

Factors Affecting Employees' Turnover Intention

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Abstract: Employee turnover is a critical issue for organizations because of its associated costs and negative consequences, like losing productivity, decreasing organizations profits, potential loss of valuable knowledge, skills and also intellectual capital. This study aims to examine the main factors that affect employees' turnover intention in the local companies in Egypt. A model has developed and tested. A quantitative method was followed through a structured questionnaire in order to collect the data from 108 employees representing different local companies in Egypt. Data was analyzed through descriptive and inferential statistical analysis to measure the influence of the independent variables on the dependent variable. A logistic regression test has been used to test the model fit. The results show that there is a negative relationship between organizational commitment and turnover intention and suggest that high levels of organizational commitment results in lower turnover intention. The results emphasize the need to study more factors which might have a significant impact on turnover intention in the Egyptian context.

Key words: Employee, organizations, quantitative method, commitment, Egypt

INTRODUCTION

Factors Affecting Employees' Turnover Intention in Egyptian Local Companies Employees' turnover is a critical problem for any organization because of its negative consequences and associated costs that might affect organizations performance and productivity as a whole. Researchers have found that turnover increase organizations costs and affect it negatively either it's direct or indirect costs. The direct costs might include replacement costs, recruitment process costs from advertising, selecting, interviewing, hiring doing their orientation program to the training costs for the newly hired employees. The indirect costs might include the time consumed till the new employee gets acquainted with the new organization culture, system, his new job responsibilities; other managers consumed time to give him the required on the job training or to support him/her in their assigned tasks; the lower productivity and the weak performance of them till they reach the required level of performance expected from them (Gustafson, 2002). Another huge cost that might be associated with the turnover is the organization's loss of its intellectual capital which will affect heavily its competitive advantage if the left employee worked for a competitor (Stovel and Bontis, 2002).

Organizations with low turnover are more productive and more efficient because low turnover is considered as an indicator of employees' job satisfaction, job

involvement, work engagement and organizational commitment. A successful organization is a one which is willing to retain its employees, knows their needs and capable of satisfying it, keeps them involved and engaged all the time. In addition, high turnover might affect organizations reputation negatively and might impact its competitive advantage. Therefore, it is considered as a crucial problem which most of the organizations suffer from, accordingly most researchers started to focus on studying it.

Tett and Meyer (1993) have defined turnover intention as "the conscious and deliberate willfulness to leave the organization". While Medina (2012) has defined turnover intention as an employee's consideration of leaving his organization and looking for a new job opportunity within a certain period of time. According to Issa *et al.* (2013) turnover intention is the employee's thought of voluntarily quitting his job which in turn will certainly impact his performance and could impact his organization position. Also Ali (2008) referred to turnover intention as the employee's intention to leave his organization. While Jacobs and Roodt (2007) have defined turnover intention as a rational decision considered by a person with his total awareness to voluntarily leave his current organization. On the other hand, turnover, Tett and Meyer (1993) have defined turnover as the end of a person's work relationship in a certain organization. Delle (2013) has also described turnover intention as the voice in one's head saying that

this company is not the suitable place for me and this is not what I am looking for, however, this voice might be diminished and the turnover intention might be reduced as a result of the appearance of other factors which might influence the person's decision. He also added that the existing employees might be affected negatively by the organization actual turnover.

Moreover, many researchers found that turnover intention is the best predictor of employee actual turnover. Lambert *et al.* (1999) indicated that the best way of measuring actual turnover, is the turnover intention, as it is the constant variable that comes first before the turnover action has been taken. Similarly Barak *et al.* (2001) have found that many researchers used turnover intention as the dependent variable because the employee take this step directly before he actually leaves his job, so turnover intention is considered as the best predictor of employee actual turnover behavior. Also, Medina (2012) indicated that turnover intention is an immediate action before actual turnover. She argued that researchers must depend on the turnover intention in measuring the actual turnover because the data of employees' turnover is difficult to find and in most of the cases is inaccessible, inaccurate or inconsistent. Therefore, researchers have to depend on measuring turnover intention in predicting the actual turnover as the data collection will be more accurate, reliable and accessible. In other words, the data will be more reachable to examine people intention to leave their job through questionnaires or any other way rather than following them after they had already quit their jobs.

Further more, turnover affects organizations performance, productivity and efficiency through increasing costs. Tariq *et al.* (2013) have studied the impact of employee turnover on organizations efficiency and they have found that turnover negatively impact the organizations performance. They have also reported that organization's performance is negatively and insignificantly correlated with employee turnover, workload, work stress, salary and family to work conflict. Likewise Anderson and Meyer have studied the extent and consequences of job turnover and found that involuntary turnover is the main cause of organization costs. The study results showed that employees' permanent departure from large organizations lead to a greater average number of lost earnings weeks. It has been found that firms with >2,000 employees, average weeks lost are around 17 weeks. While, organizations with 500-1,999 employees, around 15 weeks are lost on average and for firms with fewer than 500 employees; the average lost weeks is between 13 and 14. The study also found that the cost of a worker replacement in a large

pharmaceutical company could reach from 1.5-2.5 times of employee's annual salary and the total replacement cost for a truck driver could reach about 20 weeks of his salary. Moreover, the study found that there is a relationship between training costs and lost earnings. Besides, it has been found that employee turnover possibilities are greatly affected by the amount of earnings, industry and the organization size. The study has found that turnover is negatively associated with firm size and to average payroll per employee at a company.

