, 1996). Turnover intention refers to the employee's desire to break the relationship with the employing company; it is thus a willingness to terminate the employment contract by the individual.

Meyssonier and Roger (2006, p.3) identify numerous models explaining turnover causes. However, three groups of factors emerge (Neveu, 1996):

1. Individual variables: negative work attitudes and socio-demographic characteristics;
2. Organizational variables: deficiencies in operational modes and particularly HRM practices;
3. Economic factors: the more or less favorable state of the job market.

Turnover or turnover intention models have long integrated employee satisfaction and their perception of the quality of their relationship with their company (e.g., Price, 1977; Mobley, 1982; McFarlane-Shore et al., 1990). The term "satisfaction" is defined by Locke (1969) as "an

emotional state corresponding to the pleasure that results from achieving an expectation or desire."

The model proposed by March and Simon (1958, p.93) on "factors affecting the perceived desirability of leaving the organization" suggests that "the greater an individual's job satisfaction, the less they will feel the attraction to change." Voluntary departure is generally considered one of the major negative consequences of work attitudes such as job dissatisfaction, lack of organizational involvement, role stress, effort/reward imbalance, or lack of trust in the company (Arnold and Feldman, 1982; McFarlane-Shone and Martin, 1989; McFarlane-Shone et al., 1990).

While minor, transient dissatisfactions do not strongly affect the employee-company relationship, others, on the contrary, deeply compromise the continuation of the relationship, and a definitive break is often the only outcome. Hirshman (1970) suggests in his "Exit Voice Loyalty" model that one reaction to job dissatisfaction may be deciding to leave the company (exit) or expressing oneself through strikes, protests, etc. (voice). In response to a satisfactory work situation, the employee would be inclined to develop a lasting relationship with the company (loyalty) (Meyssonnier and Roger, 2006, p.4).

The model proposed by March and Simon (1958, p.93) on "factors affecting the perceived ease of movement" suggests that the greater an individual's job satisfaction, the less they will feel the attraction to change. Voluntary departure is generally considered one of the major negative consequences of work attitudes such as job dissatisfaction, lack of organizational involvement, role stress, or lack of trust in the company (Arnold and Feldman, 1982; McFarlane-Shone et al., 1990; Meyer et al., 2002).

Mobley (1982) identifies four "families" of determining variables:

1. The health of the economy: job market, inflation rate, etc.;
2. The individual's extra-professional personal situation: family, civic, and cultural activities, etc.;
3. The individual's personal situation concerning their job: expectations, satisfaction, ability, etc.;
4. The individual's personal situation concerning the employing organization: career plan, loyalty, involvement, etc.

We agree with Neveu that the advantage of such a perspective is to emphasize the inseparable link between different classes of determinants to explain turnover.

2.2 Determinants of Voluntary Turnover Intention

The organizational equilibrium theory serves as the theoretical foundation of this research, forming the basis of all explanatory models of turnover. This theory, proposed by March and Simon in 1958 and considered the first formal turnover theory (Holtom et al., 2008 cited in Ngo-Henha, 2017), highlights the need to balance employees' contributions and the incentives offered by the organization. Consequently, organizations must ensure that their employees receive equitable incentives that encourage continued contributions. This balance is influenced by two major considerations: (1) perceived desire to leave and (2) perceived ease of movement. The perceived desire to leave is influenced by the employee's job satisfaction/dissatisfaction and the availability of intra-organizational transfer options. When employees feel satisfied with their current role, their tendency to leave is less pronounced. However, dissatisfaction may prompt them to seek intra-organizational transfers, with larger organizations offering more such possibilities and thereby reducing turnover rates. The second factor involves the perceived ease of movement or the number of external alternatives available. Employees in this situation may easily leave if they find a sufficient number of attractive external offers. The organizational equilibrium theory thus suggests that voluntary turnover probability depends on the desire to leave and perceived ease of departure. If an employee has no desire to leave, perceived ease of

movement is unimportant, but a dissatisfied employee with a strong desire to leave may pursue external alternatives when available.

