



An Investigation On How Leadership Support, Workplace Contentment, Stress At Work, And Organizational Commitment Affect The Likelihood Of Turnover Intention

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Abstract

Staff turnover is a well-known pattern in any firm, which is necessary for the achievement of each person's learning cycle and other societal advantages. The many factors that are indicative of changing jobs are examined in this study report. This study demonstrates the direct and indirect effects of work stress and job satisfaction on employee turnover. Employee turnover intention has a work engagement component. It draws attention to how leadership support affects satisfaction level. A sample of 200 respondents was asked to take part in a self-administered survey in order to better grasp the scenario regarding the desire to turnover employees. Only 150 samples were chosen for the study since 50 questionnaires did not provide accurate responses. A non-probability sampling approach is used in the present study work. This sample of individuals was selected from various Haldwani institutions. Surajmal Agarwal Pvt. college, Udham singh Nagar, Delhi Public School, St. Paul Senior Secondary school and Maharishi Vidya Mandir School were the four main clusters that were targeted in order to get the sample data. Findings show that organisational commitment, work happiness, job stress, and leadership support all significantly influence employee turnover.

Keywords: Organizational commitment, leadership backing, job satisfaction and stress, turnover intention, Workplace contentment

1. Introduction

In practically any firm, employee turnover is one of the most crucial and significant concerns. The increasing integration of the global economy into a single, enormous market place, which results in fierce global rivalry, presents several problems to every firm worldwide. It

is a very challenging issue for a company to be able to maintain its effective personnel in the face of globalisation and the diversity of the work force in order to stay up with the hi-tech improvements. Employees of a firm work together to establish a foundation of competitive edge that are challenging for rivals to imitate. Commitment to the company is one of the most crucial preconditions for employee turnover and among the most crucial indicators of actual turnover .

Absenteeism is a major issue, particularly in the HRM sector. If a person thinks it is likely (in their own view) that they will quit their work permanently at some point in the near future, that individual is said to have an intention of leaving that employment (Vandenberg and Nelson 1999, p. 1315). As a consequence, even if the motivations behind these goals are sometimes muddled, purpose is a precise determinant of effective work (Firth et al., 2004). When an employee who is already employed quits their job, the cost of hiring and selecting new employees covers the turnover cost. The income that is lost because new recruits are less experienced than prior employees is one of the costs related to turnover. The corporation must offer a higher salary to a departing employee who has made a significant contribution to the organisation since the damages it would suffer are far greater than the salary that individual will get.

How is employee turnover measured by businesses? The answer to this question has significant implications for the person who may be considering leaving their job as well as the executive who must confront issues like the need for worker stability, the high costs associated with training and monitoring new employees, and, last but not least, troubles with organisational effectiveness. Despite the fact that employers and academics place the most emphasis on actual leaving behaviour, aim to leave is regarded to be a challenging substitute for such activities. The two main causes that drive people to leave their jobs are workplace stress and a lack of job satisfaction (Moore, 2002).

There are three different motives for turnover: desirable turnover, painful turnover, and inevitable turnover. Illness, family problems, or departures are the main reasons for unavoidable turnover. Desirable turnover is also defined as a change in personnel that results from a talent gap. Last but not least, attrition that results from organisational problems including inadequate support, subpar leadership and role conflict is known to as undesired turnover .

Additionally, it contains experienced and knowledgeable workers that are leaving the company. The efficiency of the business and the quality of its customer service is directly impacted by these organisational issues, which must be fixed. Either freely or involuntarily, employees may quit a company. When an employee chooses to quit their employment relationship, it is referred to as a voluntary turnover. In contrast, involuntary turnover refers to a termination

of employment at the employer's discretion. Turnover intention is the process of separating organisational commitment from a choice to quit. Actually, the desire to leave a job, which displays a range of attitudes associated to withdrawal, comes before the behaviour of turnover.

When someone feels they are unable to provide an organisation with desirable and unique resources or traits, Finding another gap to fill by looking for a new employment is the adaptive response (Brown .et al., 2007).An employee must learn how to fit into the norms, values, politics, and culture of their organisation when given a new task or put in a novel situation. This is true from the employee's viewpoint. Employees that fit the company's culture and surroundings well may do so rapidly. It was accepted, according to Porter (1974), that an organization's commitment is based on its workers' strong convictions in the organisation and their willingness to give it their best. Given that more workers are opting to remain with the organisation as opposed to leaving, there is a greater commitment. High levels of dedication among employees are a sign of someone who is more likely to stay with the business.

