



## Why People Leave Their Jobs?

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### ABSTRACT

This article aims to show the results of the review of literature of relevant studies of the causal elements of intention to leave in the last five years (2009-2013). The method used to evaluate the literature was based on the seven steps for research synthesis: problem formulation, literature search, obtaining information from studies, quality assessment studies, analysis and integration of results, interpretation of evidence and presentation of results. 48 studies from 15 different countries with a sample of 35804 employees of different companies were evaluated. The findings suggest the existence of 89 different variables influencing the intention to leave of employees in an organization. The results of this study will allow researchers to better understand the variables that can be studied to verify the impact of variables such as causal elements, but also see those that have a mediating effect between them for predicting intention to leave as an element of employee turnover. This study makes three important contributions to literature of turnover. First, in this study all the parameters associated with the intention to leave were checked. Second, this study categorizes and displays in proportion relevant interests to the scientific community whom studying employee turnover across the intention to leave. And thirdly provides clues organizations to improve some of its structural and contextual features to control turnover.

**Keywords:** Intention to leave, turnover, turnover intent, turnover intention, voluntary turnover.

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### 1.0 INTRODUCTION

Since the early 1980s, staff performance has become a focal point for research of personnel turnover (Allen & Griffeth, 1999; Bycio, Hackett & Alvares, 1990; Jackofsky, 1984; Steers & Mowday, 1981;

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Zimmerman & Darnold, 2009). The causes of personnel turnover are multiple and complex, and still poorly known their relationships. In an effort to dispel doubts in the light of the literature review can be seen that researchers have focused on modifying the risk factors with the expectation that changes in these factors affect the same way the intentions to leave an organization and the same employee turnover rates.

Personnel turnover is known like the fluctuation of employees in a organization, that's mean, the volume of individuals that come in and come out of a enterprise in a period determinate. Normally, it is calculated in percentage, because his principal objective is to compare number of people moving out and entering to the company, with the total workforce. But also, is widely recognized what the employee's decision of quit his company, involve high costs for the organization (Wright & Bonett, 2007), as cost for personnel replacement, and cost for lost a specific contribution from human capital, due experience and learned abilities (Siebert & Zubanov, 2009). Besides, personnel turnover could discourage the teamwork process.

Moreover, before the employee formally renounce a job, probably intend to give affect their performance, and the performance of his organization. For example, employees with high intentions to resign or leave are likely to show negative organizational behaviors (Dodd-McCue & Wright, 1996; Van Breukelen, Van der Vlist & Steensma, 2004) and often show a poor customer service, which can seriously undermine retention and customer loyalty (Allen, Sargent & Bradley, 2003; Tax & Brown, 1998). This is not surprising, because the intentions to leave have been consistently linked or related with negatives labour attitudes such as reduced satisfaction and commitment (Zimmerman & Darnold, 2009; Regts & Molleman, 2012). Personnel turnover is a term widely used in the literature of human resources (Ongori, 2007) and have been realized revisions that reporting causes and sources of this phenomenon (Kaur, Mohindru & Pankaj, 2013) others have focused on the costs and impact that personnel turnover generated in organizations (Li & Jones, 2012). But, most who are concerned about this phenomenon are concerned about intentions to leave too. The healthcare organizations specially oriented to nurses (Hayes et al., 2006; Li & Jones, 2012) is worked more than others in this issue, due to the high levels observed. However, they have prevailed in these reviews work stress, organizational justice, satisfaction and quality of life at work as causal factors (Kaur, Mohindru & Pankaj, 2013). It has also reviewed the literature in a multidisciplinary way, trying to unify concepts and theories in an attempt to guide future research in China (Sun & Wang, 2011). However, it has not analyzed the phenomenon observing different countries and diverse positions and jobs.

This article presents the findings of a literature review specifically dedicated to the thorough review of the different factors (Kaur, Mohindru & Pankaj, 2013) associated with the intentions to leave, reported in 48 studies conducted in 15 countries between 2009 and 2013, categorizing and providing clues to organizations to improvise intervention measures to control the intentions to leave and consequently voluntary personnel turnover. A comprehensive literature review was undertaken to examine the current state of knowledge about the scope of factors considered to be influence of turnover intentions.

