

RESEARCH PAPER

Evaluation of the Association between Organizational Commitment and Turnover Intention in Automobile Industry: An Exploratory Study

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ABSTRACT

The automotive sector is ever-evolving and under pressure, and because of globalization, administrative pressure to improve human resource efficiency has intensified. Employee turnover intentions are prejudiced by numerous factors. The key elements that influence employee turnover intention include trust, work-life balance, job satisfaction, organizational commitment, and managerial support. The purpose of the study was to evaluate the outcome of organizational commitment on turnover intentions among the employees of automobile sector. Total 774 employees were selected for the data collection from vehicle assembly, engine assembly of paint shop of Bajaj Auto Limited SIDCUL, Pantnagar. The results revealed that there is a significant and negative relationship between turnover intention and affective commitment ($\beta = -0.947$), turnover intention and continuance commitment ($\beta = -0.589$) and turnover intention and normative commitment ($\beta = -0.512$). It can be concluded that employees who were having higher organizational commitment and job satisfaction in automobile sector are less likely to depart their job and it can decrease the turnover intention in automobile industry.

HIGHLIGHTS

- ① Studied organizational commitment's effect on turnover intentions among 774 Bajaj Auto Limited employees.
- ① Higher commitment and job satisfaction reduce turnover in the automotive sector.
- ① Turnover influenced by trust, work-life balance, job satisfaction, and managerial support.
- ① Affective commitment ($\beta = -0.947$), continuance commitment ($\beta = -0.589$), and normative commitment ($\beta = -0.512$) negatively correlate with turnover intention.

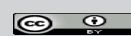
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According to 2022 data, India's automobile sector ranks fourth globally in terms of both output and valuation. As a result, it is crucial to the expansion of the Indian economy. Twenty-two percent of the nation's manufacturing GDP is derived from this industry. It is currently the seventh-largest automobile manufacturer in the world and produces passenger cars, two-wheelers, three-wheelers, and commercial vehicles. India is the third-largest vehicle

market globally in terms of sales, according to data from Economic Times Auto, 2023. An important part of the Indian economy, the automobile sector generates a large amount of industrial output, jobs,

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and export revenue. Two-wheeler sales in India increased from 15,862,087 units in 2022 to 16,999,920 units in 2023, indicating positive development. This expansion shows that the two-wheeler market is rebounding, which is indicative of a reviving economy and rising consumer demand for personal transportation options. Forecasts for 2024 show that sales will rise even more, reaching 17,843,445 units, suggesting that the trend will continue to rise. A growing number of young people, urbanization, and the necessity for reasonably priced mobility are perhaps some of the elements contributing to this positive trend. One of the biggest industrial and economic forces in the world is the automobile manufacturing sector. The Indian automobile industry involves a vast amount of human resources. Employee contributions and support are essential for organizations to attain high performance and productivity levels. The concept of employee job happiness has been extensively studied in a number of literatures since few professionals and academics think it can influence employee turnover and productivity.

Organizational commitment and turnover intentions provide serious problems for businesses in cutthroat sectors, such as the Indian auto industry. Turnover intention can be defined as behaviour that causes someone to leave the company, whereas turnover is thought to be the actual act of leaving the company. Turnover intention, the inclination and readiness to quit one's job or one's occupation has been shown to be the most reliable measure of turnover itself (Griffeth *et al.* 2000). The rate of employee turnover has been a crucial management problem (J. Park and Min, 2020). Reviews that employ meta-analysis showed that attitudes and sentiments are accurate forecasters of action (Böckermann and Ilmakunnas, 2004). In addition to interfering with work flow and efficiency, high turnover rates and a lack of commitment result in significant expenses for hiring, training, and lost productivity. High job satisfaction workers are supposed to be dedicated to the company, but it's crucial to understand how these workers concerning the organization's membership status. Many organizations' human resources departments and managers in general are now focusing on the idea of organizational commitment as a predictor of employee retention. (Idris, 2014). For instance, a key accountability of

human resource (HR) managers is to recognize the elements that create employee commitment, and then to use that knowledge to leverage the retention of employees and efficiency (Steel, Griffeth, and Hom, 2002). Job satisfaction and organizational commitment are crucial if a business wants a highly motivated, creative, and productive human resource. It goes without saying that both intention and actual turnover can be prevented by high degree of employees' job satisfaction and organizational commitment. It is impossible to meet every employee's requirement and expectation because every worker has different requirements and expectations. Keeping the above facts in mind this study was planned to examine the impact of organizational commitment on turnover intentions among the employees of automobile sector.

