

A Conceptual Study and Theoretical Framework of Demographic & Attitudinal Aspects and Their Effect on Employees Turnover & Early Retirement Intentions: A Mediating Role of Organizational Commitment

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Abstract

The intention of study is to explore the relationship between five Attitudinal Aspects (Perceived organizational support [POS], coworker support, career satisfaction, age-related stereotypes and organization commitment dimensions) and two organizational withdrawal intentions (Early retirement and turnover intentions). This study is based on the previous literature. Secondary data is used to establish the relationship among the variables. POS, coworkers support career satisfaction has a positive relationship with organizational commitment and Age stereotype has a negative relationship with organizational commitment. While organizational commitment has a negative relationship with turnover and early retirement intentions. By enhancing the organizational commitment of the employee's turnover intentions and early retirement intentions can be avoided. Organizational and coworkers support increases the feelings of organizational commitment.

Keywords: POS, age stereotypes, early retirement, organization commitment, Turnover intentions.

Paper type: Research paper

1.0 Introduction

Retention of older work force is valuable for the organization as well as the individual (Hofstetter & Cohen, 2014). There is no largely debated or written piece available about the factors that incite the intentions of older workers to leave the job or to think about early retirement (Holtom *et al.*, 2008). Early retirement and turnover, at any age, are organizational withdrawal responses that reflect the lower benefits for staying in a specific job as compared to leaving (Adams & Beehr, 1998). Early retirement intentions might be aimed towards improvement of personal life satisfaction while the turnover intentions for the career satisfaction by switching to different organization (Hofstetter & Cohen, 2014). The older work force prefers to retire than to make an effort to find a new job because opportunities are scarce for this age group. Organizations have to do something to retain its employees in the competitive labor market (Miller & Wheeler, 1992) especially concerning the women's because their turnover rate is considered to be higher than men (Schwartz, 1989). There is couple of studies that focused on work experience characteristics variables as predictors for early retirement intentions and turnover intentions (Heilman *et al.*, 2008). The possible variables in the organizational context that shows subjective perception are: Demographic (age, education and job tenure), perceived organization support (Rhoades & Eisenberger, 2002), coworker support (Humphrey *et al.*, 2007) age stereotypes (Hassell & Perrewe, 1995), career satisfaction and organizational commitment.

Mowday (1998) argues that Perceived organizational support (POS) is being recognized as an important resource by the management in the modern business world, especially in services sector. Employees perceive support as much as the organization design the employees benefit schemes which includes reward for employees, employees welfare programs. It also provides them opportunities to take part in major organizational decisions. Such type of support will help to mold employee's attitudes in the organization (Ali, 2010). Generally, Employers value the employee's loyalty and dedication to their work. The employees attached emotionally to the organization show the greater performance, less absenteeism and have a less intentions to quit or retire from the job. (Meyer & Allen, 1997).

Even in the last decade, various organizations perhaps influenced by the stereotypes concerning the age and the myths of older employees' lower expected return on investment (Brooke, 2003) – have backed up early retirement as a strategy to meet the eventuality of the labor market. A study perception of various age groups, conducted by Garstka *et al* (2005) analyzed that both older and younger work force knows that they are discriminated against other age groups. The common stereotypes concerning to older worker force are that the older employees are waiting for the retirement (Gaillard & Desmette, 2007); They more resist in applying new

technologies because they are less trained, and take much time to process the information (Rosen & Jerdee, 1976). Although most of the research focus on the negative stereotypes but some research shows both young and older workers to display a positive attitude towards the older workers with respect to some characteristics it involves, the older workers are always willing to help (Chasteen, *et al.*, 2002).

Social relations of work setting are also the important predictors of the favorable outcomes such as job satisfaction, increased productivity and well-being (Hodson, 1997). The present study also focuses on coworker support. Employee's commitment to their customers may highly increase as they perceive higher level of their co-workers support (Susskind *et al.*, 2003). Shanock and Eisenberger (2006) argues that the perception of co-worker support also has an impact on employee performance, rate of absenteeism and their intentions to quit the organization.