Moreover, Glebbeek and Bax (2002) have examined the impact of labor turnover on organizations performance and they found that turnover has a negative impact on organizations performance. They also claimed that although a high degree of labor turnover has a negative impact on the financial performance of organizations, yet, the labor turnover is not the only factor which impacts organization performance but it might be many other factors that differ from one organization to another according to the type of the organization in different environments. Furthermore, Brown *et al.* (2009) found that there is a negative relationship between organizations financial performance and the turnover rate. Similarly, (Shaw *et al.*, 2005) have found that there is a significant negative relationship between turnover rate and organizations productivity as high turnover was associated with store low performance. While Samad (2006) has found that turnover has some personal costs to the employee like lost benefits and friendship opportunities. Also, Hendrie (2004) pointed that the remaining employees might be affected negatively when others resign from the organization by having an increased work load, increased job stress or they might be affected psychologically by having low morale which might lead to another turnover cases.

On the other hand, Glebbeek and Bax (2002) have mentioned some possible turnover advantages for organizations. These possible advantages might be leaving of relatively expensive employees whose costs exceeds their productivity in this case their replacement will be a gain for the organization, also the termination of poor performers, creating space for innovation through spreading new blood in the organization which in turn will make a chance for organizations in experiencing new forms of knowledge, skills and ideas. Also one of the possible benefits for organizations could be the adjustment to market conditions through the normal labor turnover and another advantage might be the internal labor market facilitation through creating new job opportunities which is important for employees' career development that could work as a motivational tool.

Therefore, organizations has to manage turnover effectively to avoid its negative consequences especially not all the costs associated with this turnover can be measured easily like the turnover impact on organization's culture, social capital and employee morale. Egan *et al.* (2004) stated that when an organization experiences lower turnover rates, it will impact the organization positively in terms of keeping its high talents, consequently it will lead to a higher performance, higher productivity and the most importantly the organization will not suffer from the costs accompanied with employee's replacement as the training costs and other direct or indirect costs results from this turnover.

To this end, Employee turnover intention might be affected by many reasons like job dissatisfaction, work disengagement, lack of job involvement and lack of organizational commitment or role stress, leadership behavior and organizational culture. However, many studies have found a significant relationship between turnover intention and job satisfaction, organizational commitment and job involvement but most of these studies were done in European and American countries, a very limited number of studies were done in the Gulf Area, Middle East or in the Arabian countries. thus, the aim of this study is to examine the factors affecting employees turnover intention in the local companies in Egypt, this study will focus specifically on work related attitudes (Job satisfaction, Job involvement and organizational commitment), to benefit the local Egyptian organizations in knowing the main causes of employees actual turnover, knowing how to retain skilled employees, evading turnover negative influence and managing it effectively. According to (Silverthorne, 2004) if the employees found themselves are fitting into their organizations, this will increase their job satisfaction level and organizational commitment which consequently will decrease the turnover intention. In this study turnover intention will be used as the dependent variable due to its importance in predicting and understanding the reasons of actual turnover.

Many studies have been conducted on the relationship between some factors that have an impact on employee turnover and turnover intention and they have found a significant relationship between different factors which affect employee turnover intention and the turnover intention. For example, Medina (2012) has studied the relationship between job satisfaction and employee turnover intention in organizational culture context and she found that job satisfaction has a stronger influence on young adults' turnover intention than mature adults. She stated that employee turnover intention decreases and being uncertain whether financially or

socially for a person with each additional year of employment at a certain company. Furthermore, employees are less likely to move from their jobs when they became older at age and older age is related to longer employment occupation. She has also found that people with a higher educational background are more likely to intent to leave their organizations and more willing to consider new job opportunities because they might have better access to new job opportunities. Unlike people with a lower educational background, they showed a lower intention to leave their organizations and they are less willing to take the risk of moving to another company because they might have a lower access to new job opportunities.

Nienaber and Masibigiri (2012) have examined the relationship between the leadership behavior, organizational culture, job satisfaction, organizational commitment and turnover intentions through a case study on an Egyptian company. The study showed that there is a significant positive correlation between continuance commitment and job satisfaction and also, a positive insignificant relationship between both affective and normative commitment and job satisfaction. Moreover, the study showed that there is a significant negative relationship between job satisfaction and employees' turnover intention. While, there is a significant positive relationship between affective commitment and job satisfaction and a positive insignificant relationship between affective commitment and turnover intentions. On the contrary, it has also been found that there is a significant negative correlation between normative and continuance commitment and job satisfaction and positive insignificant relationship between normative and continuance commitment and employees' turnover intentions which was unexpected and surprising results.

