

Research Issues of Exploring the Link Between Turnover Intention and Turnover Behavior with Organization's Motivation Profile

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Abstract. Employee turnover has always been a problem for both employees and employers. Replacing employees may be costly, both in recruiting and training employees to obtain satisfactory levels of performance over time.

The main theme discussed in the paper is turnover intention and its connection with organization's motivation profile. High levels of employee turnover may decrease the quality and stability of services that organizations provide and as a result, that will increase client dissatisfaction with the services provided by the organization. That's why it is very important for organizations to control their turnover percentage. The purpose of the study is to analyze the turnover intention based on key variables and connect them with organization's motivation profile. The main principal objectives in the research are: to differentiate factors that influence employee turnover; to reduce turnover by changing organization's motivation profile.

In the research as main methods content analysis, interviewing and case studies will be used. A survey will be conducted, questionnaires to collect information from respondents will be made. And as mentioned, for data collection case studies, interviewing will be used.

Keywords: employee turnover, turnover intention, turnover behavior, occupational variables, organizational variables, individual variables, organization's motivation profile, motivation factors.

JEL Classification: M12, M51.

Conference topic: Modern Business Management Problems and Perspectives.

Introduction

Different issues about the connection between motivation and employee turnover have always been discussed (Dahl, Smimou 2011; Crumpton 2013). One of the main keys for productive work and high profit are motivated employees and every manager knows that underestimating the importance of motivation can lead to a high employee turnover and just the opposite: if organization has strong motivation profile, package, benefit program, the percentage of employee turnover is low (Zhiqiang *et al.* 2013).

Various researchers have recently directed their attention towards employee work motivation as predictors for employee turnover. The importance of employee motivation that affects workers behavior has widely been recognized and organizations develop their motivation profile as organizational care of their employees (Joo 2010; Rahman, Nas 2013).

Lots of researches have been conducted to identify the predictors of turnover (MacIntosh, Doherty 2010; Kalemci, I. T., Kalemci, R. A. 2012). All the results of the researches are very important for managers and organizations in working with reducing turnover among employees. Number of findings from psychology, soci-

ology and economics have provided valuable insights into antecedents for employee turnover (Hokey 2007; Rahman, Nas 2013).

Every organization faces turnover of employees, some leave the company voluntarily, or the company discharge some of employees. Turnover has always been discussed in a negative shade, as it costs a lot and influences on the work productivity. When employee leaves, managers need time for his or her replacement: recruitment, selection, trainings (Rose, Gordon 2010; O'Halloran 2012). High turnover percentage is not good for the organization so the organization tries to retain their employees, motivate them with benefits to reduce costs. It is very difficult to predict turnover: managers can always guess about employee's thoughts to leave the organization, but never know for sure. And the period between employee turnover intention and turnover behavior is very important time for manager's actions before employee's final decision (Yin-Fah *et al.* 2010).

Employee turnover is one of the most widely analyzed areas in Human resource management as it has a significant role in productivity and success of the organization (Berry 2010; Shahzad *et al.* 2011; O'Halloran 2012). It is crucial to find factors influencing turnover intention. From lots of scientific researches we know

that employee turnover can be a result of occupational (e.g. skill level, experience, tenure, status), organizational (e.g. organization size, industry, job contents, working environments) and individual (e.g. pay scale, reward, advancement opportunity, job security, job involvement) factors (Hokey 2007; Pepe 2010).

For reducing the effect of this factors for employee turnover, managers must pay attention to the organization's motivation profile which consists of various factors that motivate employees to work and stay in the organization. Organization's benefit program, salary, insurance, corporate culture is a parts of organization's motivation profile. Turnover percentage and motivation profile connected with each other and if the profile is good, the turnover percentage in most of the cases is low, and if the turnover percentage is high, organization's motivation program probably needs changes (Malik *et al.* 2011; Crumpton 2013; Bester *et al.* 2015).

There are lots of scientific literature about turnover behavior and employee motivation, but there is little research specifically exploring the link between employee turnover and organization's motivation profile. The problematic points of the study is to discover the connection between them and try by changing organization's motivation profile decrease employee turnover in the organization.

Research

The object of the study is the turnover percentage. Content analysis, interviewing and questionnaire method will be used first to distinguish main factors that influence turnover intention. Also it is important to do turnover analysis of employees by studying the behavior of employees who quit their organization. On the other hand, organization's motivation profile will be analyzed; the components of the profile that motivate employees will be examined. With finding the reasons of turnover intention, turnover behavior can be predicted and with changing the motivational profile right, employees will not like to leave.

Further research issues

Finding the organizational, occupational and individual factors that influence employee turnover, the percentage of turnover can be controlled by changing organization's motivation profile. Researches in different companies will be done and the results will show which type of turnover intention is higher on average. Also, the research will continue in the way to know which factors of these three can be controlled more, and by changing organization's motivation profile which turnover intention can be more decreased.

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