Relationship between psychological climate and turnover intentions and its impact on organisational effectiveness: A study in Indian organisations

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Abstract Studies pertaining to human resource management in India reveal a variety of factors that affect employees’ attitude towards their job, including their perception of their job environment, or the psychological climate. The present study posits the two attitudinal variables of job satisfaction and job involvement as mediators between psychological climate and employees’ turnover intentions and extends it to their impact on organisational effectiveness. Data collected from 357 managers/executives was subjected to multivariate data analysis. The results established that psychological climate is a statistically significant predictor of organisational effectiveness and that job satisfaction and job involvement are important mediators in transmitting the influence of the predictor variables to the criterion variables.

Introduction

Before the introduction of the New Economic Policy in 1991, the Indian business environment was distinguished by the dominance of large firms in the manufacturing sector, which were usually marked by mechanistic processes and rigid practices (Biswas & Varma, 2007). Firms belonging to the service sector such as educational institutions, healthcare organisations, and media and communications were basically owned by the state. This was a direct consequence of the Nehruvian welfare philosophy that emphasised pluralistic utilitarianism. The fallout of such a socio-political arrangement was the lack of emphasis on individual behavioural aspirations (Varma, Budhwar, Biswas, & Toh, 2005). Thus, till the privatisation of the Indian economy in the early 1990s, Indian organisations were extremely bureaucratic and were characterised by one-way flow of decision making from the top to the bottom, which is not uncommon in social cultures dominated by collectivism and high power distance norms (Hofstede, 2001).

However, with the liberalisation of the Indian business environment, managerial practices, especially those related to the cognitive and affective facets of individual employees at the workplace, underwent major
alterations. Furthermore, human resource (HR) practices in Indian firms have experienced a sea change, as contemporary HR policies and practices are designed in a manner that promotes individual involvement on-the-job and encourages extra-role behaviour in addition to the in-role behaviour of employees (Biswas, 2006; Budhwar & Khatri, 2001; Pattnaik & Biswas, 2005). As Biswas and Varma (2007, p. 666) observed, 'HR practices in India are increasingly geared towards improving the way individual employees perceive their day-to-day working environment, or the way they perceive the psychological climate in the workplace.'

In such a context, it becomes necessary to investigate the variables that are related to an individual’s perception of his/her immediate workplace atmosphere based on his/her everyday experiences (Schneider, 1975; Strutton, Pelton, & Lumpkin, 1993). In this regard, it is worth noting that the relevant literature recommends the examination of psychological climate as a primary antecedent of a variety of individual-level outcomes such as job satisfaction, job involvement, and turnover intentions (James, James, & Ashe, 1990; Parker et al., 2003; Woodard, Cassill, & Herr, 1994). This paper seeks to empirically examine these theoretical suggestions in the context of the Indian management scenario. The rest of the paper is organised as follows: the next section surveys the literature and generates a number of hypotheses on the relationship between the constructs studied. The third section describes the methodology used in the study and the fourth section presents the results of the analysis. The discussion and conclusions are presented in the fifth section.

Literature review and hypothesis generation

Job satisfaction has been defined as 'a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience' (Locke, 1976; p. 1300). Wanous and Lawler (1972) identified several different operational definitions of job satisfaction examining different facets of job satisfaction and their combined effect in providing a general understanding of the job satisfaction construct. Job satisfaction has been found to be a multidimensional construct manifesting the emotional evaluations of individuals regarding their expectations and how well they have been met. Schnake (1983) conceptualised three dimensions of job satisfaction representing intrinsic, extrinsic, and social aspects of job satisfaction. In effect, Schnake’s (1983) dimensions of job satisfaction cover cognitive and affective responses made by individuals in connection to their work environment.

Additionally, several studies reported that job satisfaction successfully predicted turnover intentions (Baysinger & Mobley, 1983; Farrell & Rusbuldt, 1981; McEvoy & Cascio, 1985; Mobley, 1982; Price & Mueller, 1981; Steers & Mowday, 1981). Mobley, Griffeth, Hand, and Meglino (1979) highlighted the fact that job satisfaction was one of the important variables in explaining turnover intentions among employees. In their meta-analytic review, Cotton and Tuttle (1986) reported a negative relationship between job satisfaction and turnover intentions.