There are both good and bad effects of turnover on businesses. One of the unfavorable effects of turnover is the cost to individuals of finding, attracting, training, and developing new workers to replace those who choose to quit the company on their own. Since selection and recruitment become its main objectives as a result of employee turnover, a company's management focus is increased. New, creative candidates may be recruited for the position if the underperforming employees are encouraged to leave the organisation.

This current research article focusses on investigating the elements that may foretell quitting a job. This essay demonstrates how work happiness and stress both directly and indirectly effect turnover. Organizational commitment comes before the decision to turn around. It highlights how leadership support impacts contentment at work.

The most popular ways to define organisational commitment are identification and affinity. The emotional, cognitive, and evaluative response to one's work is referred to as job satisfaction. Stress at work is a consequence of people's adverse reactions to undue pressure or other forms of directives. Leadership support refers to the degree of care and help a person gets from their immediate superior (Rizwan et al., 2013).

2. Literature Review:

Intention for Turnover:

According to the definitions now in use, a worker's desire to quit their job is referred to it as their turnover intention.It has been said that actual turnover is more likely to originate from

withdrawal intentions than from other factors (Harrison et al., 2006). Making a conscious decision to quit your work requires that you have a cause for doing so. A person's own anticipated likelihood (subjective) that they would quit the organisation permanently at some point in the near future, according to academics, is referred to as turnover intention (Liu & Low, 2011). When an employee declares their "turnover intention," or the desire to leave their organisation, they are unable to continue carrying out their responsibility for the business (Lacity et al., 2008). According to Bodla & Hameed, there may be large expenses associated with staff turnover or a danger of losing society's assets (2008). It was also shown in the study that it was essential to measure employee turnover intention, which is both an uncontrolled and controllable component. The five criteria that have been identified are management satisfaction, job satisfaction, organisational commitment, job stress, and compensation satisfaction. Jeffrey (2007) asserts that if there is widespread employee dissatisfaction and management distrust, employment tenure would fall and turnover intentions would rise. The employer shouldn't disregard this element as a consequence. It could be challenging to objectively analyse turnover behaviour in its natural setting, even if the study's researchers seek to fully understand the behaviour. Contrary to popular belief, researchers often meet with new hires and inquire about any potential resignation intentions. A key indicator of turnover behaviours is having intentions to quit your work. Strong scientific evidence demonstrates that attitude is often influenced by behaviour (Lacity et al., 2008). According to the aforementioned standards, turnover intention is the goal of employees to consciously quit their current organisation in the near future. One of the factors leading to genuine turnover is the desire to go. In several research, a number of determinants for turnover intention have been identified. These consist of being unsatisfied at work, violating the psychological contract, and showing organisational commitment (Orvis et al., 2008). Executives dealing with a lack of staff stability as well as workers who are thinking about leaving their jobs should pay special attention to the factors that contribute to employee turnover. High costs are linked to the issue of organisational output, as well as the hiring and training of new employees (Siong.Mellor, Moore and Firth, 2006; Firth. et al., 2004). Intentions are, according to Lehane and McCarthy. Tyrrell, the most accurate predictors of behaviour (2007).

Commitment of the Organization:

The two elements of organisational commitment are identification and connection with the organisation (Mathieu and Zajac, 1990). The psychological response to a favourable evaluation of the workplace is organisational commitment (Testa, 2001; Rizwan et al., 2013). Particularly if the person has a strong desire to stay connected to the organisation and a strong dedication to its aims and principles, these sentiments may qualify as attachments (Scholarios and Marks, 2004). More loyal employees are less likely to depart the company

than less loyal ones. employees of the company (Joiner et al., 2004; Near, 1989). In order to show the characteristics of emigrant rectification, this research combines the theoretical frameworks of psychological adjustment hurdles, When compared to their antecedents, social adaptation, psychological empowerment, and emotional wellbeing in the workplace. Organizational commitment directly affects turnover intentions. Numerous research conducted in the past have shown a negative correlation between organisational loyalty and plans to leave.