2.0 Literature Review

2.1 Attitudinal Aspects

2.1.1 Perceived Organization Support (POS)

Workers commitment and their feelings towards the organization show the degree to which they perceive the environment of the organization is to be supportive (Hofstetter & Cohen, 2014). "Perceived organizational support refers to the degree to which an individual believes that the organization cares about him/her, values his/her input and provides his/her with help and support" (Erdogan and Enders, 2007: page number). Perceived organization support refers a belief developed on the part of employee's regarding their organization, at extent to which the organization values their contribution (Eisenberger *et al.*, 1986), care about their well-being being (Aselage & Eisenberger, 2003), treated fairly in procedural matters (Masterson and Stamper, 2003) and available developmental experiences (Wayne *et al.*, 1997). All these beliefs back the concept of organizational support theory (Rhoades and Eisenberger, 2002).

Eisenberger *et al.* (1986) finds that according to the organizational support theory, employee's attitude is based on the support that they perceive from the organization. If employees perceive more support from the organization, they will develop a more positive attitude towards the organization. Increased perceive support from the organization reduce the rate of absenteeism, increased performance and citizenship behavior (Eisenberger *et al.*, 1990).

Social exchange theory believes that POS has a positive relationship with the organization commitment (Eisenberger *et al.*, 1990; Wayne *et al.*, 1997; Rhoades *et al.*, 2001). As a result of organizational support, the feelings of goodwill are generated in an employee towards the organization. A strong bonding is developed among the employees and the employer. The employees feel a heavy responsibility to pay back to its organization through the rule of exchange (Eisenberger *et al.*, 1990).

2.1.2 Age Stereotypes

Age discriminations are not only specific to the older employees but it can affect the employee of any age: a middle age employee can be criticized for failing to achieve a career level believed "appropriate" for age (Arrowsmith & Goldrick 1997: 277). Age discriminations can adversely affect and individual psychological and economic well-being. The permanent retirement decision can badly affect someone's economic condition for the rest of life (Chou & Chow 2005: 234).

Widespread age stereotypes in the organizational environment may affect the older work force's professional life in many aspects including job security, assignment and promotions (Walker, 1999). Wang & Shultz (2010) argues that the age stereotypes may create a social pressure on an older worker force to make early retirement decision.

A phenomenon known as stereo type threat in which people feel fear of being judged on the heart of negative stereotypes (Steele & Aronson, 1995), stereo type threat can be a major cause of anxiety, which negatively affect the employee performance. Hess, *et al.* (2004) finds that negative stereotypes have a negative impact on the performance memory tasks of older adults.

A person may hold the both positive and negative age related stereotypes at the same time (Kruse & Schmitt, 2006). Older work force are not always rated with negative stereotypes. Which includes, older work force are assumed more reliable and loyal to the organization (Taylor & Walker, 1994). Other positive attributes related to the older work force include wisdom, integrity and experience (Kornadt & Rothermund).

The older work force are negatively rated concerning their competence .which includes that they are supposed to be less capable and less skilled as compared to the younger work force (Mathieu & Desmette). Different studies also question the ability to develop, learn and motivation of older work force. Which includes, older work force is assumed as waiting for retirement (Gaillard & Desmette, 2007); resist the new technology and ideas, and difficult to train (Rosen & Jerdee, 1976).

2.1.3 Coworker Support

Coworkers, by their supportive or unsupportive behavior can make work place environment pleasant or unpleasant to spend time (Bateman, 2009). Coworkers are those employees that workers have to contact to them

on daily basis while performing your job (Bateman, 2009). Coworker support is referred the extent to which employees believe that their coworkers are ready to support them to perform their duties (Arora, 2013). Zhou & George (2001) argue that assisting one another by sharing knowledge and expertise is also a type of Coworkers support.

Co-workers' social support defined by the McGrath (1992) that the interest of the workers to support their co-workers in social matters, which includes care other co-workers, establish warm relationships, avoid gossiping and appreciate on good work. Hodson (1997) argues that social relations in work environment can play an important role to improve job satisfaction, performance and wellbeing.

Maloney and Lillis (1997) identify four type of social support that employees demand from their co-workers: emotional support (helpful, sympathy), instrumental support (providing materialistic support), informational support (advising in making decisions to solve the problem), and appraisal support (assisting self-evaluation).