In the next pages, it will find the method used to evaluate the literature, the findings in the studies reviewed, and a discussion of contributions of this paper. The results allow an understanding better what are the variables that can be studied to verify the impact as causal elements and mediators to predict intent to leave as an element of personnel turnover.

## 2.0 METHODOLOGY

The method used to evaluate the literature of the present work was based on the seven steps for research synthesis outlined (Cooper, 2009) problem formulation, literature search, obtaining information from studies, quality assessment studies, analysis and integration of results, interpretation of evidence and presentation of results. The first step was supported by the preliminary literature

review, in which are observed the diversity of influencing factors and influential causal categories of intended departure, voluntary turnover and intention to leave in organizations as constructs synonyms. The second step of the method of Cooper was conducted a thorough review of the following databases: Ebsco, Emerald and Wos, the terms used in the search process included headers Human Resources with keywords such as: turnover intention and intention to leave. The total lists of references of all identified studies were additionally taken from the same articles that appeared in the initial search. The criteria used to determine the items to be included in the present study were that 1) they were published in English between 2009 and 2013; 2) the findings reported were empirical investigations and 3) examine the intention of output and its determinants for any type of company.

The electronic search yielded a total of 330 articles for review through keyword or keywords. After reviewing abstracts 142 of the 330 items were relevant for the purposes of this review, only 48 agreed with the inclusion criteria. Studies were excluded if they were not empirical studies or if they contained no causal elements observed with a quantitative approach. The reference list of the 48 identified studies was reviewed to identify any additional studies that may contain items not analyzed variables. However, no one came to his subject reveal additional independent variables. The entire search process yielded a total of 48 articles included for review work.

The third and fourth steps - get information of studies and assess their quality - were conducted using a quality index with seven criteria: 1) knowledge of the author (Bachelor or Master, PhD, Doctorate in organizational behavior literature), 2) receipt of funds (yes, no), sampling (state, country and global), sample size (more than 10 units, less than 10 items), use of measurement tools intention to leave (HMIS) (yes, no), calculating the intention to leave (yes, no) and data analysis (descriptive, descriptive curvy, model analysis).

Using this approach the range of rating that may have an article in this review is from 4 to 14 points. As shown in table 1, the first criterion is "knowledge of the author" was assigned a score of 1 if the author has a degree or master's degree, of 2 if has a PhD and 3 if he has PhD and publications in the area of organizational behavior. They were also assigned a score of 1 to funded research or 0 without them. Sampling was assigned a score according to geographic scope that had the study. If this is done in a particular state or region was assigned a point, if developed in one country was assigned 2 points and 3 points if the research was conducted in several countries. With respect to the number of units in the sample was considered with a score of 1 point if the sample was less than 10 units and 2 points if the sample was equal to or greater than 10 units. In methodological terms, he was assigned 0 points if the work in its methodology does not describe how to perform the measurement of intention to leave, 1 point if the study considers methods or approaches to measuring the intention to leave (Li & Jones, 2012).

Table1: Ratings

Knowledge of the author		Degree or master's degree	Doctor's degree	PhD with specialization
		1	2	3
Receipt of funds	Unfunded 0	Funds 1		
Sampling		State 1	Country 2	Global 3
Simple size		<=10 1	>10 2	
HMIS	No 0	Yes 1		
Calculation I.S.	No 0	Yes 1		
Analysis		Descriptive 1	Descriptive with curves 2	Model 3

Source: Authors' calculation.

The methodology was evaluated based on the inclusion of calculating intention to leave with a score of 0 if was not described a specific methodology for calculating intention to leave and a score of 1 whether the study described an application of methods or approaches to calculate the intention to leave. The quality of the data analysis was rated 1 if the analysis included only descriptive statistics, as 2 when a descriptive analysis was performed also include other methods to evaluate the intention to leave and as 3 if reported for regressions or other statistical models high level. The scores of the reviewed studies, as shown in table 2, ranged from 10 to 14.