Also, Hendrie (2014) has examined the factors that affect academic staff turnover intentions and the moderating influence of gender. The study results showed that job satisfaction has a significant influence on males' organizational commitment than females. On the other hand, the role conflict was found to be significantly negatively impact organizational commitment among females only. Moreover, the impact of the overall job satisfaction on the turnover intention was found to be stronger between females than males. The role conflict and overall satisfaction were found to be the factors which have a significant impact on female employees' turnover intention. In contrast, organizational commitment and overall satisfaction were found to be the factors which have a significant impact on male employees' turnover intentions. Furthermore, the role stress was found to be significantly influence most of job

satisfaction dimensions among females and was found to be higher among them than males. In addition, turnover intention was found to be significantly influenced by role conflict and the overall satisfaction and was found to be higher among female employees than males.

Furthermore, Rageb *et al.* (2013) have studied organizational commitment, job satisfaction and job performance as a mediator between role stressors (role conflict, role ambiguity, role novelty and role overload) and turnover intentions. They argued that there is strong evidence that job satisfaction is a precursor to organizational commitment in the reviewed literature, although there are two contradicting opinions whether job satisfaction leads to organizational commitment or that organizational commitment leads to job satisfaction. The study results have supported the argument that job satisfaction is a precursor to organizational commitment as it has been found that there is a positive correlation between job satisfaction and organizational commitment. On the other hand, the study has found that there is insignificant relationship between organizational commitment and turnover intentions; it found a positive relationship between both of them which was a surprising result as most of the studies found a negative relationship between organizational commitment and turnover intention. Furthermore, the study supported that there is a significant negative relationship between job satisfaction and turnover intentions. The study has also found that job satisfaction has a stronger influence on turnover intentions than job performance and organizational commitment.

Lee *et al.* (2012) have examined the factors affecting employees' turnover intention in hotels sector in Taiwan. The examined factors were job satisfaction, organizational commitment, pay level, co-workers relationship and work environment. The study results show that the level of job satisfaction has insignificant influence on turnover intention and that job satisfaction has an indirect negative effect on turnover intention through organizational commitment. While organizational commitment has a negative impact on turnover intention. They have also found that the pay level has a positive influence on organizational commitment and the pay level is not significantly affects turnover which implies that the pay level might affect employee loyalty to his organization. They stated that if the received pay is not up to the employee expectation, it might influence his work performance negatively which consequently will affect his contribution to the organization negatively. Moreover, the study showed that job satisfaction has a positive impact on organizational commitment. They have mentioned that when employees feel satisfied and are recognizing the

importance of their jobs, they became more eager to stay with their organizations. They indicated that the higher the level of job satisfaction is, the higher the level of organizational commitment and the more willingness to exert the maximum effort towards the organization which in turn will decrease the turnover intention. Furthermore, they have found that co-worker relationships and work environment have a significant positive relationship with job satisfaction while job satisfaction and salary level have indirect relationship with turnover intention through organizational commitment. The study also stated that higher pay levels, higher job satisfaction and higher organizational commitment will result on decreased turnover intention. The study results revealed that coworker relationships, pay level, organizational commitment and work environment are significant factors that impact employees' turnover intention.

Nienaber and Masibigiri (2012) have conducted a study about the factors influencing voluntary turnover intent of employees in South Africa. They have found that the reasons behind employees' turnover intention are inflexible and poor work environment, unsupportive organizational context, unchallenging work, absence of training, poor career path, lack of recognition, better job offers, limited promotion opportunities, low pay and absence of organizational justice. The study results indicated that employees were missing the feeling of engagement so that they were experiencing continuance or normative commitment as they were not affectively committed. They highlighted that employees should feel affectively committed and emotionally attached to their organizations to do their best being dedicated, efficient and productive and working towards achieving their organizations goals and objectives.

Meanwhile, many models of turnover have been constructed and a lot of researchers suggested general categories of turnover factors like Medina (2012), Rageb *et al.* (2013); Chatzoglou *et al.* (2011), Lee *et al.* (2012) and Nienaber and Masibigiri (2012). The proposed model has been developed after investigating different models and turnover determinants in the reviewed literature. The proposed model will reflect the work related attitudes affecting employee intention to leave his job in the Egyptian context. Hence, the proposed model will focus only on specific factors affecting employees' turnover intention because extensive studies have been conducted about these factors in the European and American context. Thus, the researcher has found it beneficial to focus on these factors and apply them in the Egyptian context. These factors are job satisfaction, organizational commitment and job involvement which are considered as the independent variables. Job satisfaction

involves the most important dimensions that might affect employees' job satisfaction and turnover intention which are pay, promotion opportunities, supervisor, co-workers, the work-itself, benefits, recognition, company policy and communication.