H1: Organizational commitment negatively affects the intention to turn over

Workplace Contentment

The cognitive, evaluative, and emotional responses to one's employment affect their level of job satisfaction. Many studies have been done that link intentions to leave a job with job satisfaction (Williams et al., 2001). The most crucial topics in the study of occupational attitudes are organisational commitment and job happiness (Kontoghiorghes and Bryant, 2004; Testa, 2001). Previous research has shown that organisational commitment affects turnover intentions via work satisfaction in a direct and indirect manner (Blau, 1987). The association between employee satisfaction, intention to quit, and organisational commitment is supported by several research that identify work satisfaction as a precondition of employee engagement (Lin. and Ma. 2004b; Tett and Meyer, 1993). As a result of a favourable emotional response, it appears reasonable to assume that work satisfaction would be associated with a lower probability of behavioural turnover (Susskind et al., 2000). A substantial negative association between work satisfaction and intentions to leave one's employment has been shown in the findings of various research (Mannheim et al., 1997; Abraham, 1999). There is a significant drop in employee intentions to leave the company after a happiness-boosting intervention (Abraham, 1999).

H2: Workplace Contentment has a detrimental effect on the intention to leave.

H3: Organizational commitment benefits from job satisfaction.

Stress at work:

People who are given inappropriate requests or other types of orders at work experience job stress, which is a negative response. There is evidence (Williams et al., 2001), proof (Lee and Ashforth, 1993), and a meta-analysis showing the relationship between work-related stress and job satisfaction (Sullivan and Bhagat, 1992). A number of attitudes, behaviours, and outcomes, including commitment to a firm, job unhappiness, and a desire to resign, are all strongly influenced by stress at work, according to several research (Barsky et al., 2004).

People's sentiments of unhappiness with their jobs also rise when they are under stress at work. The stress of the job has a direct impact on health, according to Wunder et al.

Reduced turnover intentions, company loyalty, and actual leaving behaviour were all signs of how work stress negatively impacted managers' job satisfaction at a major, international corporation. Although other research did not find a link between stress and a desire to leave one's work, it did find unintended repercussions because of ongoing social support, job satisfaction, and organisational commitment issues. Determining the direct and indirect consequences of workplace stress on the desire to quit a job has therefore become a crucial subject.

H4: Workplace satisfaction is negatively correlated with stress at work.

H5: The desire to leave a job is directly positively correlated with stress at work.

Support for leadership:

It may be summed up as how much someone believes their immediate superior is focusing on and supporting them. According to the path-goal theory, a good manager maintains control over his or her social group, views the members' viewpoints as changeable, and treats them fairly. The theory and this definition are compatible (House and Dessler, 1974). Numerous studies demonstrate that encouraging leadership influences employees' satisfaction at work. The association between leadership behaviour and intentions to quit the firm, however, was shown to be less significant by Brown and Peterson (1993), despite the fact that job satisfaction and leadership consideration were found to be substantially connected. On the other hand, research repeatedly ties effective leadership practises to contentment at work (Brown and Peterson, 1993). We predict that job satisfaction has a greater impact on leadership-beneficial behaviours than turnover intentions.

H6: Support from the leadership team effects work satisfaction favorably.

3. Research Approach:

The majority of the current study is descriptive in character. The aim of a descriptive study is to provide a description of a phenomena, an object, a scenario, etc. Descriptive research is any study that just reports the current condition without providing any judgments or findings (Creswell 1994). Supporting stated assumptions that accurately reflect the existing environment is the primary goal of descriptive research. The present situation is made obvious via descriptive investigation.

3.1. Data/Sample

A inner questionnaire was given to a group of 200 respondents to collect data for a better understanding about the decision to leave the firm. Only 150 samples were chosen since 50 of the questionnaires had incorrect responses. Sampling technique is the non-probability type of sampling employed in the current inquiry. Convenience sampling is a sampling approach that collects relevant information from the sampling or research unit that is readily available (Zikmund, 1997). In order to effectively and rapidly gather a large amount of completed surveys, convenience sampling is frequently used (Lym et al.2010).

We choose these sample participants from various Bahawalpur institutions. The sample data will be collected from four primary clusters, including Surajmal Agarwal Pvt. College, Udham Singh Nagar, DPS Public School, St. Paul Senior Secondary School and Maharishi Vidya Mandir school.

Measurements and Instruments:

Two main objectives are the focus of the survey methods utilised in this research. The very first step is to investigate the connection between different qualities and projected staff turnover. To understand disparities across various groups, it is also important to gather data on the respondents' many qualities.