The last of the three-step analysis and integration of results of studies, interpretation of evidence and presentation of results, are presented in the section analysis data or findings.

Table2: Study quality

Number	Authors	A	B	C	D	E	F	G	Total
1 y 2	Heijden, Dam & Hasselhorn; Lam, Chen & Takeuchi	3	1	3	2	1	1	3	14
3, 4, 5 y 6	Li & Zhou; M. Haar, Roche & Taylor; Vandenbergh & Bentein; Cheng & Waldenberger	3	1	2	2	1	1	3	13
7, 8, 9 y 10	K. Stahl, Chua, Caligiuri & Taniguchi; Blomme, Rheede & Tromp; K. Mishra & Bhatnagar; Blomme, Rheede & Tromp	3	0	3	2	1	1	3	13
11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22 y 23	Regts & Molleman; Meisler; Liu, Cai, Li, Shi & Fang; Kalemci & Arzu; Agarwal, Datta, Blake-Beard & Bhargava; Slatten, Svensson & Svaeri; Yang, Gong & Huo; Staufenbiel & J.Konig; A. Eddleston; R. Chinomona & E. Chinomona; Kim, S. Kim & Yoo; D. Robinson, W. Griffith, G. Allen & B. Lee; Chow, Ng & Gong	3	0	2	2	1	1	3	12
24 y 25	Münderlein, Ybema & Koster; Houshmand, O'Reilly, Robinson & Wolff	2	1	2	2	1	1	3	12
26	Bu, McKeen & Shen	3	1	1	2	1	1	3	12
27, 28, 29, 30, 31, 32 y 33	Babakus, Yavas & Ashill; Suliman & Al-Junaibi; Cole, Bernerth, Walter & Holt; Dawley, Houghton & Bucklew; Staufenbiel & König; Shahnawaz & Jafri; Lai & Kapstad	3	0	2	2	1	1	3	12
34	Jaramillo, Grisaffe, Chonko & Roberts	3	0	3	2	1	0	3	12
35	Stahl, Chua, Caligiuri, Cerdin, & Taniguchi	3	0	3	2	1	1	2	12
36, 37, 38 y 39	Berthelsen, Skogstad, Lau & Einarsen; Paillé & Grima; Fakunmoju, Woodruff, Kim, Lefevre & Hong; Guchait & Cho	3	0	2	2	1	1	3	12
40, 41, 42 y 43	Biron & Boon; Brunetto, Teo, Shacklock & Farr-Wharton; Kyei-Poku & Miller; Aydem Ciftcioglu	3	0	1	2	1	1	3	11
44	Pajo, Coetzer & Guenole	3	0	2	2	1	1	2	11
45 y 46	Singh & Loncar; McNall, Masuda & Nicklin	3	0	1	2	1	1	3	11
47	Sharoni, Tziner, C. Fein, Shultz, Shaul & Zilberman	3	0	1	2	0	1	3	10

48	Pin-Pin Choi, Cheung & Mei-Che Pang	2	0	2	2	1	1	2	10
	Maximum	3	1	3	2	1	1	3	14
	Minimum	2	0	1	2	0	0	2	10
	Average	3	0	2	2	1	1	3	12

Source: Authors' calculation.

### 3.0 DATA ANALYSIS AND FINDINGS

In the studies reviewed terms such as intention to leave, intention to stay, intention to quit and turnover intention were used, so obvious by the search process. However, turnover intention was the term most items showed in this process (70.83% of the articles in the review).

As can be seen in table 3, of the 48 studies included in this study, 56.25% are from China, USA, Holland, Germany and Canada. The rest of the studies were from India, New Zealand, Norway, Israel, Korea, Turkey, Australia, UAE, France and Zimbabwe. From these studies, many general comments can be made. First, while the reviewed studies examined the different relationships between organizational factors across different enterprises, the main focus or dominant was personnel turnover was seen through the intention to leave.