Job satisfaction: Job satisfaction is one of the most widely studied work related attitudes and its impact on employees' turnover intention was a point of interest to many researchers due to its importance to various organizations. According to Wright and Bonett (2007) employees who are satisfied, are more willing to stay at their jobs, being more productive and working towards achieving their organization's goals. Therefore, Employee job satisfaction affects turnover rate in organizations as it's closely linked to turnover intention. Barak *et al.* (2001) believes that job satisfaction is one of the primary reasons for employees to quit their jobs. The majority of these studies were done by American and Canadian researchers (Mobley, 1977; Tett and Meyer, 1993). Various employees groups have been examined like nurses, hotel staff, sales people and IT professionals. However, few studies have been conducted in the Middle East, Arabian and Gulf countries.

Tett and Meyer (1993) have defined job satisfaction as the person's emotional attachment to a certain job as a whole or to particular facets in his job. Similarly, (Mowday *et al.*, 1979) have defined job satisfaction as a person's response to his job or to certain facets of his job. While, Chatzoglou *et al.* (2011) have defined job satisfaction as the extent to which an employee is happy or not happy in his job. Also, Egan *et al.* (2004) have defined job satisfaction as a person's affective response to his job results from his comparison between his desired consequences with the real ones. While, Locke (1976) has defined job satisfaction as the pleasant feeling comes to a person when he evaluates the different aspects of his job. This happens when the person found that his job characteristics match his personal needs, desires and expectations. In general, we can summarize the definition of job satisfaction as agreed by several researchers that it is 'an effective response by an employee concerning his or her particular job in an organization and this response results from the individual as overall comparison of actual outcomes with those that are expected, needed, wanted, desired, or perceived to be fair' (Lambert *et al.*, 1999).

A lot of job satisfaction theories have been developed such as Herzberg's Two-Factor Theory (Herzberg's *et al.*, 1959). The theory comprises of two main factors called "hygiene" or extrinsic factors and "motivators" or intrinsic factors and it shows how both factors could affect employees' job satisfaction or

dissatisfaction level. Employee job satisfaction can be evaluated in accordance to intrinsic and extrinsic rewards that have a direct impact on employee job satisfaction. Based on Herzberg's Two-Factors Theory employee can feel satisfied if his Intrinsic rewards "motivators" are fulfilled and this intrinsic rewards are related to 'job content' like autonomy, skill utilization, self-fulfillment and self-growth, feelings of purpose, variety, while extrinsic rewards "hygiene factors" are related to the 'job context' affects employee level of dissatisfaction such as pay, promotion, the work itself, supervision, working conditions and company policy. Each employee appraises his job satisfaction based on his personal expectations of fulfillment to these intrinsic and extrinsic factors which he expects to be fulfilled to the most through his job (Egan *et al.*, 2004).

The importance of both the intrinsic and extrinsic factors vary from one person to another according to each person's believes, needs, values and desires. In other words, it might be the payment what comes first to a certain person which makes him satisfied, while for another one, the feeling of purpose might be the main source of his satisfaction, thus these factors classification and significance differs from one person to another based on each individual needs. If the employee found that his job doesn't meet his expectations and doesn't fulfill his desires, he will develop an intention to quit his job. Researchers have revealed a negative relationship between intrinsic, extrinsic job satisfaction and turnover intention within different organizational environments. In other words, increased intrinsic and extrinsic satisfaction will significantly lead to lower levels of intentions to leave the job. For example, in a meta-analysis study conducted by Tett and Meyer (1993) included 178 samples from 155 relevant studies, they have found that intrinsic job satisfaction is negatively related to turnover intentions. Another study for Mahdi *et al.* (2012) examining the impact of job satisfaction on employees turnover intention revealed that there is an inverse relationship between both forms of job satisfaction (intrinsic and extrinsic satisfaction) and employees' turnover intention. However, the study found that intrinsic satisfaction had a stronger effect on employees' turnover intention. Medina (2012) has found that job satisfaction is inversely correlated with a lower turnover intention and the lower turnover has a significant impact on increasing organizational productivity and performance. She indicated that more satisfied employees are more likely to be involved in their jobs and to stay in their organizations, whereas less satisfied employees are less likely to be involved in their jobs and are willing to leave their organizations. Likewise, Mbah and Ikemefuna (2012) have studied job satisfaction and employees' turnover

intentions in Nigeria. The study results found that the higher the job satisfaction, the lower is the turnover intention. They stated that satisfied employees in their jobs are more likely to stay with their organizations which will result in lower employee turnover intention and actual turnover. On the contrary, Chatzoglou *et al.* (2011) indicated that employees might stay in their jobs although they are feeling dissatisfied.

Moreover, Younes (2012) has conducted a study measuring the job satisfaction among employees in Egypt and the study results found that there is a strong positive relationship between the overall job satisfaction and communication, promotional opportunities, supervision and contingent rewards. The study also showed that there is a moderate positive relationship between coworkers, pay, the work itself, fringe benefits and overall job satisfaction. Moreover, the study found that there is insignificant relationship between the overall job satisfaction and employee gender, educational level and occupation. However, the results revealed that there is a moderate positive relationship between employment levels and age and overall job satisfaction and a weak relationship with years of experience.