This theory allows us to highlight three determinants influencing voluntary turnover intention: job dissatisfaction, organizational commitment, and external job opportunities.

- **Job Dissatisfaction**

Job dissatisfaction reflects employees' negative attitudes toward their job, tied to their emotional responses when comparing actual tasks with desired outcomes (Locke, 1976; Cranny et al., 2000; Robbins & Judge, 2009). Hackman and Oldham (1976) identified 14 factors influencing job attitudes, including autonomy, task significance, working conditions, stress, supervision, promotion opportunities, skills, social relations, pay, skill variety, workload, feedback, colleague relationships, and the work itself. Field (2008) suggested that negative attitudes stem from low pay, poor working conditions, limited advancement opportunities, scarce benefits, and low job security. While improvements in these areas may reduce dissatisfaction, they do not necessarily enhance satisfaction.

- **Organizational Commitment :**

Becker's "side-bet" theory (1960) was one of the first attempts to conceptualize organizational commitment, describing it as the cumulative costs incurred upon employee departure. The widely cited definition by Meyer & Allen (1990, p. 14), used in this study, describes organizational commitment as an employee's attitude influencing their relationship with the organization, impacting their decision to stay or leave. Organizational commitment is thus a psychological attachment to the organization. Meyer & Allen's (1997) model of organizational commitment comprises three dimensions: affective (psychological attachment and willingness to stay), calculative (cost-benefit analysis of staying or leaving), and normative (feeling morally obligated to stay).

- **External Job Opportunities**

To understand the reasons employees leave their jobs, researchers consider external job opportunities, an external variable linked to the labor market. This variable reflects an individual's perception of the availability of alternative positions in the labor market (Price & Mueller, 1981). The availability of alternative employment consists of the number of opportunities outside the organization. This means that if organizations fail to provide an adequate working environment, employees actively look for other jobs outside of them (Negrin & Tzafir, 2004).

By assuming that turnover intention is primarily a work attitude, Neveu (1993) sought to confirm the predictive power of the attitude concept on behavior. Although Thévenet (2000) states that "in human matters, one can never act on a stimulus with certainty of the response," several studies have confirmed the positive relationship between intention and turnover behavior. Meta-analyses by Steel and Ovalle (1984), updated in 1990 by Steel et al., found a positive correlation between the two phenomena without being able to determine the degree of this dependence. This led some researchers to direct their research towards the independence of the two variables (Kirschenbaum and Weisberg, 1990). They showed that the predictive power of intention on behavior depends on mediating and/or moderating variables related to the internal and external characteristics of the work situation. This study pointed to the collinearity bias, concluding that organizational, situational, and environmental contingency factors influence the extent of the behavior/intention relationship. Examining the specific case of retirement intentions among French private sector executives, Christin and Peretti (2006) found that retirement intentions are influenced by a wide variety of attitudinal and cognitive antecedents in a complex manner, and identifying personal, organizational, and environmental variables is insufficient to encompass this complexity.

2.3 Turnover: A distinction between deliberate and inadvertent decisions

Turnover is an ever-growing problem affecting the way organization's function, as reflected in the number of studies and research studies that have been carried out on the subject (Egan and al., 2004). It is of great importance to both an individual and organizational point of view (Shaw and al., 1998). The most widely used definition is that of Price (1977), who defined turnover as "the ratio of the number of members of the organization who left during the period under consideration to the average number of people in the organization during that period". In the same perspective, Woods (1995) emphasized that turnover is a cycle of replacement: each time a position becomes vacant, a new employee must be hired. Subsequent research has distinguished between two types of turnover: voluntary and involuntary (Price, 1977; Bluedorn, 1978). Hom and Griffeth (1995), based on Beach's "theory of decision making, image theory" (1990), emphasize that voluntary departure differs from traditional thinking by focusing more on the decision-making aspect, defining voluntary departures as resignation decisions taken by individuals themselves. Shaw and al (1998), in the same vein as Price and Mueller (1986), assert that voluntary departure or resignation reflects the individual's decision to leave a structure; it is a considered and deliberate decision. Whereas in the case of involuntary departure, the decision has been taken by the employer to end the employer-employee relationship, resulting in dismissal. These two distinct decisions are motivated by very different causes and consequences (Shaw and al., 1998). The results of the study conducted by Shaw and al. (1998) corroborate this assertion, inviting us to examine voluntary and involuntary turnover separately from an organizational point of view, just as they were treated from an individual point of view by Mobley in 1982 and Price in 1977. This rule is not lost on studies carried out Concerning health professionals.