MATERIALS AND METHODS

Selection of locale

Bajaj Auto Limited (BAL) SIDCUL, Pantnagar was purposively chosen for this investigation. The BAL industry was founded in 2007 in Pantnagar, and it occupies about 60 acres. In essence, this industry is an assembly plant.

Selection of samples

For the present study total 774 employees were randomly selected from vehicle assembly of paint shop of Bajaj Auto Limited SIDCUL, Pantnagar.

Measurement of Psychosocial Parameters

Organizational Commitment: By identifying three components of organisational commitment, Meyer and Allen (1993) provided an alternative viewpoint that is popular as the Three Component Model.

- (i) Affective Commitment
- (ii) Continuance Commitment
- (iii) Normative Commitment

Some alternate ways to characterise these three elements of commitment are as follows: (i) emotional bonds (affective commitment); (ii) the consequences of quitting, such losing seniority or alluring perks (continuance commitment); and (iii) the individual's personal ideals (normative commitment) (Brief, 1998). Meyer and Allen (1993) created an eighteen-

item scale to gauge participants' dedication to their organisations. Affective, normative, and continuation commitment were the three subscales. Every one of these subscales was measured as five points i.e. "Strongly disagree" to "Strongly agree".

Turnover Intention: The turnover intention measure was developed by Camman *et al.* (1979). This three-item scale asks about the choice of job. Participants were asked to assign a rating to the degree to which each statement accurately characterized them. On a five-point scale, the response possibilities were (1) "extremely disagree" and (5) "extremely agree."

Statistical analysis of data

Appropriate statistical techniques, including multiple regression analysis, weighted mean, and percentage (%), were used to analyze the data.

RESULTS AND DISCUSSION

1. Measurement of Organizational Commitment

(a) Affective Commitment

The first part of organizational commitment was related with the affective commitment. The data pertaining to the happiness of the employee to spend the rest of their career with BAL, Pantnagar revealed that more than half of the employees were agreed for this whereas 10.21 per cent employees reported that they were strongly agreed and total 19.12 percent employees said that they were slightly agreed. Further, very few i.e. 3.48 percent employees were undecided and only 1.03 percent employees were slightly disagreed for spending the rest of their career with the same organization. With reference to the feelings of employees regarding organization's problem as their own, the data revealed that majority of employees (87.59 percent) were strongly agree followed by 8.26 percent employees who were agree, 3.87 percent employees were slightly agree and 0.25 percent employees were undecided about this aspect. According to Faloye (2014), an organization's overall stability—both in terms of production and financial viability—is maintained when it is able to hire, train, and then retain skilled workers. Apart from this, total 57.36 percent employees reported that they were strongly disagree for not having a strong sense of

"belonging" to their organization, 32.69 percent employees said that they are disagree and 8.14 percent employees were slightly disagreeing with same whereas, only 1.16 percent of the employee were undecided in same aspect. Negligible number of employees i.e. 0.26 percent was slightly agreed and again 0.39 percent employees were strongly agreed for not having a strong sense of belonging to their organization. The data pertaining to the feeling of employees for having no emotional attachment with their organization revealed that 41.86 percent, was strongly disagreed followed by 39.02 percent employees were disagree, 17.31 percent employees were slightly disagreed, 0.65 percent employees were undecided, 1.16 percent employees were slightly agree and 0.39 percent employees were strongly agree respectively.

Along with this, most of the employees of Bajaj Auto Limited, Pantnagar (56.33 percent) were of the opinion that they were strongly disagree for not feeling like "part of the family" at their organization and 32.95 percent employees reported that they were disagreed for the same. It was followed by 8.91 percent employees who were slightly disagreed and only 0.26 percent employees were undecided for not feeling like "part of the family" at their organization. Very little number of employees (0.26 percent) of the employees was slightly agreed and 0.39 percent employees were strongly agreed for the same.

When enquired about the opinion of employees that organization has a great deal of personal meaning for them majority of the employees (63.82percent) were reported that they were agreed, 19.38 percent employees were slightly agree and total 11.37 percent employees were strongly agreed. Whereas, 19.38 percent employees reported that they were undecided, 1.68 percent employees had the opinion that they were slightly disagree and only 0.65 percent employees said that they were disagree for the same.