McGuire (2012) indicates that the women than the men have more close ties of support. Women are proving more supportive coworkers as compared to the men and more like the work setting friendly relations and their emotional benefits (Glass & Camarigg, 1992).

However there is a contradiction about the views regarding the positive affect of coworker support on workers performance, it might viewed political, so it is not always associated with constructive work attitude (Ibrahim, 2014). Bateman (2009) states that the person accepting the support from their co-workers may be considered incompetent. The negative views about the co-worker support are based on a perception that, all the peers are considered equally competent, and one who accepts the support has a lack of ability and competency (Ng & Sorenson, 2008).

2.1.4 Career Satisfaction

Career is defined in different ways by various scholars. In the case of development, career refers to the employee progress and success during the job in an organization (Werner p.384). Career success is "the positive psychological or work-related outcomes or achievements one accumulates as a result of work experiences" (Kraimer, 1999, p. 417). According to the Judge *et al* (1995) career success is an occupational outcome that a person achieves over a period of time.

The level of Career satisfaction may another important predictor of individual intentions to leave the organization and intentions to retire early (Hofstetter & Cohen, 2014).

Greenhaus *et al.*, (1990) define the career satisfaction as a degree to which an employee is satisfied with its progression in achieving career goals. Employee's personal goals are difficult to achieve without the material and social support resides in goal specific environment which is an important predictor of career satisfaction (Barnett & Bradley, 2007).

Career satisfaction is measured by subjective career success that is defined as individual achievements in career and how much satisfied with these achievements (Judge *et al.*, 1995). Subjective career success is related to the individual personal assessments that What he/ she have achieve in the past and what are their future projections regarding the career goals (Melamed, 1996), and compare his/her success with self-established standards and ambitions (Boudreau *et al.*, 2001).

Subjective career success refers the intrinsic and extrinsic aspects of individual's satisfaction of their career. Korman *et al.* (1981) identify that the past research shows that somebody who is extrinsically successful in objective career aspect which includes salary and work status, does not feel the satisfied with accomplishments.

Extrinsic career success comes from apparent and tangible outcomes such as salary and status (Beyer & Trice, 1985). Three general criteria used to rate extrinsic satisfaction is Pay, number of promotions or up gradations and work-related status (Judge & Kammeyer-Mueller, 2007). Intrinsic success is an appraisal of success by an individual which includes life satisfaction, career and job (Judge *et al.*, 1995). Intrinsic career success can be assessed by a subjective comparison rating in which one's satisfaction is compared with one's career (Judge & Mueller, 2007).

2.2 Demographic Aspects

Demographics as define by Kotler and Armstrong (2001 p. 94) is the "study of different social aspects of human population which includes profession, gender, age, geographical location, density and its size". According to Mottaz (1988) finds that demographic variables have indirect effect on work reward and work values. Studies report that employees side bets can increased by personal or demographic variables which includes age, organizational tenure, qualification, gender and marital status (Hrebiniak & Aluto, 1972).

2.2.1 Age

The studies conducted to establish relationship between age and organizational commitment, states that age has a positive effect on employee's organizational commitment. Older work force does not prefer to change employment and with the passage of time they become reluctant in shifting organization (Mayer & Schoorman,

1998: 15-28). Possibly, as the employee grow and gain experience from the organization, individual develop a conservative attitude and feelings of commitment towards its organization. To prove this significant relationship between age and organization commitment Alutto and Hrebiniak (1973: 448-454) reports a study in which older employees were found more committed to their organizations in contrast of their compared young one.

2.2.2 Education

Employee's level of education is considered an imperative demographic variable (Eskildsen *et al.*, 2004). Employee's level of education and the type of contract (long term or short term) determine the level of organizational commitment. The employees who have signed a short term contract not expect to have "sunk cost" as compared to the signee's of long term contract. Similarly the person with the higher level of education enjoys exploring more job opportunities (Allen & Meyer, 1996).