Ali (2008) has also explored the factors that affect employees' overall job satisfaction and its impact on turnover intention. The study results showed that there is a significant negative relationship between turnover intention and overall job satisfaction and there is a strong positive correlation between overall job satisfaction and all job satisfaction dimensions which are pay, promotion, supervision, fringe benefits, contingent rewards, operating condition, coworkers, nature of work and communication. Also it has been found that there is a significant negative relationship between job satisfaction dimensions and turnover intention. The strongest correlation was found between pay, promotion, contingent rewards and fringe benefits and turnover intention, which imply that those factors were found to be as the most important factors affect employees' turnover intention according to the study.

- Hypothesis 1: there is a negative linear relationship between job satisfaction and employees' turnover intention in Egyptian local companies

Organizational commitment: Organizational commitment was and remains one of the most important issues for both organizations and researchers. For that reason many researchers like Tett and Meyer (1993) and Meyer *et al.* (2002) have exerted too much effort in studying organizational commitment and its relation with

employees' turnover. Most researches confirmed the inversely relationship between organizational commitment and turnover intention, however, few researches argued that this relation is weak or insignificant.

Mowday *et al.* (1979) have defined organizational commitment as the active relationship between the organization and the employee where the person is ready to give his maximum so as to participate in organization success and this relation is beyond the normal submissive loyalty to an organization. They have categorized organizational commitment into three related factors: which are a "strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization". Meyer and Allen have also defined organizational commitment as the mental state that explains the relationship between the employee and his organization and this relation has an impact on employee's decision whether to continue or to leave his organization. While Meyer and Allen have defined it as the degree to which a person feels attached emotionally to a certain organization, values and goals which will have a positive impact on his personal attitudes and make him willing to exert any effort in order to achieve his organization goals and objectives. In other words, it can be concluded that organizational commitment is the strong connection created between an employee and his organization, results from a person's strong believe in his organizational goals, values and objectives which develops a strong loyalty feeling to this organization, to the extent that this person is willing to do everything is possible to achieve his organization goals.

Moreover, Mowday *et al.* (1979) have distinguished between organizational commitment and job satisfaction. They have indicated that organizational commitment is a more general concept than job satisfaction which reflects a general emotional response to the organization overall, that reinforces the employee's emotional engagement into his organization goals and values. While Job satisfaction, reflects only a person's response to his job or to certain facets of his job that highlights the particular task atmosphere where an employee accomplishes his responsibilities in. Moreover, they have pointed that organizational commitment is to some extent more constant measure over time than job satisfaction do because daily events in the company should not make an employee to seriously reconsider his affection to his organization as a whole. On the contrary, job satisfaction is a less constant measure over time because it reflects more instant reactions to particular and physical facets in the work environment. Furthermore, Mowday *et al.* (1979)

have measured organizational commitment in regard to specific aspects like employees willingness to put extra effort in the organization more than normally expected, talking about his organization positively with others, feeling of loyalty towards his organization, acceptance of any type of tasks, similarity of values between the employee and his organization, feeling proud and glad as he is part of the organization, caring about organizations objectives and level of attachment to the organization.

Meyer and Allen proposed the three-component model which include three types of commitments; affective commitment, continuance commitment and normative commitment. According to Meyer and Allen, affective commitment is the individual emotional belonging, engagement and involvement to specific organization goals and values. In other words, employees stay with an organization because they want to stay as they have a positive feeling of acceptance and belonging to this organization which in turn will affect their performance and retention. According to Allen and Meyer, continuance commitment is an employee realization of the associated costs of quitting his job. As a result it drives the employee to continue working with his organization because of inner fear of losing certain benefits or rewards provided by this organization. It can be implied that continuance commitment is the employee need to stay at certain employer based on calculating the costs associated with leaving this organization which in most of the cases make it very difficult for the employee to quit his job. Normative commitment refers to the employee's feeling of responsibility to remain working for a certain employer. In other words, employees stay at their work because they have an inner feeling of responsibly or obligation towards their organization.

Most of the researchers found a significant negative relationship between organizational commitment and turnover intention. Lee *et al.* (2012) found that organizational commitment has a negative impact on turnover intention. Similarly, Hendrie (2004) found that organizational commitment is significantly impact male employees' turnover intentions. While, Chatzoglou *et al.* (2011) found that organizational commitment has an indirect effect on turnover intention. On the contrary, some researchers have argued that there is no relationship between affective, continuance, normative commitments and turnover intention or the correlation between them is weak or moderate El-Nahas found that there is a positive insignificant relationship between affective commitment and turnover intentions. They have also found that there is a positive insignificant relationship between normative and

continuance commitment and employees' turnover intentions which was unexpected and surprising results. Similarly Rageb *et al.* (2013) study found that there is insignificant relationship between organizational commitment and turnover intentions.