There are two parts on the survey tool. There are some customised demographic characteristics in it. This section includes inquiries on the respondent's status, employment, income, degree of education, and gender.

The desire of workers to quit their employers, organisational commitment, job happiness, stress at work, and leadership support are a few of the latent variables that are pertinent to the present research. The component of this study was developed using the literature and survey from before.

The study's measurements were modified from earlier literary works and published scientific investigations. Three scales were provided by Cummann et al. for the first variable, "employee turnover intention," which is composed of this data (1979). The next variable, organisational commitment, is based on measurements created by Porter et al. and consists of eight items (1974). The final variable, "work satisfaction," which has five items, is based on these scales. The next factor, "work stress," was created by Cohen et al. and consists of four components (1983). A five-item scale from House and Dessler was used to investigate the final variable, leadership support (1974).

Table1: Dimensions of the Study

Sr N o.	Variable s	Items	Refere nce
1	Intention for turnover	1. In a year, I'll likely start searching for a new job. 2. I consider giving up frequently. 3. I'll certainly look for a new job all throughout course of the following year	Cumm ann. et al. (1979)
2.	Organizat ional Commit ment	1. I am ready to go above and beyond what is often anticipated to contribute to the success of this company. 2. I tell my friends that this firm is a great place to work. 3. I feel a deep feeling of loyalty to this business. 4- I discovered that the ideals of the organisation and mine are quite comparable. 5- I take pride in letting others know that I work with this company. 6. Because of this institution, I consistently deliver my best work. 7- I am incredibly delighted that I picked this company to work for over others I was contemplating at the time joined. 8 - I'm really concerned about this company's future.	Porter. et al. (1974)
3.	Workplac e Content ment	1) Given my daily hours of work and workload, my ba sic compensation is enough. 2) My odds of receiving pay raises satisfy me. 3) People value the job that I perform. 4) I think individuals who perform well at work have a reasonable possibility of being promoted.	Cohen et al. (1983)

		5) It is feasible to advance quickly at my job.	
4.	stress at work	1) How frequently have you experienced anxiety and stress? 2) How frequently have you been overwhelmed by the amount of work you had to do? 3) How frequently have events that were beyond your control caused you to become irate? 4) How often have you felt that your problems were becoming worse and you couldn't solve them?	Cohen. et al. (1983)
5.	Leadership support	1) My boss solicits input from the workforce on potential tasks. 2) My boss notifies me in advance of changes 3) My manager accords the same respect to every employee that they are in charge of. 4). My boss is amiable and approachable. 5) My boss solicits advice from staff members on how to complete responsibilities.	House. and Dessler (1974)

3.3. Procedure

200 people responded to the survey in Haldwani. The criteria indicated above are used to choose these responses.

The respondents were provided with the questionnaire before it was distributed to them, which allowed them to answer it promptly and accurately. There were 150 survey items overall since the analysis did not include the remaining surveys due to missing or incorrect responses. The surveys were collected, completed, and then classified before being input into an SPSS sheet for additional analysis.

3.4. Assurance (**Reliability**) Analysis

Table 2: Reliability of the measurement device

Scales	items	Cronbach alpha
Intention for turnover	3	0.867
Organizational commitment	8	0.854

Workplace contentment	5	0.745
Leadership support	5	0.816
stress at work	4	0.834

4. Conclusion and Analysis

4.1. Description of the respondent: The following table personal and demographic data about the respondent, including gender, age, income, education and employer

Table3: profile of the respondent

factors	Categories	Frequency	Percentage
Gender/identity	Male	88	58
	Female	62	42
Age/lifespan	15-20 years	3	2
	20-25 years	47	32
	25-30 years	48	31.3
	30-35 years	17	12
	35-40 years	17	10.7
	Above 40 years	18	12
Salary/income(Rs/month)	Below 15000	24	16.7
	15000-25000	60	39.3
	25000-35000	21	13.3
	35000-45000	22	15.3
	45000-55000	10	7.3
	Above 55000	13	8
Education/learning	10th	0	0
	12th	2	2
	Graduation	37	24
	Most graduation	93	61.3
	MS/MPhil	18	12.7
	Doctor of philosophy	0	0

Company/enterprise	Public enterprises	80	45.7
	Private enterprises	70	54.3

4.2. Hypotheses Testing

4.2.1. Organizational commitment and desire to leave the company

The study's findings indicate that the variable and the desire to depart have a very substantial negative association. Organizational commitment specifically has a negative connection with $(=-0.570)$ and $(p0.001)$, indicating that it may be the cause of 57% of employee turnover intentions. The present study's findings support the H1.