Second, all studies examined intention to leave of staff employed at different levels, but can be seen in table 4 the management level (n = 1072) (Eddleston, 2009; Suliman & Al-Junaibib, 2010; Shahnawaz & Jafri, 2009). Third, all the studies analyzed were above 100 the sample size (n > 100), except for 3 (Eddleston, 2009; Shahnawaz & Jafri, 2009; Kyei-Poku & Miller, 2013), but all with a sufficient sample size to generalize the results beyond the sample.

Finally, the studies reviewed, were conducted in 15 different countries in different companies with different types of employees and one of them considered samples from five different countries simultaneously (Stahl, Chua, Caligiuri, Cerdin & Taniguchi, 2009).

Table3:Studiesby country

Country	Amount	Percent	Accumulated
China	8	16.67%	16.67%
United States	6	12.50%	29.17%
Holland	5	10.42%	39.58%
Germany	4	8.33%	47.92%
Canada	4	8.33%	56.25%
India	4	8.33%	64.58%
New Zealand	4	8.33%	72.92%
Norway	3	6.25%	79.17%
Israel	2	4.17%	83.33%
Korea	2	4.17%	87.50%
Turkey	2	4.17%	91.67%
Australia	1	2.08%	93.75%
United Arab Emirates	1	2.08%	95.83%
France	1	2.08%	97.92%
Zimbabwe	1	2.08%	100.00%
Total	48	100.00%	

Source: Authors' calculation.

In the 48 studies analyzed 89 different variables that influence the intention to leave as found, divided into four categories such as: Attitudes toward work, attitudes toward the organization, and attitudes toward exterior and variables that have to do with the individual himself.

Table4: Type and simple size

Sample Type	Sample Size	%	Quote
Mature employees	12055	33.67%	(Münderlein, Ybema&Koster, 2013)
General employees	7199	20.11%	(Liu, Cai, Li, Shi & Fang, 2013); (Yang, Gong & Huo, 2011); (Staufenbiel & König, 2010); (Chinomona & Chinomona, 2013); (Sharoni, Tziner, Fein, Shultz, Shaul & Zilberman, 2012); (Haar, Roche & Taylor, 2012); (Robinson, Griffeth, Allen & Lee, 2012); (Chow, Ngb & Gon, 2012); (Bu, McKeen & Shen, 2011); (Ciftcioglu , 2011); (Pajo, Coetzer & Guenole, 2010); (Dawley, Houghton & Bucklew, 2010); (McNall, Masuda & Nicklin, 2010); (Cheng & Waldenberger, 2013); (Berthelsen, Skogstad, Lau & Einarsen, 2011)
Employees utilities and hospitality	5727	16.00%	(Li & Zhou, 2013); (Agarwal, Datta, Blake-Beard & Bhargava , 2012); (Slatten , Svensson & Sværi , 2011); (Kim , Kim & Yoo , 2012); (Blomme , Rheede & Tromp , 2010); (Staufenbiel & König, 2010); (Blomme, Rheede & Tromp, 2010); (Jaramillo, Grisaffe, Chonko & Roberts , 2009); (Paillé & Grima, 2011); (Fakunmoju, Woodruff, KIM, Lefevre & Hong, 2010); (Guchait & Cho, 2010)
Empleados de salud	4646	12.98%	(Regts & Molleman, 2012); (Biron & Boon, 2013); (Houshmand, O'Reilly, Robinson & Wolff, 2012); (Singh & Loncar, 2010); (Mishra & Bhatnagar, 2010); (Vandenberghe & Bentein, 2009); (Choi, Cheung & Pang, 2013); (Heijden , Dam & Hasselhorn , 2009)
Employees different countries	1931	5.39%	(Stahl, Chua , Caligiuri, Cerdin & Taniguchi, 2009); (Lam, Chen & Takeuchi, 2009)
Public service workers	1902	5.31%	(Brunetto, Teo, Shacklock & Farr-Wharton , 2012); (Cole, Bernerth, Walter & Holt , 2010); (Lai & Kapstad, 2009)
Employees of financial institutions and insurance	1272	3.55%	(Meisler, 2013); (Kalemci T. & Kalemci , 2012); (Kyei-Poku & Miller , 2013); (Babakus, Yavas , & Ashill , 2011)
Employees management level	1072	2.99%	(Eddleston, 2009); (Suliman & Al-Junaibib, 2010); (Shahnawaz & Jafri , 2009)
Total	35804		

Source: Authors' compilation.