According to the literature, job involvement is a construct that arises out of interactions between individual disparity in sensitivity to the work settings and personality traits (Ruh, White, & Wood, 1975; Sander, 1974; Schein, 1983). According to Lodahl and Kejner (1965), job involvement affects people for whom their job constitutes the most important part of their lives. Thus, job involvement can be conceptualised as 'the degree to which a person identifies psychologically with his work or the importance of work in his total self image' (Lodahl & Kejner, 1965; p. 24). Hence, job involvement appears to be a construct that follows directly from the way individuals are affected by their immediate work environment and interpersonal relationships (Ruh et al., 1975).

An employee’s intention to continue or quit an organisation has been a topic of considerable interest in the literature pertaining to organisational behaviour, particularly in connection with organisational commitment, job satisfaction, job involvement, and extra-role behaviour (Baysinger & Mobley, 1983; McEvoy & Cascio, 1985; Staw, 1980). Given that attitudinal variables such as organisational commitment, job involvement and job satisfaction are outcomes of appropriate or inappropriate HR practices, it is not farfetched to assume that the HR practices of an organisation shall dictate an individual’s decision to stay or quit an organisation (Blaau & Boal, 1987; Joyce & Slocum, 1984; Koys, 2001; McEvoy & Cascio, 1985; Staw, 1980).

Furthermore, Baysinger and Mobley (1983; p. 281) observed that 'the act of quitting an organisation occurs at a specific point of time'. While reviewing the socio-psychological perspectives of employees' intention to stay or quit an organisation, a substantial body of literature indicated that the intention to quit an organisation may be a significant response to stress factors arising out of incongruence between an individual’s psychological perception about his/her job environment on the one hand and his/her needs and aspirations on the other, mediated by an individual’s attitudinal facets such as level of involvement and satisfaction with his/her job responsibilities (Mobley, 1982).

Researchers in organisational sciences acknowledge that the central theme of organisational theory pertained to organisational effectiveness (Goodman & Pennings, 1977). However, the main constraint in conceptualising effectiveness was that historically, it was a problem-driven rather than a theory-driven construct. This implies that a single theory regarding organisational effectiveness was hard to come by. Another difficulty in conceptualising organisational effectiveness emerging from the relevant literature review was the array of criteria under which it was studied. Campbell (1977), for example, listed some thirty criteria to describe organisational effectiveness.

In general, organisational effectiveness was defined as the degree to which an organisation attains its short-term and long-term goals, the selection of which reflects strategic constituencies, the self-interest of the evaluator, and the life-stage of the organisation (Robbins, 2001). As far as the relationship between organisational culture and organisational effectiveness was concerned, it was argued that organisations possessing a strong culture that was congruent with their top management leadership style,
organisational structure and internal management practices attained higher levels of effectiveness than their competitors (Arogyaswamy & Byles, 1987; Robbins, 2001).

Based on the discussion above, five hypotheses were postulated. These hypotheses, labeled H1 to H5 are presented schematically in the path diagram in Figure 1.

### Method

#### Data collection procedure

The respondents were 357 executives/managers from different organisations. A covering letter describing the reason for the study was attached with each questionnaire. The letter gave details about the voluntary and anonymous nature of the study. Furthermore, participants were assured that the responses would be used only for research purposes. The questionnaires, when completed, were returned to the researcher via mail, in pre-stamped envelopes.

#### Sample

Of the 357 participants, 180 (50.42%) belonged to manufacturing sector companies, while 177 (49.58%) belonged to service sector organisations. Moreover, 83.9% of the survey participants were males, while 16.1% were females. The average age of the participants was 36.9 years. The average weekly hours spent by the participants at work was 52.4, and their average length of work experience was 10.7 years. Finally, 7.3% of those surveyed belonged to senior management, 35.6% were from middle management, and 57.1% reported working at junior management levels.

#### Measures

**Psychological climate**

This was calculated using the Psychological Climate Measure as reported by Brown and Leigh (1996). This scale comprised six factors, namely, supportive management, role clarity, contribution, recognition, self-expression, and challenge, and included 21 items. The Cronbach alpha (α) for this scale was .90.

**Job satisfaction**

An 11 item instrument was used to measure job satisfaction. The instrument covered three dimensions of satisfaction, namely, intrinsic, extrinsic, and social satisfaction as reported by Schnake (1983). Three items were used to measure extrinsic satisfaction, four items to measure intrinsic satisfaction, and four items were used to measure social satisfaction. The Cronbach’s alpha for this scale was .90.