In light of the efforts of researchers who were to establish the relationship between employee's level of education and organizational commitment, the results revealed that it is contradictory and inconclusive. For example, some researchers came to the conclusion that there is a negative relationship between education and commitment. This means that highly educated employees have a low commitment towards the organization (Bateman & Strasser, 1984). While some researchers have also shown the other side of the picture. For example Gallie and White (1993) states that employee with the higher level of education shows the high task commitment. However, Iqbal (2010) in his study conducted in Pakistan establish a negative correlation between employee education and its organizational commitment.

2.2.3 Jon Tenure

Job tenure is most commonly cited correlates of organizational commitment. Different studies (Dunham *et al.*, 1994) and Meta- analysis of Mathieu and Zajac's (1990) which includes 38 samples and 12290 subjects shows the positive relationship between organizational tenure, affective and continuance commitment. A study conducted by Shoemaker *et al.* (1977) to investigate the relation between organizational tenure and organizational commitment among the federal and state level forest rangers shows a positive relationship between tenure and commitment at the both level of forest rangers.

2.3 Organizational Commitment

Organizational commitment can be traced back from 1950s when it was introduced as the field of organizational Behavior and it has been a large matter of interest in every era. (Aryee & Heng, 1990). Mowday (1998) describes some favorable advantages of organizational commitment such as reduction in employee's absenteeism and turnover, improve performance and organizational effectiveness.

Organizational commitment can be express as the intensity of individual attachment with its organization (Cooper & Robertson, 1998). Mowday *et al.* (1982) defines the organizational commitment as someone's personal feelings about its organization as a whole. The employees psychologically ties with an organization and align their goals and values with the organizational goals and values, behavior investments in the organization, and possibly wants to remain with its organization. Organizational commitment according to the Porter *et al.* (1974) is the "strength of an individual's identification with and involvement in a particular organization" (p35).

Salancik and Staw (1977) divided the organizational commitment into two aspects. First is attitudinal commitment and second is behavioral commitment. Attitudinal commitment is employees known by its organizational goals and values and has a desire to stay with its organization (Porter *et al.*, 1974). Behavioral commitment is the past behavior of employees play a significant role in the attachment of employees with its organization. A three component model of organizational commitment developed by Meyer and Allen (1991) is most frequently used theory of organizational commitment (Boer & Dick 2013).The concept of organizational commitment is divided into three separate forms of Affective commitment, Continuance commitment and normative commitment (Meyer & Allen,1991).

Affective commitment shows the level of emotional attachment of employees with the organization, involvement and identification with the organization. The employees with the higher level of affective commitment willingly remain with the organization (Allen & Meyer 1990, 1-3.). Affective commitment is based on desire. Affective commitment shows the strong relationship with positive work behaviors which includes organizational citizenship behavior and less absenteeism and as a result most of the three components model research focused on affective commitment (Meyer *et al.*, 2002).

Continuance commitment refers to a relation with the organization based on the cost that a person has to bear on the leaving of an organization. Employee remains with the organization till he needs, due to lack of alternative employment opportunities, has a fear of loss in income or in retirement related benefits (Meyer *et al.*, 2002).Therefore, accounting the higher cost of leaving the organization, employees having the high continuance commitment remain in the organization because they cannot afford quit from the organization .The time a resources that employees have used in learning a skill that is specific for an organization or a period of time or no better employment opportunities becomes the primary antecedents of continuance commitment (Garcia-

Gabrera & Garcia-Soto 2012).

Normative commitment refers to “a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization” (Meyer & Allen, 1991, p.67). It is suggested that normative commitment is influenced by an employee past (before joining the organization) and current (after joining the organization) experiences. The past and current experiences indicate that organizational socialization as well as socialization exist in the society or in the families affect the employee’s normative commitment (Boer & Dick, 2013).

2.4 Turnover Intentions

Turnover intention refers to the possibility of an individual to leave its current organization or permanent withdrawal from an organization willingly (Radzi *et al.*, 2009; Griffeth *et al.*, 2000). Typical job turnover refers to “quit from any job in any duration” (Feldman, 1994, p. 287). Schwepker and Jr (2001) define that turnover intentions is a psychological reasoning of an employee who either wants to remain with its organization or wants to quit. According to the Lycons (1971) reasoning, turnover intention is a conscious and careful decision that a person makes to quiet the organization with its will.