Table 5 and 6 show that, of the 89 factors that can affect the intention to leave is most often found in attitudes towards the organization in 62.92% (56 of 89), 10.11% in the attitudes towards work, 13.13 % in outward attitudes and 11.24% in attitudes relating to each individual.

Table5:Independent variables studied

Rotation causal factors studied in the literature			
Attitudes towards work	*Attitudes toward the organization	Attitudes toward foreign	Individual
Fit the job	Support	Customer verbal aggression	Attitude to take risk
Perceived self-efficacy	Type of behavior	Alternative employment	Aspirations
Autonomy	Attachment	Social support	Emotional Intelligence

Clarity of tasks	Perceived justice	Work-family support	Individual factors
Role clarity	Types of leadership	Gap perceived external and internal opportunities	Intrinsic motivation
Content of work	Policies and practices	Social capital	Personal motivations
Personal performance	Stress and wear	Comparison of opportunities to hike	Mobilization perceived of competence
Work requirements		Comparison of opportunities to low	Proactive personality
Participation in the work		Work-family conflict	Voiceself-centered
		Family-work conflict	Concern over repatriation
		External contacts	
	* This variable has been classified in 7 different dimensions with 56 factors as you can see in table 6	Dimension of internal-external relations	
		Opportunities	
		Promoting professional opportunities outside the Company	

Source: Prepared based on the literature review

In table 6 we can see the variables studied in these articles relating to the attitudes that have workers regarding the organization and structure in seven dimensions such as support, types of behavior, perceived justice, types of leadership, policies and practices, as well as stress and emotional exhaustion. In terms of frequency is higher proportion of studies examining types of conduct by 28.57%, followed by policies and practices of human resources with 25%, 12.5% in perceived support, perceived justice the same proportion, 7.14% attachment to the organization and 7.14% in tension and emotional wear.