We can also use the classification of turnover provided by Allen (2008). He states that voluntary turnover can be functional or dysfunctional (Dalton, Krackhardt, and Porter, 1981). It is considered functional when the employees who decide to leave bring no added value to the organization, or their departures in no way affect the continuity of the structure's operation (McElroy, Morrow, and Rude, 2001), and they are easily replaceable. Turnover, on the other hand, is considered dysfunctional, as it is detrimental to the smooth running of the organization and generates significant costs in terms of replacing departed employees (Allen, 2008). The latter can also be broken down into two types: avoidable turnover, which, as its name suggests, can be avoided by improving working conditions... For unavoidable turnover, it cannot be prevented by the organization, such as the death or retirement of an employee (Allen, 2008).

The consequences of voluntary departures have a negative impact on organizations and structures. This assertion has been studied and validated in several studies (Staw, 1980; Mueller and Price, 1989; Cavanagh, 1989; Tai and al., 1998), which have linked turnover, mainly voluntary departure, to the proper functioning of organizations and the related consequences. Ihaza (1986) points out that even hospitals suffer from a shortage of human resources, caused mainly by the voluntary departure of health professionals. The premature departure of these health professionals, in this case nursing professionals, entails a high cost for structures and organizations (Jones, 1990a,b; Phillips, 1990; Johnston, 1991). Mobley (1982) argues that one of the consequences of this phenomenon is the stress felt by the remaining staff, who have to adapt to new changes each time. In addition, voluntary departure can lead to the emergence of several negative consequences: the appearance of conflict and the reduction of consensus, the reduction of satisfaction among remaining staff, and the disruption of communication (Price, 1977; Mobley, 1982; Bluedorn, 1982). It can also affect group morale, cohesion, and performance (Cavanagh, 1989).

As for the causes responsible for individuals' voluntary departure, Abelson (1987) identifies several factors, namely: a more attractive salary elsewhere, problems with the superior or structure, and the spouse's move.... In 2016, the World Health Organization published a study on the reasons why healthcare professionals emigrate. The search for better remuneration, lack of equipment, lack of future and promotion, and the heaviness and pace of work were the reasons most cited by healthcare professionals.

In conclusion, turnover, and in particular voluntary departure, represents a major challenge for all organizations and structures, particularly in terms of costs and impact on internal operations. Research has shown that turnover can be either functional or dysfunctional, with causes varying according to context (unsatisfactory working conditions, more attractive external opportunities, more attractive remuneration, etc.). The loss of staff and skilled human capital exacerbates the human resource shortage that characterizes the healthcare sector. To this end, it is crucial to understand the motivations behind employee departures, to develop effective loyalty or retention strategies, thus minimizing the negative impacts of the turnover phenomenon. In our research, we will focus on the voluntary departure of nurses, health technicians, and midwives, which further accentuates the problem of resource shortages in the healthcare sector. The intention to leave would seem to be an avenue to explore to study and prevent the premature departure of these health professionals.