(b) Continuance Commitment

The second part of organizational commitment scale was related with the continuance commitment scale. The data pertaining to the right now, staying with my organization is a matter of necessity as much as desire revealed that 43.80 percent of the employees were strongly disagreed for this whereas

Table 1: Perception of Employees regarding Affective Commitment

Statements	Strongly disagree	Disagree	Slightly Disagree	Undecided	Slightly Agree	Agree	Strongly Agree	Weighted Mean	Rank
I would be very happy to spend the rest of my career with this organization.	—	—	8 (1.03)	27 (3.48)	148 (19.12)	512 (66.14)	79 (10.21)	5.810	5
I really feel as if this organization's problems are my own.	—	—	—	2 (0.25)	30 (3.87)	64 (8.26)	678 (87.59)	6.832	6
I do not feel a strong sense of "belonging" to my organization. (R)	444 (57.36)	253 (32.69)	63 (8.14)	9(1.16)	2(0.26)	—	3 (0.39)	1.558	1
I do not feel "emotionally attached" to this organization. (R)	324 (41.86)	302 (39.02)	134 (17.31)	5 (0.65)	6 (1.16)	3 (0.39)	—	1.806	3
I do not feel like "part of the family" at my organization. (R)	436 (56.33)	255 (32.95)	69 (8.91)	9 (0.26)	2 (0.26)	—	3 (0.39)	1.576	2
This organization has a great deal of personal meaning for me.	—	5 (0.65)	13 (1.68)	24 (19.38)	150 (19.38)	494 (63.82)	88 (11.37)	5.782	4

52.58 per cent employees reported that they were disagreed and only 3.10 percent employees said that they were slightly disagreed. Further, 0.26 percent employees were slightly agreed and 0.26 percent employees were agreed for right now, staying with my organization is a matter of necessity as much as desire.

With reference to the feelings of employees for it would be very hard for them to leave the organization right now, even if they wanted, the data revealed that majority of employees (48.32 percent) were disagree followed by 42.38 percent employees were strongly disagree, 5.17 percent employees were slightly disagree, 0.78percent employees were undecided, 0.78 percent employees were slightly agree, 1.29 percent employees were agree and total 1.29 percent employees strongly agree respectively.

Apart from this, total 43.41 percent employees reported that they were strongly disagree for too much of their life would be disrupted if they decided that they wanted to leave their organization now, 45.61 percent employees said that they were disagree and 5.94 percent employees were slightly disagree whereas, only 0.78 percent of the employee were undecided in same aspect. Very few numbers of employees i.e. 1.42 percent was slightly agreed and only 1.55 percent employees were strongly agreed for the same aspect. With reference to the feelings of employees for having too few options

to consider leaving this organization, the data revealed that majority of employees (71.45 percent) were disagree followed by 8.91 percent employees were strongly disagree, 14.73 percent employees were slightly disagree, 2.71 percent employees were undecided, 1.68 percent employees were slightly agree and 0.52 percent employees were agree respectively.

The data pertaining to the feeling of employees for if they had not already put so much of themselves into this organization, they might consider working elsewhere revealed that 45.48 percent were disagreed followed by 41.09 percent employees were strongly disagree, 7.75 percent employees were slightly disagree, 0.78 percent employees were undecided, 1.81 percent employees were slightly agree, 1.55 percent employees were agree and 1.55 percent employees reported that they were strongly agreed respectively. Along with this, very few employees of Bajaj Auto Limited, Pantnagar (0.78 percent) were of the opinion that they were slightly disagree for one of the few negative consequences of leaving this organization would be the scarcity of available alternatives and 1.55 percent employees reported that they were agreed for the same. It was followed by 27.13 percent employees who were undecided and 64.73 percent employees were slightly agreed for the same. Total 4.13 percent employees were disagreed for this aspect.