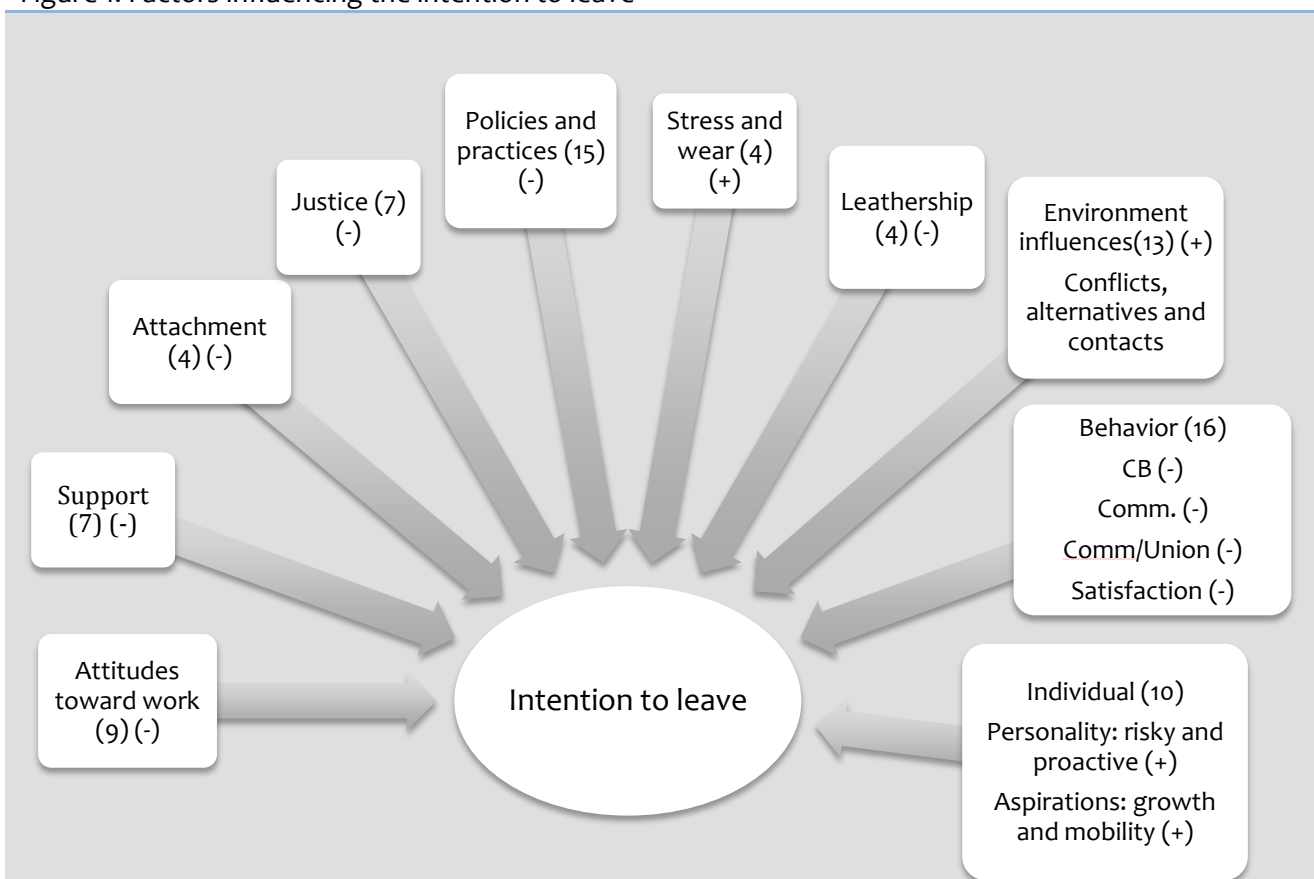
Chart 6. Attitudes towards the organization

Support	Types of behavior	Attachment	Perceived justice	Types of leadership	Policies and practices	Stress and emotional exhaustion
Perceived supervisor support (PSS)	Organizations citizen behavior (OCB)	Perceived external prestige (PEP)	Organizational justice perception	Quality of leadership	Payment for performance	Emotional Exhaustion
Interpersonal support	Coaching behavior	Organizational identification (OI)	Justice procedures	Leader-Member exchange	Wage, payment	Bullyng
Perceived organizational support (POS)	Behavior at work	Quality of service perceived by employees	Distributive justice	Servant leadership	Organizational policies perception	Emotional dissonance
Quality of relationship between co-workers	Innovative work behavior (IWB)	Competitiveness	Informational justice	Management	Flexible work arrangements	Stress in the job
Quality of supervisor-employee relationship	Contingent reward behavior		Interpersonal justice		Development opportunities	
Group-based self-esteem	Commitment to the union		Organizational justice		Enrichment of labor relations	
Internal links	Organizational commitment		Perception of fairness		Encourage loyalty	

Organizational culture	Organizational motivators
Working atmosphere	Intraorganizational mobility
Labor welfare	Training and development activities
Job satisfaction	Practice and policies oriented to collectivism (C-HRM)
Unsafety at work	Practice and career development
Safety at work	Staffing and resources allocation
Type of assignment	Empowerment
Voice centered in organization	
Customer orientation	

Source: Prepared based on the literature review

Figure 1: Factors influencing the intention to leave



Source: Prepared based on the literature review

Furthermore, the findings in this literature review show that there is a relationship between different variables and the intention to leave, which suggests the following findings:

1. A more positive attitude towards work, less intention to leave.
2. A greater perceived support, less intention to leave.