2.4 Intention to leave: the best predictor of voluntary departure

In general, voluntary departure has been explained by several factors that can be categorized into four factors. Work-and organization-related factors, such as compensation, workload, role conflict, job ambiguity, organizational and supervisor support, training, recognition, etc. All these factors have been significantly correlated with employee turnover in several studies (Park

and al, 1994; Jones, 1998; Herrbach and al., 2009; Cotton and Tuttle, 1986; Rubenstein and al., 2018; Griffeth and al., 2000; Steel and Lounsbury, 2009; Mor Barak and al., 2001; O'Brien-Pallas, 2006; Borowski and al., 2007; Blegen, 1993; Flinkman and al., 2008). Other authors have demonstrated the significant relationship between personal/demographic factors and employee voluntary departure. These include gender, age, marital and civil status, family responsibilities, personality traits, etc. (Miller and al., 1979; Parasuraman, 1982; Porter and Steers, 1973, Marsh and Mannari, 1977, Cotton and Tuttle, 1986; March and Simon, 1958; Porier and Steers, 1973; Mobley and al., 1979). Other attitudinal and well-being factors can influence people's decision to leave. Indeed, according to Cotton and Tuttle (1986), Griffeth and al. (2000), Blau (2000), Mor Barak and al. (2001), Firth and al. (2004); Blau and al. (2009),

Rubenstein and al. (2018), March and Simon (1958), Mobley(1977), Mobley and al. (1978), Mobley and al. (1979), Lazaro and al. (1984), Burke and Greenglass (1989), Firth and Britton (1989), Moore (2000) and Mor Barak and al. (2001), job satisfaction, job commitment, stressand burnout are dimensions that influence employees' decision to leave. Finally, the last category of factors that can impact employee departure or retention is relatedto behavioral intentions. According to the leading models of turnover, the turnover of individuals goes through a logical process in the form of stages, before the individual decides whether or not to leave the organization. These models have shown that satisfaction and commitment are essential determinants in understanding employee departure, yet these determinants are not directly correlated with departure (Mobley, 1977; Mobley and al., 1978; Mobley and al., 1979), but they do arouse in individuals a desire and desire to look for a job, which translates into an intention to leave (Leclerc, 1992), the final predictor of actual departure.

In this way, an individual's decision to leave his or her job does not come out of the blue, but goes through a process of reflection and planning, based on an assessment (consequences, means...) of the desired behavior, stimulated at the outset by an idea and an intention that precede it. To this end, and to tackle the problem of voluntary departure, which is detrimental to various structures and organizations, managers and executives must anticipate and predict this behavior, and above all understand the reason(s) for opting for this behavior (El Bardai and Aomari, 2023). This is why intention to quit is considered the best predictor of voluntary departure. Hayes and al, (2006) point out that intention to leave is a “proactive” indicator of voluntary turnover. Ajzen and Fishbein (1977), in their study of behavioral intention, asserted that intention refers to “a psychological precursor of any behavioral act” and can be defined as the last attitudinal manifestation preceding the act of leaving the organization (O'Neil and Mone 1998).

In summary, voluntary departure is influenced by a variety of factors related to work, personal traits, attitudes, and well-being, as well as behavioral intentions. These may include compensation, organizational support, job satisfaction, and commitment, or even stress and burnout. The decision to leave is the result of a process of reflection and planning, in which the behavioral intention to leave plays a key role. To anticipate this behavior, which is detrimental to functioning of healthcare facilities, managers need to understand the underlying motivations behind the voluntary departure of healthcare professionals. This will enable them to devise effective strategies for retaining them and, above all, Mitigate the negative impact of their departure.