**Job involvement**

This was measured using four items of the Job Attitude Scale as developed and reported by Lawler and Hall (1970). The scale measured the affective attachment of individuals with their job. The Cronbach’s alpha of the responses to this scale was .82.

**Turnover intention**

Four items measured turnover intention (O’Reilly, Chatman, & Caldwell, 1991). The Cronbach’s alpha was .70.

**Organisational effectiveness**

The measure of organisational effectiveness was the eight-item scale used by Mott (1972). The scaling of the items was different as each question needed a different adjective as its response. The Cronbach’s alpha was .88.

#### Data analysis technique

The Statistical Package for Social Science version 10.0 (SPSS 10.0) and the Analysis of Moments Structure (AMOS 4.0) were used to analyse the data. The statistical analyses included a measurement and a structural equation model (SEM). The path model based on the hypotheses emerging out of the review of literature was subjected to structural equation analysis and fit tests. The criteria for fit were the normed Chi-square (χ²/d.f.), the goodness-of-fit index (GFI), the comparative fit index (CFI), and the root mean square error of approximation (RMSEA) (Arbuckle & Wothke, 1999).

Moreover, since the reliabilities of the study variables were all greater than the inter-variable correlations, it could be concluded that they represented distinct constructs.

#### Common method bias

It was noted that since the respondents providing the measures for the variables are the same, the study may potentially suffer from the problem of common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). As a result, Harman’s single-factor test was conducted to address this concern. Accordingly, all the items from all the constructs in the study were included in a factor analysis to determine whether a single-factor claimed a disproportionately large variance. A scrutiny of the results of the test showed that there was no general factor that accounted for a majority of the variance. As such, it was concluded that common method bias was not present in this study.

### Results

Table 1 presents the means, standard deviations, correlations, and reliability indices for the key variables of this study. It may be noted that the key variables were significantly correlated: psychological climate and job satisfaction (r = .63, p ≤ .01); psychological climate and
job involvement ($r = .48, p \leq .01$). Similarly, job satisfaction was significantly correlated with turnover intentions ($r = -.17, p \leq .01$) and job involvement was also significantly correlated with turnover intentions ($r = -.14, p \leq .01$). Finally, the correlation between turnover intention and organisational effectiveness was also found to be significant ($r = -.19, p \leq .01$)

**Discriminant validity of the organisational citizenship behaviour (OCB) and in-role performance constructs**

Prior research provides evidence of the distinctiveness of psychological climate, job involvement, and job satisfaction indicators. Yet, because of the near-similarity of wordings of the items measuring the employees’ ratings of the constructs, a confirmatory factor analysis was conducted to examine whether psychological climate, job involvement, and job satisfaction are distinct. AMOS software (version 17.0; Arbuckle & Wothke, 1999) was used to compare the fit of two nested models: a one-factor model incorporating the three constructs and a three-factor model distinguishing psychological climate, job involvement, and job satisfaction. Based on the sequential chi-square difference test (James, Mulaik, & Brett, 2006), the three-factor model, $\chi^2$ (d.f. = 87, $N = 357$) = 477.26, $p \leq .01$ fitted the data significantly better than the one-factor model, $\chi^2$ (d.f. = 90, $N = 357$) = 754.94, $p \leq .01$; $\chi^2_{diff}$ (1, $N = 357$) = 277.68, $p \leq .01$. Compared to the one-factor model, the three-factor model also had better indices with the CFI (.69 vs. .98), the GFI (.73 vs. .96), and the RMSEA (.11 vs. .05) showing better fit for the latter. Therefore the three constructs that is, psychological climate, job involvement, and job satisfaction were adjudged as distinct.

In order to examine the causal linkages, multiple regression analyses were conducted on the variables included in this study. Table 2 shows the standardised regression estimates between the key constructs. As shown in the table, job satisfaction was significantly influenced by psychological climate (standardised $\beta = .77, p \leq .01$) and job involvement was significantly and positively predicted by psychological climate (standardised $\beta = .55, p \leq .01$). On the other hand, job satisfaction negatively and significantly affected turnover intentions (standardised $\beta = -.32, p \leq .01$) and job involvement also negatively and significantly affected turnover intentions. (standardised $\beta = -.21, p \leq .05$). Finally, it was found that turnover intentions as hypothesised, had a significant negative impact on organisational effectiveness (standardised $\beta = -.49, p \leq .01$). The standardised regression coefficients are depicted in Figure 2 below.