4.2.2. Workplace contentment and purpose to leave the company

The study's regression findings revealed a solid inverse relationship between workplace contentment and the desire to leave, with values of $(= -0.147)$ and $(p0.05)$. Work satisfaction has a more than 14% impact on the urge to quit. Current research supports the H2.

4.2.3. Organizational commitment and workplace contentment

According to the study, there is a solid strong and positive association between organisational commitment and work satisfaction or workplace contentment $(=0.407)$ and $(p0.001)$. Over 40% of organisational commitment comes from workplace happiness. The results support the H3.

4.2.4 Stress at work and workplace contentment

According to regression estimations, more than 13% of job satisfaction may be attributed to work stress. The relationship between workplace contentment and stress at work is statistically significant, with a correlation coefficient of $(=-0.133)$ and a p-value of 0.05. The present research supports H4.







4.2.5. Stress at work and intended turnover

The findings of the regression analysis supported the hypothesis H5 by demonstrating a positive relationship between work stress and desire to quit.

2.6. Leadership support and Workplace contentment

Workplace contentment is positively impacted by leadership support. The research found that leadership support increases work satisfaction by more than 40% ($\beta=0.408$) and ($p<0.001$). The H6 was approved by the present analysis.

Table 5: Result of regression

Hypothesis	Model variables	Estimate	S.E	C.R	P	Results
H1	 Org cmt IOT	-0.570	0.129	-4.409	0.000	Supported
H2	 work cont IOT	-0.147	0.117	-1.803	0.014	Supported
H3	 Work cont Org cmt	0.407	0.068	5.428	0.000	
H4	 stressatwork work cont	-0.133	0.057	-2.432	0.035	Supported
H5	 Stressatwork IOT	0.408	0.073	5.364	0.000	Supported
H6	 ldspt work cont	0.408	0.073	5.364	0.000	Supported

5. Discussion:

The research's main goal has been to examine turnover intentions in organisations from the public and private sectors. Finding the link between customer loyalty and a company's desire to lose a client is its main objective. Earlier research has shown that higher levels of commitment are linked to a diminished desire to leave the organisation, and that workers who have an emotional connection to their jobs are less inclined to leave. The investigation's correlation analysis supported those findings. Highly dedicated workers are more likely to choose to remain on staff than to quit the company. The desire to leave the company has a poor link with organisational devotion as a result. About 50% of turnover intention is impacted. Many studies have shown a link between intentions to leave a job and work satisfaction (Williams et al., 2001). Topics like organisational commitment and workplace contentment are often examined in the study of occupational attitudes (Kontoghiorghes and Bryant, 2004; Testa, 2001). In addition, a number of studies have shown a connection between intentions to leave one's employment and job happiness. According to this study, a necessary condition for organisational commitment is job satisfaction (Lin & Ma, 2004b; Tett. and Meyer, 1993). Numerous studies' results have shown a strong negative relationship between work satisfaction and plans to quit the job (Mannheim et al., 1997; Abraham, 1999). If a person is more satisfied with their performance and work environment, their desire to leave an organisation will be less as they will be more devoted to it. Workplace attitudes that differ, such as pay or other compensation programmes, make disgruntled workers quit the company. Leadership is supported more by internal than external variables in terms of job satisfaction. Leadership assistance may help employees feel more confident, especially those with little or no work experience. As a result, there will be an increase in workplace contentment, more staff engagement, and reduced turnover expectations. A firm needs highly engaged workers who are content with their working environment, remuneration, leadership, and workload in order to sustain minimal employee turnover, according to a research. Reduced turnover would result in lower recruitment, selection, training, and development costs. The results demonstrate just how important each and every variable in the hypothesis was.

6. Restrictions and further research:

The present study article contains a few flaws. Information from other cities may also be obtained as the study only uses data from one location. First, remarks made by respondents may be skewed and misrepresent their feelings. Only the turnover rate in urban areas is the subject of the current investigation. Thirdly, there are much fewer women than men in the sample, which is a respectable size. A similar percentage may appear in subsequent acts. In the current study, there are no PHD people. Fourthly, if this study had been conducted at a

period of economic boom, the results may have been different. Fifthly, given that the current study has fewer variables than previous studies, additional factors may be included for analysis.

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