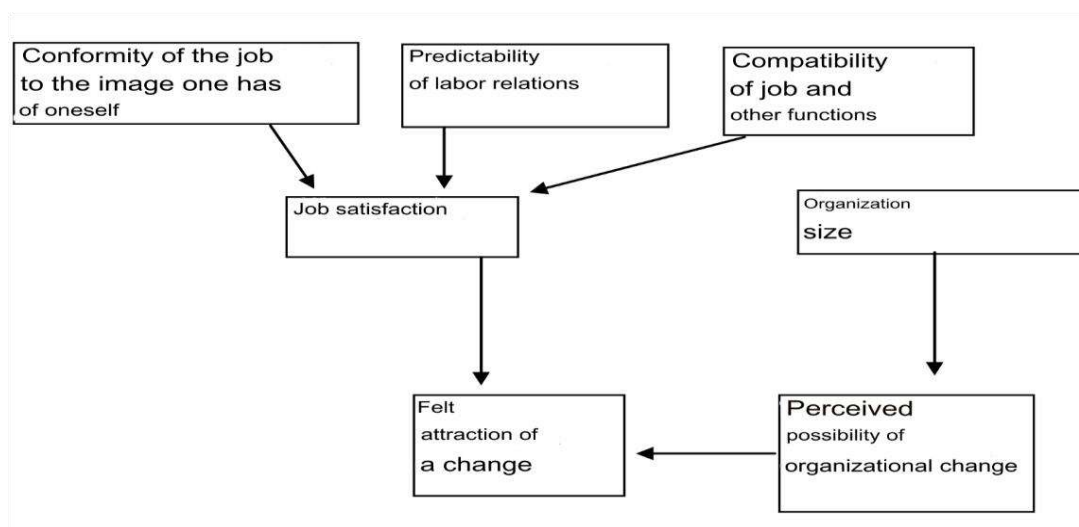
3 Modeling Turnover Intention

Without claiming any exhaustiveness in covering more than fifty years of research on turnover intention, we have reviewed four models developed by researchers with different yet complementary approaches: March and Simon, Price, Mobley, and McFarlane-Shore et al.

3.1 The March and Simon Model

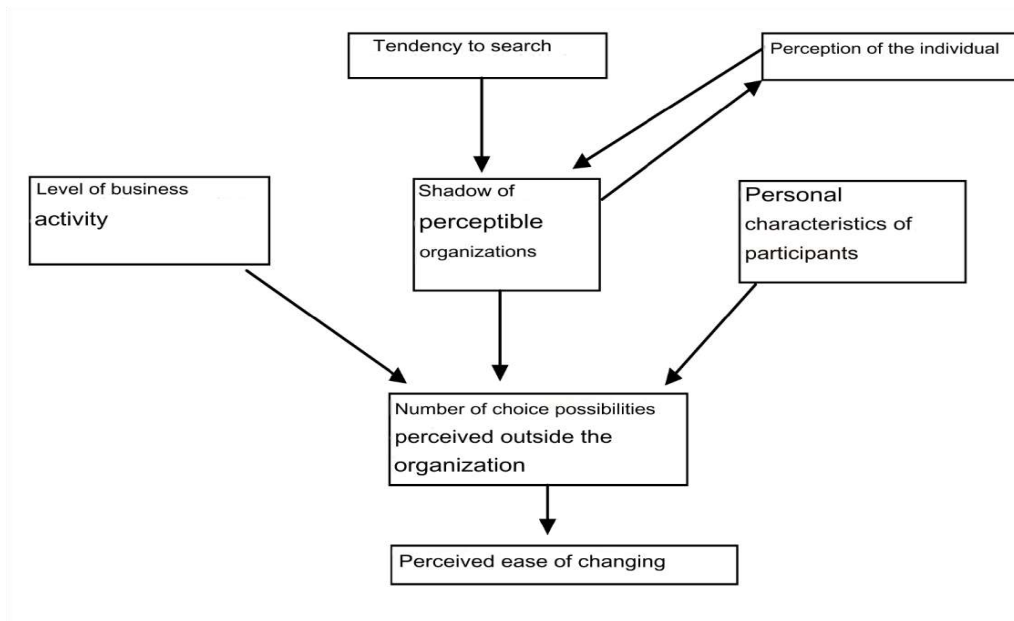
To illustrate employees' desire to change companies, March and Simon distinguish two notions that account for both the attraction to leave the company ("Perceived desirability of movement") (Figure 8) and the perceived ease of leaving ("Perceived ease of movement") (Figure 9):

Figure 8: Main factors making a change desirable



Source: March and Simon, (1958)