In order to calculate the fit indices that explained the relationships between the hypothesised paths among the latent constructs, AMOS 4.0 SEM procedures (Arbuckle & Wothke, 1999) were used. The present study used the maximum likelihood estimation (MLE) algorithm to determine the fit indices. Accordingly, the GFI and the RMSEA were reported as the absolute fit measures. According to Byrne (2001), absolute fit measures should be used for comparison between the hypothesised model and an absence of any other model. The other measures which were also reported were the Tucker-Lewis Index (TLI) and the CFI. These indices indicated a comparison between the hypothesised model and the model with maximum constraints. Finally, the normed chi-square value was also used as an acceptable measure of fit.

**Table 3 shows the fit measures of the proposed model.**

For the model as depicted in Figure 1, the normed $\chi^2$ value is 2.42. The GFI is .91. The TLI is equal to .91, the normed fit index (NFI) value is .88, and the CFI value is .93. With the threshold value of RMSEA being .07, the value of RMSEA for the proposed model is .06. Finally, the adjusted goodness-of-fit index (AGFI) and the parsimonious goodness-of-fit index (PGFI) values are equal to .88 and .66 respectively, thus confirming a good fit of the model.

**Mediator analysis**

The history of mediator analysis is quite long and significant in the area of social science research (Alwin & Hauser,
In this article, mediator analysis followed the guidelines proposed by the relevant literature in this area (Baron & Kenny, 1986; MacKinnon, Warsi, & Dwyer, 1995). With the aim of placing affective commitment as the mediator variable, the following two conditions were taken into account: (i) whether the direct path from the antecedent to the consequents were greater than the paths under the condition of mediation; and (ii) whether the direct path from the predictors to the criteria under the mediated condition was significant.

Since, condition (i) was negative and condition (ii) was positive, the results showed that affective commitment is a full mediator between the predictor, i.e. psychological climate and the criteria variables, i.e. job involvement and organisational citizenship behaviour. These results are presented in Table 4 below.

**Analysis of reverse causality**

Notionally, statistical analysis using SEM procedures implicitly assumes causality drawn from theoretical premises. In keeping with this line of reasoning and drawing upon relevant organisational literature, the direction of association between the study constructs have been framed which gave rise to the proposed model. However, to statistically support this conceptual conjecture the proposed model was compared to the alternate model wherein the direction of causality was reversed (Figure 3). It may be noted here that the variables identified as exogenous and endogenous in the proposed model were marked as endogenous and exogenous respectively in the alternate model. The comparison showed a discrepancy in the fit indices between the two models in favour of the proposed model vis-à-vis the alternate model. The results are displayed in Table 5.

**Discussion and conclusion**

The results of the regression and the SEM procedures justify the acceptance of the first hypothesis that is, psychological climate will have a significantly positive influence on job satisfaction. Theoretically, an individual’s behaviour is affected by events in the external environment and in this context individual outcomes are going to be predicted by psychological perceptions rather than objective realities. These individual outcomes also include job-related outcomes such as work performance (James, Hater, Gent, & Bruni, 1978).

Interestingly, psychological perceptions of one’s immediate work environment or in other words, psychological climate, were once viewed as synonymous with the job satisfaction construct (Johanneson, 1973). However, low inter-correlation between them has placed psychological climate and job satisfaction as distinct concepts which led to the formulation of the first hypothesis of the present study.

Furthermore, the implications of the acceptance of the first hypothesis are that job clarity, task control, management control, and task reward and recognition, which are dimensions of psychological climate, play an important role in determining the job satisfaction of an employee. This viewpoint is corroborated by earlier studies, too (Futrell, Swan, & Todd, 1976; Todd, 1973).

From a practical point of view it is important for managers to be aware of employees’ perceptions about work realities. It is therefore an imperative that managers design their subordinates’ work responsibilities in such a manner that there are fewer stressors and a greater amount of challenge, rewards, and recognition. Moreover, with psychological climate proving to be a significantly positive predictor of an attitudinal factor like job satisfaction, it further underscores that support and sincerity in supervisor-subordinate and peer-related relationships enhance an individual’s level of job satisfaction. Cohesion among organisational members is also an important underlying factor in increasing an employee’s job satisfaction. Essentially, these factors of psychological perception improve an individual’s job satisfaction by augmenting his/her social satisfaction.