Meyer and Allen have highlighted that affective commitment reflects the employee's desire to stay with his organization and this desire came from employee's work experience which developed his personal skills, comfort and security feelings. While continuance commitment reflects the employee's need to stay with his organization and this is due to the awareness of the associated costs of leaving the organization like lack of the alternative opportunities. While normative commitment reflects the employee's responsibility to stay with his organization which comes from an inner feeling of loyalty norm. Moreover, they argued that the commitment profile differs from one employee to another according to each employee level of desire, need and obligation to stay with his organization. Furthermore, Meyer and Allen have pointed that if organizations want to retain its good calibers they should give a great attention to their employees' commitment in order to decrease absenteeism and turnover rates. In other words, the higher the affective and continuous commitment is, the more likely is the employee to stay with his organization. Hence, this study will focus on examining employees' organizational commitment as one of the factors that have significant impact on employee turnover intention because of the strong relationship that has been found between both variables.

- Hypothesis 2: there is a negative linear relationship between organizational commitment and employees' turnover intention in egyptian local companies

Job involvement: Job involvement is one of the important topics that have been studies by many researchers due to its significant impact on the employee and the organization performance as a whole. Some studies have focused on job involvement and turnover intention, while most of the studies have been dedicated to study job involvement and its relation with job satisfaction, organizational commitment and linked it with turnover intention; this is because of the strong connection between them. Blau and Boal (1989) claimed that job involvement is a more stable work attitude than organizational commitment because it is more difficult to change over time.

Khan *et al.* (2011) have defined job involvement as the level of employees' engagement in his job and considered a part of his decision-making. While Lodahl

and Kejner have defined job involvement as the extent to which an employee is attached psychologically to his job or the level of importance of his work in his total self-esteem. They have also highlighted that, when a person feels involved in his job, his work represents the most important part of his life. Similarly, Kanungo (1982) and Uygur and Kilic (2009) have defined job involvement as the extent to which an employee is emotionally identified or committed to his job. Moreover, Diefendorff *et al.* (2002) pointed that individuals who are involved in their jobs, are more likely to be motivated and satisfied which will affect their job overall performance positively, consequently it will result in lower absenteeism level and decrease their turnover intention.

Some researchers have suggested general categories of job involvement like Uygur and Kilic (2009) who proposed four different categories of job involvement. The proposed categories are the work as the main interest of life, the employee active contribution in the job, the work performance as essential part of self-image and the work performance level of matching with employee self-concept. In The first category which the work is considered as the main interest of life, job involvement is considered as the extent to which an employee consider his work as essential and vital to his identity. In the second category which is the employee active contribution in the job, high job involvement refers to the chance of making job decisions, increasing and achieving personal needs like autonomy and self-esteem, making significant contribution to company goals and objectives. While the third category which is the work performance as essential part of self-image, job involvement indicates that work performance is seen as a vital part of employee's feeling with his importance.

Many researchers have found a significant relationship between job involvement and turnover intention. Brown (1996) reported in his meta-analysis study about job involvement, that there is a significant negative relationship between job involvement and turnover, whether it's actual turnover or turnover intention. Biswas (2008) has also studied job involvement as a predictor of turnover intention and he found that job involvement is a significant negative predictor of turnover intention. He indicated that when employees start to feel with the benefits and advantages of their work accountabilities as an important part to their self-image, feeling of purpose and their importance, they consider their jobs as an essential part of their life and of themselves, therefore it became difficult for them to leave their organizations and the place which gives them self-satisfaction, accordingly the turnover intention became very low.

Some researchers like Brown (1996) and Khan *et al.* (2011) believe that organizational commitment is a result of job involvement. Uygur and Kilic (2009) found that organizational commitment is moderately positively associated with job involvement. McElroy *et al.* (1995) found that job involvement is negatively associated with turnover intentions and positively correlated with job satisfaction and organizational environment. Khan *et al.* (2011) have also studied job involvement as predictor of employee commitment and they found that there is a significant positive correlation between job involvement and affective commitment, continuance commitment and normative commitment. It has been found that when employees feel that their job is important, meaningful and satisfying their essential needs, they tend to more involved, highly engaged in their jobs, so they tend to more committed to their organization and eager to spend more effort to achieve their organizational goals, accordingly they are more likely to stay at their jobs.

Moreover, Blau and Boal (1989, 1987) have studied job involvement and organizational commitment impact on turnover prediction. They have found that both job involvement and organizational commitment have a significant negative impact on turnover intention and turnover. They have also found that the relationship between job involvement and organizational commitment is significant positive relation. They indicated that employees, who experience a low level of job involvement and a low level of organizational commitment, are more likely to leave their organizations while employees who experience high level of organizational commitment are less likely to leave their organizations. They recommended that job involvement and organizational commitment don't have the same significance in reducing turnover. They believe that if the organizational commitment is high it could balance the low level of employee job involvement concerning decreasing employees' turnover rate.