Figure 9: Main factors affecting the perception of ease of change



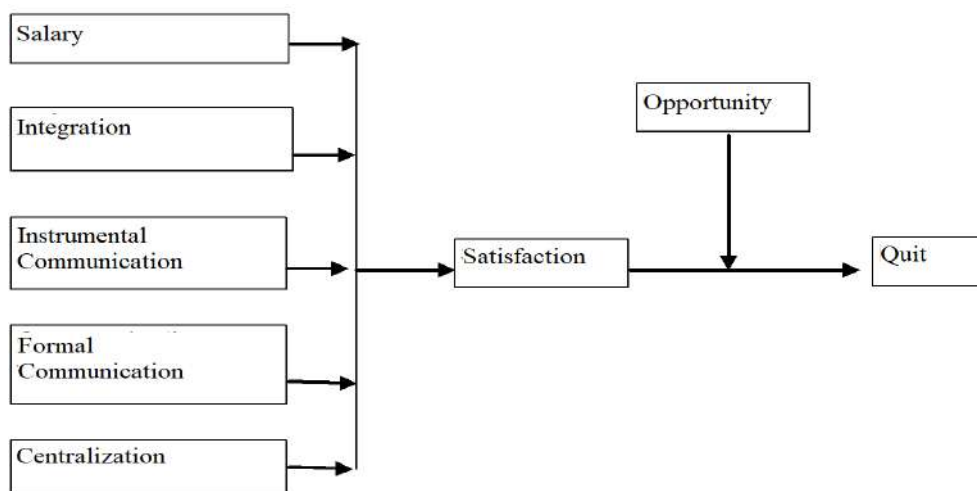
Source: March and Simon, (1958)

Although the March and Simon model provides a comprehensive approach to the antecedents and correlates of turnover intention using various dimensions related to this intention (psychological, organizational, etc.), it remains highly contested, especially regarding the validity of the mechanism underlying the perceived ease of change (Pettman, 1973; Schwab and Dyer, 1974, cited in Mobley, 1982).

3.2 The Price Model

Price (1977) identifies five primary determinants to explain voluntary turnover: pay, integration, instrumental communication, formal communication, and centralization. He then relates these primary variables to two intermediate variables, namely job satisfaction and opportunity (the possibility of finding a job elsewhere). These two variables are supposed to act as "filters" between the primary variables and turnover intention (Figure 10). In other words, job dissatisfaction is a necessary but not sufficient condition. This relationship is strongly mediated by the presence of external job opportunities.

Figure 10: Price's Turnover Model



Source: Price (1977, p. 84)

Compared to the March and Simon model, the Price model has the advantage of linking actor behavior to the external world. However, the approach proposed has certain shortcomings, which we will discuss:

On a general level, the basic determining variables poorly capture the specificity granted to each by the individual's perceptual subjectivity. Indeed, treating each variable on an equal footing, the approach tends to provide easier access to individual differences. This deterministic characteristic appears, for example, in the appraisal of external opportunities, which presupposes a relatively rational and expert decision-making process on the part of the actor. In his analysis, Price establishes a distinction between "determinants and correlates." The correlates are variables that Price indicates express a correlation rather than causation, serving as indicators related to the phenomenon of departure: for example, individuals with shorter tenures have a higher departure rate than those with longer tenures (Price, 1977, ch.3). On the other hand, another type of variable, more "analytical" in nature, are the determinants that impact the behavior variation itself. These determinants do not merely express statistical links but causations (Price, 1977, ch.5). The problem with such differentiation is that it does not seem to hold up under field testing. As pointed out by a former student of Price himself (Bluedorn, 1982), research has shown the significance of demographic variables on the departure process variation. Thus, in his analyses, the researcher cannot rely on too arbitrary a distinction between correlate and determinant.

Contrary to what was postulated, the hypothesis of an interaction between job satisfaction and opportunity acting directly on behavior was not established by the studies. In fact, the relationship between these two variables would not occur at the same level; the opportunity affects satisfaction in a causal manner (Bluedorn, 1982).