Apart from social satisfaction, the present study also took into consideration intrinsic and extrinsic factors of job satisfaction. Indeed, the results of the present study show that innovativeness and challenge, external and internal recognition of work, and managerial impartiality, all of which represent dimensions of psychological climate, boost individual job satisfaction level. This contention is supported by previous literature, too (Montes, Fuentes, & Fernandez, 2003).

The results and analysis of the data collected for the present study also led to the acceptance of the second hypothesis which stated that psychological climate will have a significant and positive impact on job involvement. In this study, psychological climate was conceptualised at both the unit-level and the individual-level. At both levels,

<table>
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<tr>
<th>Fit indices</th>
<th>GFI</th>
<th>AGFI</th>
<th>PGFI</th>
<th>TLI</th>
<th>NFI</th>
<th>CFI</th>
<th>RMSEA</th>
<th>Normed χ²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed model</td>
<td>.91</td>
<td>.88</td>
<td>.66</td>
<td>.91</td>
<td>.88</td>
<td>.93</td>
<td>.06</td>
<td>2.42</td>
</tr>
<tr>
<td>Independence model</td>
<td>.37</td>
<td>.30</td>
<td>.33</td>
<td>.00</td>
<td>.00</td>
<td>.00</td>
<td>.21</td>
<td>16.75</td>
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CFI: comparative fit index; RMSEA: root mean square error of approximation.
the commonality lies in that managerial policies, practices, and processes are based on the same individual’s psychological perception (Schulte, Ostroff, & Kinicki, 2006). In this connection, job involvement is conceptualised as the extent of an individual’s psychological identification with his/her job. Hence, the acceptance of the second hypothesis stands conceptually justified. The theoretical implication of this statement is that the amount of involvement an individual will have with his/her job will depend upon the affirmative strength with which he/she psychologically perceives the various facets of his/her job and job environment. Additionally, a positive view of an employee’s immediate work environment would build up both discretionary as well as non-discretionary role perceptions. It would make work more meaningful and rewarding for the individual employee. The above discussion clearly demonstrates the theoretical underpinnings of the second hypothesis.

From a practical perspective, the results indicating support for the positive influence of psychological climate on job satisfaction point to the need to clearly define managerial processes for the benefit of the employees; not only the overall management policies but also the immediate job-related details of an employee that would lead to an intensification of role and goal clarity and instil in the individual a greater sense of psychological fulfilment in discharging his/her role responsibilities. In the process, employees will also be able to develop sense and meaning in their work and work environment.

In this context, managers should be especially attentive towards framing subordinates’ performance requirements and standards. When subordinates perceive that their job is innovative and challenging, there is process clarity, greater identification with the job and a heightened level of job involvement.

As evident from Table 2, the regression results support the third hypothesis that job satisfaction will have a significantly negative effect on turnover intention. This outcome in fact, has been endorsed by earlier studies (Freeman, 1978; Shields & Price, 2002). The implication of this result is that the complexity of the work environment, if perceived in a favourable light would increase an individual’s job satisfaction. Thus, job satisfaction forms a central factor in whether an individual identifies with his/her job and by extension, with his/her organisation. Thus, the greater the job satisfaction of an employee extrinsically, intrinsically and socially, the higher the level of organisational identification and commitment. Evidently, such an attitude would encourage the individual to continue with the organisation and restrain his/her turnover intention.

From a practical viewpoint, managers should create such an environment through job design and managerial processes such as organisational communication and human resource policies and practices so as to make employees access information easily, reduce stress, and on the whole make the whole work experience more pleasurable and fruitful. It is further suggested that employers should create policies and practices that encourage participatory decision making and improve the sense of employee ownership of business. This would further improve employees’ engagement with their roles and their requirements. However, a rider here is that the process of favourable job designing should factor in the cultural aspects of social life. Organisations are after all, a part of the overall societal framework and rules and norms should be in keeping with accepted cultural mores.

The results of the study also support the fourth hypothesis of the study that is, job involvement shall be a significantly negative predictor of turnover intention.