Table 2: Perception of Employees regarding Continuance Commitment

Statements	Strongly disagree	Disagree	Slightly Disagree	Undecided	Slightly Agree	Agree	Strongly Agree	Weighted Mean	Rank
Staying with organization is a matter of necessity as much as desire.	339 (43.80)	407 (52.58)	24 (3.10)	—	2 (0.26)	2 (0.26)	—	1.611	1
Very hard for me to leave my organization right now.	328 (42.38)	374 (48.32)	40 (5.17)	6 (0.78)	6 (0.78)	10 (1.29)	10 (1.29)	1.783	2
My life would be disrupted if I decided to leave my organization now.	336 (43.41)	353 (45.61)	46 (5.94)	6 (0.78)	11 (1.42)	10 (1.29)	12 (1.55)	1.813	3
I have too few options to consider leaving this organization.	69 (8.91)	553 (71.45)	114 (14.73)	21 (2.71)	13 (1.68)	4 (0.52)	—	2.183	5
If I had not already put so much of myself into this organization, I might consider working elsewhere.	318 (41.09)	352 (45.48)	60 (7.75)	6 (0.78)	14 (1.81)	12 (1.55)	12 (1.55)	1.876	4
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	6 (0.78)	32 (4.13)	9 (1.16)	210 (27.13)	501 (64.73)	16 (1.55)	—	4.571	6

(c) Normative Commitment

Table 3 depicts the response of employees regarding normative commitment. As far as the opinion of employees regarding feelings any obligation to remain with my current employer was concerned, majority of employees (78.94 percent) reported that they were strongly agreed that they were not feel any obligation to remain with their current employer whereas as 14.08 percent employees were agreed and 5.43 percent employees were slightly agreed. Besides this, 0.39 percent employees said that they were undecided, 0.39 percent employees were slightly disagreed and only 0.78 percent employees were disagreed with the same.

The data pertaining to the thinking of employees for even if it were to their advantage, they do not feel it would be right to leave their organization now that total 45.48 percent employees was disagreed followed by 36.43 percent employees were strongly disagree, 7.75 percent employees were slightly disagreed, 2.97 percent employees were undecided, 1.81 percent employees were slightly agree, 2.71 percent employees were agreed and 2.84 percent employees were strongly agree respectively.

Along with this, most of the employees of Bajaj Auto Limited, Pantnagar (47.80 percent) were strongly disagreed that they would feel guilt if they left their organization now and 38.63 percent

employees reported that they were disagreed for the same. It was followed by 11.11 percent employees were slightly disagreed and only 1.29 percent employees were undecided for feeling guilt if they left their organization now. Besides this, 0.90 percent employees reported that they were slightly agreed and 0.26 percent employees said that they were agreed for the same.

A great majority (72.22 percent) of the employees were strongly agreed that their organization deserves their loyalty. Further, 17.96 percent employees were agreed; 6.46 percent employees were slightly agreed for the same. Further, only 2.84 percent employees were reported that they were undecided and only 0.52 percent employees were said that they were slightly disagreed on this aspect.

It was observed that majority of the employees (82.30 percent) were strongly agreed and 10.47 percent employees were agreed and felt that they would not leave their organization right now because they have a sense of obligation to the people in it. Whereas, only 5.04 percent employees were reported that they were slightly agree followed by 1.03 percent and 1.16 percent employees were found undecided and slightly disagree respectively for the same. With regard to they owe a great deal to their organization., it is revealed that among total population 98.06 percent employees were strongly agreed and 1.42 percent employees were agreed in

Table 3: Perception of Employees regarding Normative Commitment

Statements	Strongly disagree	Disagree	Slightly Disagree	Undecided	Slightly Agree	Agree	Strongly Agree	Weighted Mean	Rank
I do not feel any obligation to remain with my current employer. (R)	—	6 (0.78)	3 (0.39)	3 (0.39)	42 (5.43)	109 (14.08)	611 (78.94)	6.685	2
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	282 (36.43)	352 (45.48)	60 (7.75)	23 (2.97)	14 (1.81)	21 (2.71)	22 (2.84)	2.078	4
I would feel guilty if I left my organization now.	370 (47.80)	299 (38.63)	86 (11.11)	10 (1.29)	7 (0.90)	2 (0.26)	—	1.696	1
This organization deserves my loyalty.	—	—	4 (0.52)	22 (2.84)	50 (6.46)	139 (17.96)	559 (72.22)	6.585	3
I would not leave my organization right now because I have a sense of obligation to the people in it.	—	—	9 (1.16)	8 (1.03)	39 (5.04)	81 (10.47)	637 (82.30)	6.717	5
I owe a great deal to my organization.	—	—	—	—	4 (0.52)	11 (1.42)	759 (98.06)	6.975	6

this aspect. Besides this, only 0.52 percent employees were slightly agreed with this.