3.3 The Mobley Model

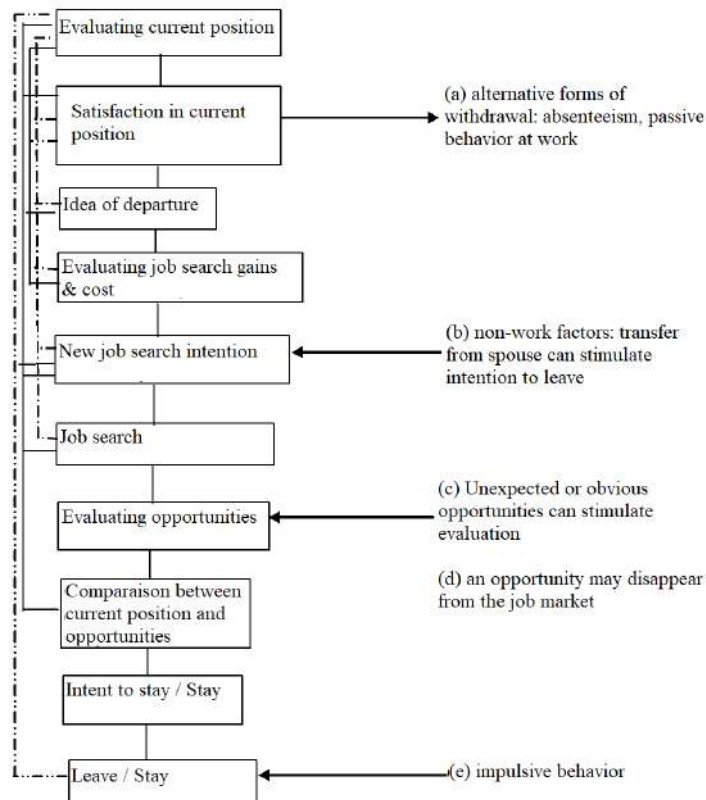
Mobley (1977) links turnover intention to job satisfaction, but this time through the cognitive and behavioral processes of employees. The originality of Mobley's model lies undoubtedly in its integrated and hierarchical approach: "There may well be differences between individuals by the number and sequence of the decision process steps, by the level of awareness of the process (...) by the degree of impulsiveness of the act of leaving opposed to a subjectively rational decision process" (Mobley, 1977, p.239). Mobley postulates that departure is the result of a sequential process from satisfaction to the evaluation of alternatives. Furthermore, he recognizes the existence of retroactive effects of mediating variables: an unsuccessful search for opportunities outside brings the employee back to reconsider their job satisfaction.

Finally, Mobley and his collaborators have tried to comprehend the entire complexity of the departure process through a new model with four determining variables (Figure 12):

- Job satisfaction
- Expected utility of internal alternative roles within the organization
- Expected utility of external alternative roles outside the organization
- Values and extraprofessional contingencies

Neveu (1993) notes that beyond the difficulty of handling such a model (while the 1977 model was tested and validated by Hom et al., 1984), this approach suffers from a rather unique deficiency: the consideration of organizational variables: the individual's satisfaction with respect to the organization they work for is relatively discreet (Michaels and Spector, 1982).

Figure 2.7: Mobley's Departure Model



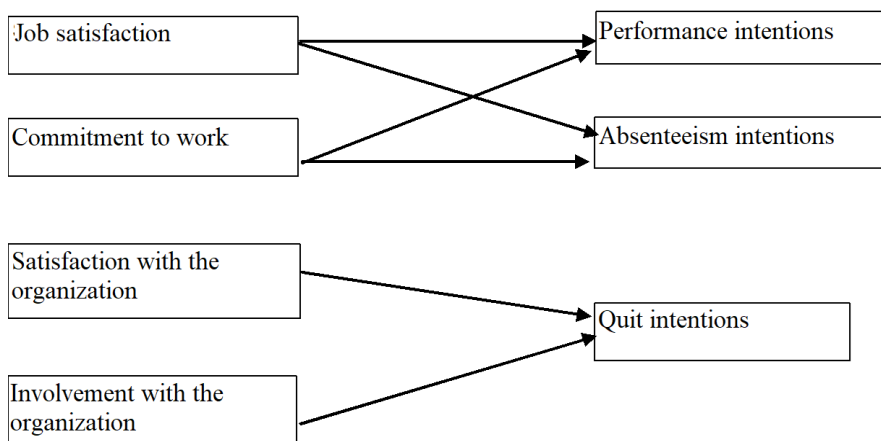
Source: Mobley (1977, p. 238)