<table>
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<th>Table 4</th>
<th>Analysis of job satisfaction and job involvement as mediator variables.</th>
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<tr>
<td></td>
<td>Whether (direct path) &gt; (direct path under mediated condition)?</td>
</tr>
<tr>
<td>Psychological climate → job satisfaction → Turnover intention</td>
<td>Yes</td>
</tr>
<tr>
<td>Psychological climate → job involvement → Turnover intention</td>
<td>Yes</td>
</tr>
<tr>
<td>Job satisfaction → Turnover intentions → Organisational effectiveness</td>
<td>Yes</td>
</tr>
<tr>
<td>Job involvement → Turnover intentions → Organisational effectiveness</td>
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</tr>
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Theoretically, this implies that when employees get familiar with the nuances of their job responsibilities, they start relating themselves to it. Under the circumstances, they are involved with their in-role and extra-role requirements in equal measure. In such a situation, it becomes difficult for individuals to break from the routine and engage themselves in another workplace setting. Since these employees perceive themselves to be in a favourable position, they wish to maintain their status quo. As such, turnover intentions of these employees become low or negligible. This bears out Campbell and Campbell's (2003) contention that the job content facets of an individual’s work life form the most important group or organisational level contextual factor.

Turnover intentions reflect a degree of dissatisfaction and disenchantment on the part of the individual. Given the contemporary turbulence in the global economic environment, lack of proper information, rumours and negative anticipation may reduce job satisfaction and job involvement of employees. This may increase their turnover intentions and thus create a band of transient employees. In this connection, it is important for the management to maintain an open system of communication and promulgate shared decision making procedures so as to allay unexplained apprehensions, channelise employee attitudes and endeavours towards a more fruitful path of person-organisation goal congruence, and reduce turnover intentions through better policies and practices of human resource management.

Finally, the results of the data analysis procedures led to the acceptance of the fifth hypothesis that is, turnover intentions will have a significantly negative consequence on organisational effectiveness. As Roberts and Dowling (2002) and Fombrum (1996) note, the viability and survival of an enterprise depends on its attractiveness to its numerous stakeholders, not the least important of whom are its employees. In this connection, the management should promulgate processes and policies that project a positive work atmosphere as this would result in more satisfied and involved employees (Herrbach, Mignonac, & Gatignon, 2004). In doing so, the company not only takes care of its existing employees but also achieves the target of attracting and recruiting talented job applicants. After all, a company that is perceived to be prestigious conveys a positive image to its external stakeholders (Cable & Graham, 2000; Greening & Turban, 2000; McMillan & Deeds, 1998). However, the question that arises here is whether an externally positive image can be transformed into something that is equally positive internally. For this, managers have to work at various levels. At the individual level, employees have to be assured of person-job fit through proper responsibilities, realistic job perceptions, and an open and useful feedback system. At the unit-level, the company must promote inspirational leadership and positive group behaviour. Finally, at the organisational level the culture and the structure of the organisation need to be aligned so as to form a strong organisational ‘glue’. In this process, employees’ turnover intentions would be restrained and this would help the organisation retain its pool of talented human resources and utilise them to achieve greater levels of organisational effectiveness.

Limitations of the study

There are certain limitations to this study. First of all, the cross-sectional design of the research did not allow pure causal inference. A longitudinal research design would have been more appropriate. Also, since the data were based on self-reports, their analysis was limited due to inflation of the relationships between variables. However, a separate analysis conducted for common method variance rejected such apprehensions.

Future scope of research

The present study gave rise to certain issues that may be addressed by future research. First, the proposed model should be tested separately in manufacturing and service sector firms. This is because the immediate work environment in organisations differs significantly between these two sectors. Hence the predictive characteristic of psychological climate may vary across sectors. Second, the current study took into account two major attitudinal variables that is, job satisfaction and job involvement. Attitudinal variables have historically shown marked difference when grouped by gender. Hence separate models based on gender should check for the mediational capabilities of job satisfaction and job involvement. Attitudinal variables have historically shown marked difference when grouped by gender. Hence separate models based on gender should check for the mediational capabilities of job satisfaction and job involvement. Third, future researches may diagnose the model proposed in this study for cross-cultural validity so that the consequent implications have more generalisability. Finally, future studies may also take into account the construct of organisational citizenship behaviour which is a non-discretionary component of work.

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