As the competition increases in labor market, Organizations and employers have to take steps to keep its work force in hand (Miller & Wheeler, 1992). This phenomenon is more concerned to the women because the rate of women’s turnover is found to be higher than the men (Schwartz, 1989) that’s why turnover is a much studied phenomenon now a day (Yousaf, 2008). Considering the importance, researchers have focused their attention on the employee who quits the organization instead of who are entering in it (Price, 2001)

There are three particular elements associated with the term of turnover intentions according to the withdrawal perception process. First, Thoughts about to leave the organization, second, Intent to search for another job in some other organization and third, then intent to leave the organization (Carmeli & Weisberg, 2006).

However, actual turnover is different from intentions to leave (Addae *et al.*, 2006). Empirical studies show that actual turnover behavior can be best predicted by the turnover intentions (Griffeth *et al.*, 2000; Price, 2001). The actual turnover behavior has a strong and significant positive relationship with turnover intentions (Samad, 2006). Radzi *et al.*, (2009) argue that this significant positive relationship back the attitude behavior theory, which holds that an individual’s intention to perform a specific behavior is the immediate determinant of the actual behavior.

2.5 Early Retirement Intention

Retirement refers to the separation of older workers from the organization as it opens the new positions and career options for the younger breed (Wendell L. French, p.284). Retirement is defined as “the exit from an organizational position or career path of considerable duration, taken by individuals after middle age, and taken with the intention of reduced psychological commitment to work thereafter” (Feldman, 1994, p. 287). As Feldman (1994) indicates that the concept of retirement has been changed. Retirement is no longer means that a worker is in no work situation. Now retirees work full or part-time in the same job, employed in a new job, career or industry (Lawson, 1991).

Petters and Asuquo (2008) define the retirement intentions as what somebody is planning regarding to the retirement. There are five types of retirement intentions or retirement patterns identify by Guillemard (1982). The intentions or patterns are:

First, Professional activities are reduced for the nourishment of creative activities (artistic skills, hobbies) and cultural perfection.

Second, Withdrawal- say good bye to the social activities at extreme level.

Third, Retirement to register the protest cause of some sort of political interference.

Fourth, Leisure retirement-This type of retirement pattern is provoked by different leisure activities (base ball matches, theater shows, holiday visits) with the stress on consumption.

Fifth, Acceptance retirement-employee accept the traditional values of retirement.

There are two opposing retirement intentions or patterns identify by Snow & Havighurst (1977) associated with effective adjustments.

Maintainers

Transformers

The maintainers keep engaged their self with professional activities by doing the part- time work or bridge employment after official retirement. Such type of retirees adds up their work with leisure activities. While on the other hand transformers adopts a new life style by reducing the professional activities after retirement. Transformers after retirement start keeping interest and indulged in non-professional activities such as politics or community affairs, adopting different hobbies or travel.