Uygur and Kilic (2009) highlighted that employees who are experiencing a high level of job involvement and organizational commitment are more likely to be highly motivated to go to their work and without showing intentional lateness behavior. While employees who are experiencing a low level of job involvement and organizational commitment are less likely to be motivated and might show a high level of unexcused lateness and absenteeism. Similarly, Blau and Boal (1987) also found that employees who demonstrate a high level of job involvement and high level organizational commitment are less likely to show unexcused lateness and absenteeism than employees who demonstrate low levels of job involvement and organizational commitment:

- Hypothesis 3: there is a negative linear relationship between job involvement and employees' turnover intention in egyptian local companies

MATERIALS AND METHODS

Participants: The population of this study comprised of all the permanent employees employed in various local companies in Egypt from different ages, genders, educational backgrounds and working experiences. The planned sample was 100 employees as it has been found as an appropriate to generalize the study results. Uma (2007) pointed that sample sizes of between thirty and five hundred subjects are appropriate for most researches.

Two approaches have been used in reaching the designated sample. The first approach is that the survey has been sent online to different employees through an electronic link to facilitate the data collection process, using different online communication sources like email, Facebook, WhatsApp and linked-in. The survey was sent via email to more than sixty contacts and to more than one thousand five hundred contacts via linked-in. It has been also sent to more than three hundred fifty contacts via Facebook and to about one hundred and fifty contacts via WhatsApp. In addition to posting the survey in different Facebook pages and linked-in. The second approach that has been used was the manual distribution of the survey as hard copies to the employees studying in RITI (Executive Education Institute); the survey was distributed to more than fifty students in the institute in order to speed up the data collection process. Respondents were required to consider each of the questions and mark the choice that best suits their view or position.

Procedure: For the purpose of this research, the researcher will use a quantitative data technique, so the questionnaire was considered as an appropriate instrument for data collection. The designed questionnaire is a combined questionnaire which includes job satisfaction survey developed by Spector (1997). Affective, continuance and normative organizational commitment questionnaire developed by Meyer and Allen; job involvement questionnaire developed by Kanungo (1982); Turnover intention questionnaire and employees' demographics developed by Leithy (2011).

A pilot test for the survey was sent to ten respondents first before questionnaire distribution; in order to collect all their comments, ensure the simplicity and understanding of the survey which helped in developing the survey more efficiently. The results of this pilot test ensured that the survey is understandable by the ten respondents but most of them commented that the questionnaire is too long which leads to boredom feeling and it also needs a long time to be filled which is not

always available for a working employee. Thus, the researcher revisited the questionnaire of the job satisfaction developed by Spector (1997) and modified it, as it was the longest one. This survey was consists of 36 questions measuring nine dimensions, each dimension was consists of four questions, so the researcher revisited the survey questions and shortened it to 18 questions, to be two questions for each dimension, this amendment took place after revising all the questions and ensuring that it will not affect the research validity or reliability.

The questionnaire comprised of several sections covering the main hypotheses of this research. Each section consists of a group of questions which tests each variable of the model. The questionnaire consists of a total of sixty five questions. Each questionnaire had a covering page explaining the purpose of the study, encompasses a detailed instructions, also a guaranteeing anonymity and confidentiality of each respondent data. The first section is the job satisfaction which consists of 18 questions, two questions for each dimension (promotion, pay, supervision, the work itself, communication, company policy, recognition, benefits and co-workers). The second section is organizational commitment variable include three dimensions which are Affective commitment, continuance commitment and normative commitment. Affective commitment is developed of eight questions, continuance commitment nine questions and normative commitment six questions. The third section is about job involvement which is developed of ten questions. A Likert scale has been used in this questionnaire using scale from 1-5 in the first three sections and dichotomous questions in the fourth section.

The researcher has used the logistic regression to test the research proposed theoretical framework as the questionnaire that tests the dependent variable is of a nominal data type with only two values (Yes/No) to know whether variation in the measurement variables (independent variables) causes variation in the nominal variable (dependent variable).

RESULTS AND DISCUSSION

All chi-square tests results (Table 1) indicate that there is insignificant relationship between all independent variables and the dependent variables, except between one independent variable and the dependent variable, organizational commitment and turnover intention which means that there is a significant relationship between Organizational commitment and turnover intention ($\alpha < 0.05$).

Table 1: Hypotheses testing results regarding independent variables

Alternative hypotheses	Test type	Test result on the null hypotheses	p-values
H ₁ : there is a negative relationship between Job satisfaction and employees' turnover intention	Chi-square	Fail to reject the null hypothesis	0.316
H ₂ : there is a negative relationship between organizational commitment and employees' turnover intention	Chi-square	Reject the null hypothesis	0.040
H ₃ : there is a negative relationship between job Involvement and employees' tum over intention	Chi-square	Fail to reject the null hypothesis	0.534

Table 2: The model overall significance

Observed	Predicted		Percentage correct
	Yes	No	
Turnover (yes)	68	6	91.9
Step 1 intention (no)	27	7	20.6
Overall percentage			69.4

The Model overall significance (Table 2) indicates that the model can predict the turnover intention with 69.4% accuracy by adding all the independent variables of the study to the model at cut off point 0.05. Although, the model is in general appears good, we need to evaluate model fit and significance as well for each of the independent variables included, in order to know whether they make a significant contribution to the model or not. This will be done in the few next steps.