3.4 The McFarlane and al. Model

According to Neveu, the model of McFarlane and al. (Figure 13) is based on a "dependent set" that concerns several types of withdrawal behavior intention: the intention to leave, the intention to be absent, and the intention to perform. This set is affected by a series of independent variables divided into two:

- Two of them concern the work itself carried out by the individual: satisfaction and the degree of commitment.
- A third variable is related to the theme of personal satisfaction developed by the individual towards the company that employs them.

Figure 2.8: Original Model of Behavioral Intention



Source : McFarlane et al., (1990, p. 61)

4 Conclusion

Retaining and maintaining the loyalty of high-potential employees has become one of the most pressing challenges for modern organizations. In today's highly competitive job market, some companies have gone as far as to insure against the risk of losing critical skills, recognizing the invaluable role these employees play in ensuring long-term organizational success. This approach reflects a growing awareness of the importance of talent retention, and highlights the urgency with which businesses must address the threat of turnover. However, preventing the loss of key talent requires a proactive strategy that focuses not only on managing the departure of employees but, more crucially, on addressing the underlying factors that lead to turnover intention before it results in actual exits.

As many managers have learned through experience, it is often far more effective to intervene at the level of turnover intention than to react once an employee has made the decision to leave. This realization stems from the now well-documented connection between intention and actual behavior, which has been extensively explored in academic research. Indeed, the link between an individual's stated intention to leave and their subsequent decision to do so is quite strong, making turnover intention a crucial predictor of turnover behavior. Thus, organizations that are able to identify and address the factors influencing turnover intention may be in a better position to mitigate the risk of losing valuable employees.

Over the years, researchers have identified a wide range of variables that influence an employee's decision to leave a company. These factors span several dimensions, including external factors such as the health of the job market, personal circumstances like the employee's extra-professional situation, and work-related factors such as job satisfaction, organizational culture, and the quality of working conditions. Furthermore, the degree to which an organization demonstrates care and support for its employees, through practices such as recognition, professional development, and work-life balance initiatives, can have a significant impact on retention. The more employees feel valued and supported, the less likely they are to contemplate leaving.

Numerous theoretical models have been proposed by management scholars to better conceptualize the notion of turnover intention. These models have sought to understand the complex interplay of factors that contribute to an employee's decision-making process. While the specifics of these models vary, they consistently emphasize the multidimensional nature of turnover intention, highlighting how it is shaped by a combination of individual, organizational, environmental, and even extraprofessional contingencies. For example, individual characteristics such as career goals, personality traits, and personal values can influence an employee's likelihood of staying or leaving. At the organizational level, factors like leadership quality, organizational commitment, opportunities for career advancement, and compensation structures are all key contributors. Environmental factors, such as industry trends or geographic mobility, can also impact turnover decisions. In addition, extraprofessional contingencies, such as family obligations or personal health, can further complicate this decision-making process. In conclusion, addressing turnover intention is not simply a matter of improving specific organizational practices or policies; it requires a holistic understanding of the various factors at play and a comprehensive approach to managing employee engagement and satisfaction. As organizations increasingly recognize that turnover intention is not an isolated phenomenon, but the result of multiple, interconnected influences, they must take a more strategic approach to talent management. This involves not only reducing the risk of turnover but also fostering a workplace environment where employees feel intrinsically motivated, supported, and aligned with the organization's goals. By focusing on turnover intention and understanding the complex factors that influence it, companies can take proactive steps to retain their top talent, enhance

organizational performance, and ultimately ensure their long-term success in an increasingly competitive market.

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