SYNOPSIS

ROLES OF PERCEIVED EXCHANGE QUALITY AND ORGANISATIONAL IDENTIFICATION IN PREDICTING TURNOVER INTENTION

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Employee turnover has become a great challenge for organisations in general and HR managers in particular in today’s dynamic environment. Organisations may find value in adopting a participation-based approach instrumental in promoting organisational identification among their employees. Employees with a high sense of organisational identification may feel a high sense of loyalty and would have fewer propensities to leave. The paper explores whether the perceived quality of the leader-member exchange and the general environment of exchange could predict turnover intention. It further examines whether organisational identification can be considered a mediator in the relationship between quality of exchange relationship and turnover intention.

Since organisational identification is an affect anchored to the organisation as a whole, we posit that the general environment of exchange directed at the whole organisation is likely to have a stronger relationship with organisational identification compared to the perceived leader-member exchange directed at an interpersonal level. Similarly, for turnover intention (which is considered as being directed at the organisation level), the general exchange environment is expected to have a stronger relationship than the leader-member exchange quality.

We used three-step hierarchical linear regressions on a data set collected in two time waves. The general exchange quality was found to have a stronger relationship with organisational identification compared to the quality of leader-member exchange. However, we found that the quality of leader-member exchange had a stronger relationship with turnover intentions compared to the general environmental exchange.

In our view, the study clearly suggests that employee turnover can be reduced if an organisation can enhance the sense of organisational identification among its employees. It further suggests that managers and organisations need to make sincere efforts to manage quality exchange relationships not only at the interpersonal level but also at the organisational level, including peer-level, superior-subordinate-level, and system-level exchange of information, policies, as well as tangible and intangible rewards, including participation, empowerment, and recognition.

MULTI-CRITERIA MULTI-FACILITY LOCATION IN NIWAI BLOCK, RAJASTHAN

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Rural regions in India often suffer disproportionately when compared to urban areas in the access to basic health care and educational opportunities. The provision of multiple facilities has been identified as one of the means of stimulating development; in this context, facilities are considered—in the broadest sense—as amenities that provide a service to the population. A methodology was developed that took a selection of different facilities, and analysed them against multiple criteria based on the needs of the rural area of interest; the technique for doing this integrated a problem-structuring method with multi-criteria decision analysis. The output of this process provided an indication of the effect each facility had on each of the criteria in order to prioritise the facilities according to their level of importance. A facility location model was created and algorithms were developed to provide a solution for locating the facilities within an area according to these priorities. A case study was presented in order to demonstrate how the model can be used to support the micro-level planning process in a rural area. A selection of 45 villages from Niwai block in Tonk district, Rajasthan was chosen for the case study. Sixteen different facilities were chosen for the study, each falling into one of five broad groups: medical, educational, connectivity, agriculture, and drinking water. The model was set up using data obtained from local government offices and based on the opinions of the villagers gathered during the visit to the region.

The model was used to provide a solution for the location of new facilities so that all villages would have access to every amenity using as few facilities as possible. The number of required facilities for this scenario and the estimated costs of providing them were also presented.