Logistic linear analysis is used to modify the model in the current study. The dependent variable, turnover intention is binary variable type (Yes/No). If the dependent variable, Y, is one of the binary response or dichotomous variables such as Male/Female, Yes/No, Success/Fail, Present/Absent or Smoking/Nonsmoking, logistic regression can be used to describe its relationship with several predictor variables, X₁, X₂, ..., X_k and an (adjusted) odds ratio can be estimated.

For a binary response, y, the expected value of y, E(y) = π, where π denotes P(y = 1). The log model is:

$$\pi = \frac{\exp(B_0 + B_1x_1 + \dots + B_kx_k)}{1 + \exp(B_0 + B_1x_1 + \dots + B_kx_k)}$$

and through algebraic manipulation:

$$\ln\left(\frac{\pi}{1-\pi}\right) = B_0 + B_1x_1 + \dots + B_kx_k$$

Notice that although the regression model is linear on the right side, the left side is a nonlinear function of the response variable π. Also, since π = P(y = 1 = success), then 1-π = P(y = 0 = failure). The ratio:

$$\frac{\pi}{1-\pi} = \frac{P(y=1)}{P(y=0)}$$

Table 3: Variables in the equation

Variables	B	SE	Wald	df	Sig.	Exp(B)
Step 7a						
Job satisfaction	-1.156	0.348	11.042	1	0.001	0.315
Organizational commitment	-0.869	0.322	7.300	1	0.007	2.385

Table 4: Model Summary

Step-2	Log likelihood	Cox and Snell R ²	NagelkerkeR ²
7	126.083 ^c	0.197	0.262

is known as the odds of the event y = 1 = success occurring. In order to reach the best model that fits the data, the backward stepwise method is used to reach the set of all significant variables.

The Wald statistic and associated probabilities provide an index of the significance of each predictor in the equation. Table 3 that shows that we have two significant variables which are job satisfaction (p = 0.001) and organizational commitment (p = 0.007). It implies that reject the null hypotheses as both variables have a significant contribution to the predicted model because their p-values are <0.05.

The exp(B) column (Table 3) presents the extent to which raising the corresponding measure by one unit influences the odds ratio. The exp(B) of the Job satisfaction is 0.315 which means increasing job satisfaction by one unit reduces the odds of saying yes by 0.3 keeping all the other explanatory factors at the same level. In other words, employees are 0.3 times less likely to intend to leave their organizations if they are satisfied at their jobs. While the exp(B) of organizational commitment is 2.385 which means increasing organizational commitment by one unit increases the odds of saying No by 2.385 times which is almost the double. In other words, employees are more likely to stay at their organizations by 2.4 times if the organizational commitment increased by one unit. The odds ratio of the independent is the ratio of relative importance of the independent variables in terms of effect on the dependent variable's odds. It implies that organizational commitment is 2.3 times as important as job satisfaction in determining the employees' decision whether to stay or to leave their organizations. The Nagelkerke R² that range from 0 to 1 which is a more reliable measure of the relationship than Cox and Snell R² and is the most-reported of the R² estimates. The Nagelkerke R² is 0.262 which implies that 26% of the variation in turnover intention is explained by the model (Table 4).

High turnover costs organizations a lot of money, time and efforts. It has a lot of direct costs like hiring and training costs, losing productivity and losing customers and also it has a lot of indirect costs like decreasing morale among stayers, increasing work load and losing organization's competitive advantage. Thus, High turnover affects organizations overall profitability. Therefore, The main objective of this study is identifying the most significant factors which have a great impact on employee's turnover intention in the local Egyptian companies, to propose a turnover prediction model and to benefit the Egyptian local organizations through the research findings in figuring out the actual reasons behind employees turnover intention to decrease actual turnover and to help the local companies in finding ways to retain their employees within the current tough internal and external competition.

After running the logistic regression to test the relationship between different variables and to reach the best model, the tests findings have answered the main research question which was what are the major factors that affect employees' intention to quit their jobs in the Egyptian local companies? The main findings were that organizational commitment is significantly correlated with turnover intention. Also it has been found that job satisfaction is significantly associated with turnover intention (Delle, 2013). Both findings support the research hypotheses and the literature review. Most researchers have found that there is a significant negative relationship between job satisfaction and turnover intention (Ali, 2008; Medina, 2012; Issa *et al.*, 2013; Mbah and Ikemefuna, 2012; Lambert, 2001; Younes, 2012; Medina 2012, Issa *et al.*, 2013). Most of the researchers have also found a significant negative relationship between organizational commitment and turnover intention (Chatzoglou *et al.*, 2011; Lee *et al.*, 2012; Hendrie, 2004).

CONCLUSION

However, the tests show that there is insignificant relationship between job involvement and turnover intention. This result is contradictory to the research hypotheses and the literature review which found that both, job involvement and turnover intention are significantly correlated. Brown (1996) reported in his meta-analysis study about job involvement, that there is a significant negative relationship between job involvement and turnover, whether its actual turnover or turnover intention.

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