3.0 Theoretical Framework

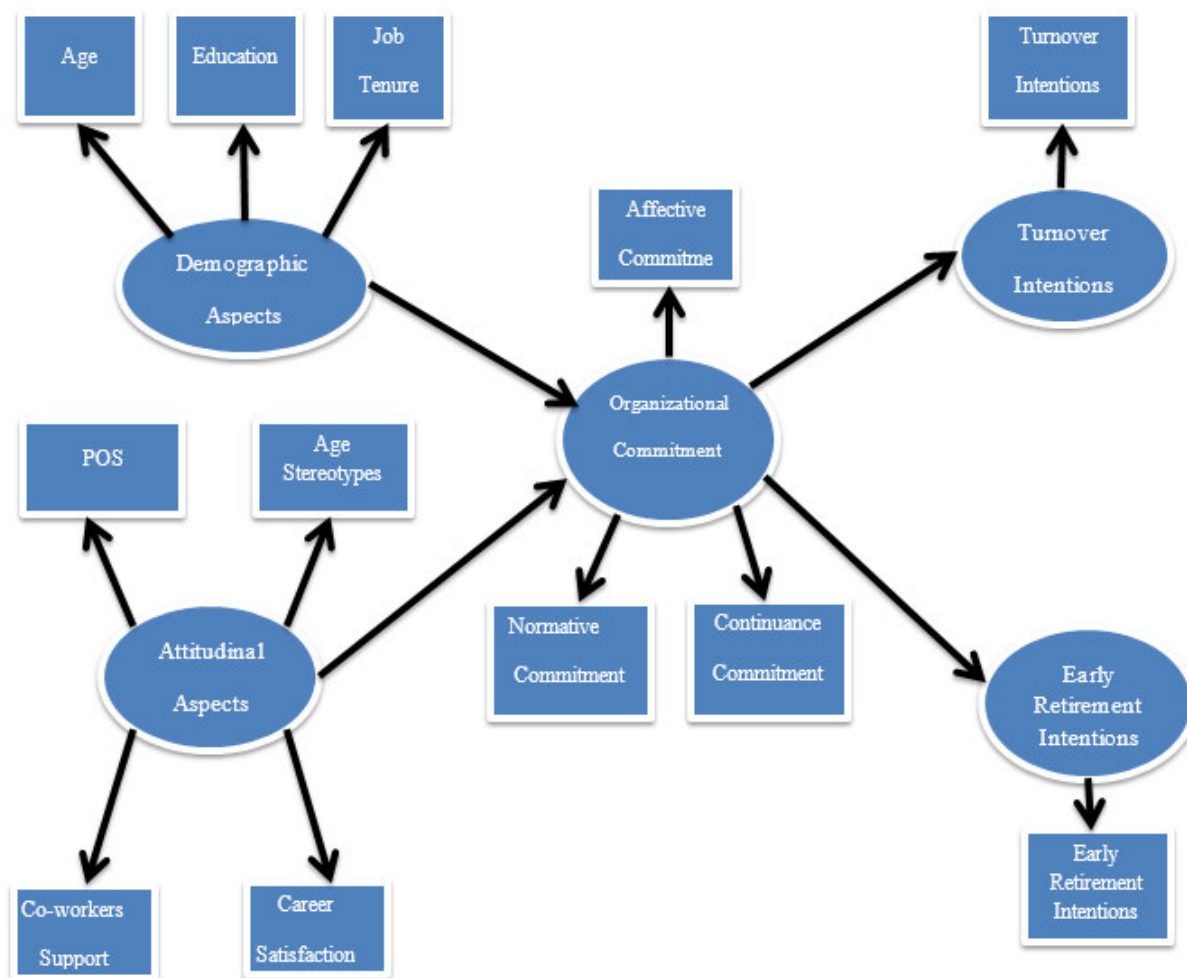


Figure-1

4.0 Methodology

The aim of writing this paper is to analyze and investigate the impact of different work experience characteristics (Perceived organizational support [POS], coworker support, career satisfaction, age-related stereotypes and organization commitment dimensions) on organization withdrawals. The research model is developed after the thorough study of relevant literature. Secondary data is used to justify the developed model which has been collected after studying various research papers and will be analyzed with the help of literature reviews.

5.0 Discussion

Previous literature establish the fact that withdrawal form job particularly retirement intentions and turnover intentions may be influenced by various factors (health, Financial etc.) but in this research our prime focus is to highlight the role of other work environment variables that can force an employee to quit.

POS increases the affective organizational commitment by satisfying the emotional need which includes the association and emotional support (Armeli *et al.*, 1998). Thibaut & Kelley (1967) elucidates the relationship between employee's organizational commitment and POS at work by using the social exchange theory. Previous research (Eisenberger *et al.*, 2001) shows the connection between POS and organizational commitment (Pack, *et al.*, 2007). A survey, conducted by the Onyinyi (2003) among the health workers to explore the relationship between Perceived organizational support and organizational commitment. He finds a weak but significant association between the two variables. In a study of radiographers' in South African hospitals find that radiographers' organizational commitment is positively influenced by POS (Makanjee *et al.* 2006).

Evidence proposes that older work force is usually more productive, because they have higher levels of organizational commitment and loyalty (Brosi & Kleiner 1999: 101).