3. A greater affection to the organization, less intention to leave.
4. A higher perceived justice, less intention to leave.
5. A greater perception of favorable policies and management practices, less intention to leave.
6. A greater stress and wear, greater intention to leave.
7. A greater perception to favorable or idealized leadership, less intention to leave.
8. A major environmental influence (conflicts and alternative contacts), greater intention to leave.
9. A major favorable attitudes behavior (citizen behavior, satisfaction and commitment), less intention to leave.
10. A more risk-oriented personality and / or proactive personality, greater intention to leave.
11. At higher aspirations for growth and mobility, greater intention to leave.

Figure 1 show, positive relations and negative in others. Some of them can involve less intention to leave, and others may cause increase of intention to leave.

#### 4.0 CONCLUSION

This study makes three important contributions to literature of personnel turnover. First, in this study all the factors that were used in 48 studies in 15 different countries with a sample of 35804 employees of various organizations were showed. Second, this study categorizes and displays in proportion relevant interests to the scientific community whom studying employee turnover across the intention to leave. And thirdly provides clues organizations to improve some of its structural and contextual features to control personnel turnover. The results of this study will allow researchers to better understand the variables that can be studied to verify the impact as causal elements to predict the intention to leave as an element of personnel turnover. The practical implications may include practices of recruitment, selection, training, organizational communication practices, and types of leadership, development opportunities and job design.

As we can see on figure 1, positive relations and negative in others, which may suggest that attitudes favorable toward fit at work or integrate to activities (Dawley, Houghton & Bucklew, 2010), role clarity (Slatten, Svensson & Sværi, 2011), task clarity, job content, their requirements (Blomme, Rheede & Tromp, 2010), participation and job performance (Bu, McKeen & Shen, 2011), can suggest a lower intention to leave. On the other hand, the perception of receiving support of supervisors (Lai & Kapstad, 2009), organization, peer and group support, the quality of the relationship between groups (Dawley, Houghton & Bucklew, 2010), the image of prestige and competitiveness of the organization (Ciftcioglu, 2011), quality of service (Slatten, Svensson & Sværi, 2011), he performance of the organization and his identification with it (Ciftcioglu, 2011) may also involve an intention to leave. It also has the same effect with the application of justice within organizations (Meisler, 2013) (Sharoni, Tziner, Fein, Shultz, Shaul & Zilberman, 2012).

Reducing intention to leave can be favored with policies and management practices as labor agreements, payments, development of opportunities, motivation and some other practices that guide an idealized leadership as propitious (Mcnall, Masuda & Nicklin, 2010; Jaramillo, Grisaffe, Chonko & Roberts, 2009). Citizen behavior (Regts & Molleman, 2012), satisfaction and organizational commitment (Heijden, Dam & Hasselhorn, 2009) also contribute to a lower intention to leave.

On the other hand, there are disorders with greater intention to leave as stress and burnout syndrom among employees in the organization (Fakunmoju, Woodruff, KIM, Lefevre & Hong, 2010). Also conflict with family, (Haar, Roche, & Taylor, 2012), favorable work alternatives and contacts that promote employment opportunities can promote an intention to leave (Chow, Ngb & Gon, 2012). Also some specific personalities as those oriented to facing risk or those proactives personalities (Yang, Gong & Huo, 2011) and higher aspirations or desires for geographic labor mobility (Blomme, Rheede, & Tromp, 2010) (Stahl, Chua, Caligiuri, Cerdin, & Taniguchi, 2009) encourage the intention to leave the organization.

Concerns have been expressed globally about the issue of intentions to leave of personnel, yet the data to support an evidence base to develop generalizations for all countries and every industries are lacking. Most of the investigation to date has concentrated on determinants of intention to leave of personnel, highlighting, factors including spaces and content job, perceived organizational support, extrinsic organizational motivators, conflicts family-work-family, outside oportunities and others, as well as moderating factors. Theoretical revision of personnel intentions to leave, seeks to demonstrate relationships among determinants and it has consistently shown a positive relationships in ones, and negatives in others, between intent to leave and his causals. Decision-makers require more evidences relating to intentions to leave and turn over intentions. For such evidences to be useful, and generalizable, needs samples, that include multiple units and organizations, even different countries, and the use of longitudinal research designs, and multi variate analysis, promiset to produce more robust understanding of this complex phenomenon.

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