The co-worker's support and supervisor's support to the newcomers in the organization has a positive

impact on organizational commitment while having a negative impact on their turnover intentions (Nelson & Quick 1991). Artlett's (2001) finds that more supported employees by their coworkers and supervisors were more affectively committed to the organization.

Lane (1993) finds a positive relationship between career satisfaction and organization commitment and negative relationship with turnover intentions.

A meta-analysis conducted by Mathieu and Zajac (1990), after the analysis of 41 samples and 10335 subjects the conclusion of the study was there is a significant positive correlation between employee age and its commitment with the organization. Allen and Meyer (1990) also investigate the relation between age and affective commitment and establish a positive relationship. In a study of 6584 nursing home employees Karsh *et al.* (2005) concludes that older employees of the organization showed a high level of continuance commitment as compare to the younger employees. Moreover, employees of a higher age group own the more sense of organizational commitment as compared to the new comers of the organization. Furthermore this commitment is also backed due to different financial benefits which include allowances, funds, pay and pension (Nawaz & Kundi, 2010).

Mannheim *et al* (1997) finds demographic factors which includes gender, marital status, age and education significantly correlated with organizational commitment.

A study of 290 non-management employees which include nurses, cardiopulmonary specialists, radiologists and clerks directed by Gregersen (1993) shows a positive correlation between the organizational tenure and organizational commitment which was measured through adapted form of Occupational Commitment Questionnaire. A study of Santos and NotLand (2006) also establish a positive significant correlation between organizational job tenure and commitment.

The study conducted by Mueller and Price (1990) finds that organizational commitment is strongly correlated with turnover intention. Past research (Ohana & Meyer, 2011) shows the fact that organizational commitment can be a major originator of turnover intentions (Williams & Hazer, 1986). According to the Perryer *et al.* (2010), organizational commitment and POS are significant predictors of turnover intentions. The employees who show the higher commitment towards the organization are happy at their job and don't like to spend time away from their job and less expected to leave the organization (Mowday *et al.*, 1979). Carbery *et al.* (2003) studied the sample of 89 hotel employees and the results show that organization commitment is more responsible for turnover intentions than the job satisfaction. Stumpf and Hartman (1984) reports a significant relation between the organization commitment and turnover intention. Sager and Johnston (1989) analyzes the behavior of sales employees and observes that the higher perceived organization commitment dramatically reduces the job hunting behavior.

Affective organizational commitment is one of the three variables that come under the umbrella of work role attachment theory (Adams *et al.*, 2002). The Adams *et al.* (2002) finds that there is a negative relationship between organizational commitment and retirement intention. A study by Taylor and Shore (1995), reports that a worldwide measure of organizational commitment was positively related to planned retirement age which conceptually makes it negatively related to the early retirement decision.

6.0 Conclusion

The conclusion of this research is based on the previous literature and results which significantly shows that work experience characteristic has a great influence on employee decisions to withdrawal from job. Perceived organizational support shows a positive attitude towards the organizational commitment. A supportive work environment provided by the organization will increase the commitment and sense of obligation. A higher level of perceived organizational support will also help to minimize the efforts of turnover and early retirement. Supportive coworkers and an environment free from age related stereotypes from both sides (old and young) will help to create a strong bonding among the employees and towards the organization. In such a supportive environment by the coworkers will make the employees more committed with the organization and it will be very difficult for an employee to leave. It is also a noted fact that employee's career satisfaction can play a vital role in withdrawal decisions. Highly satisfied employees with their career will be highly committed with the organization having less intentions to turnover and early retirement.

6.1 Research Implications

Employee's dissatisfied behavior leads them towards the intentions to quit the organization or to retire early from the job. It's a primary responsibility of the management to control the turnover intentions and early retirement intentions as much as possible because it is linked with the cost (Schyns *et al.*, 2007) There are no such types of profit or loss statements that can cope the "cost of voluntary turnover" (Holtom *et al.*, 2008, p. 236). This can only happen when management provide a supportive environment and takes care of employees well beings. To create such environment management should aware the employees that organization cares about

them and will be ready to provide a support in time of their need. Management should arrange the activities to increase the level of assistance and trust among the employees.

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