(d) Turnover Intension

Actual turnover is immediately preceded by turnover intention (Y. Yang *et al.* 2020). It is defined as the probability that an individual will leave his or her job within a certain time period, as perceived by the individual (Takase, 2010). Table 4 depicts the analysis of the turnover intension of the company employees. Usually, the 4.39 percent of the employees reported that they were extremely agree for often thinking of leaving the organization whereas only 4.52 percent employees were extremely disagree followed by 12.79 percent employees were slightly agree, 30.36 percent were slightly disagreed and 47.93 percent employees were neither agree nor disagree, for the same. Among the total sample, majority of employees (33.72 percent) were of view that they are slightly disagree to look for a new job next year. Additionally, Chen *et al.* (2018) discovered that the subsequent factors were linked to the intention to leave: work environment, hospital affairs, resource adequacy, age, professional title, and year of employment, employment type, and education level.

Only 8.40 per cent employees were extremely agreed and 17.31 percent employees were slightly agreed with it. It was also observed that the 10.47 percent employees were extremely disagreed and 30.10 percent employees were neither agree

nor disagree for the same. Understanding how employee turnover affects the company is crucial when investigating it. Employee turnover raises the expenses of hiring and on boarding new staff members while having a detrimental effect on output, income, and morale (McFeely & Wigert, 2019). When company executives don't know why their workers quit, they don't use motivational and retention tactics to keep workers and boost output. Lack of possibilities for professional growth, low pay, a poor work-life balance, stress at work, and unfair treatment can all result in workers turnover. (Reina *et al.* 2017).

The result of organizational climate and emotional labour on turnover intention was examined by Ryu *et al.* (2020), who discovered that these factors had an impact on turnover intention. In this research, the information related to again choose to work for the current organization revealed that majority of employees 35.14 percent were reported that they were slightly agreed and 28.04 percent employees were extremely agreed. Further, 28.17 percent employees were reported that they are neither agree nor agree to again choose to work for the current organization whereas only 8.27 percent employees said that they were slightly disagree and very few employees i.e. 0.39 percent reported that they were extremely disagreed with this aspect. On the basis of above data it was observed that employees who have a stronger sense of their calling are more likely to have positive work attitudes and responsibilities, moreover to dedicate more time to their work.

Table 4: Perception of Employees regarding Turnover Intension

Statements	Extremely Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Extremely Agree	Weighted Mean	Rank
Thinking for leaving the organization.	35 (4.52)	235 (30.36)	371 (47.93)	99 (12.79)	34 (4.39)	2.822	II
Possible to look for a new job next year.	81 (10.47)	261 (33.72)	233 (30.10)	134 (17.31)	65 (8.40)	2.795	I
Choose to work for the current organization. (R)	3 (0.39)	64 (8.27)	218 (28.17)	272 (35.14)	217 (28.04)	3.822	II

Table 5: Regression Analysis between Turnover Intention and Organizational Commitment

Predictors	Turnover Intention			
		β	t	P
Affective Commitment		-0.947	-27.74	0.000
Continuance Commitment		-0.589	-19.59	0.000
Normative Commitment		-0.512	-20.94	0.000
R ²	0.657			
Adjusted R ²	0.871			
F value	59.37			

Dependent Variable: Turnover Intention.

Conversely, employees who have a weaker calling are more likely to experience negative emotions, such as regret, not working to their full potential, or even quitting their job Duffy and Sedlacek (2007). Compensation and turnover have a positive association, and this relationship is stronger for voluntary turnover than for involuntary turnover, as demonstrated by Sarkar (2018). As a result, Ghafoor *et al.* (2021) discovered that two crucial elements in employee turnover intentions are monetary compensation and perceived career advancement. It was discovered that the association between monetary remuneration and employee turnover intentions was mediated by self-actualization. According to certain research, several elements, such as job satisfaction, may affect the intention to leave a company (Liu *et al.* 2012; Shields & Ward, 2001), work experience (Shader *et al.* 2001), education (Roberts *et al.* 2004), and marital status (Shader *et al.* 2001).

The results of the multiple regression analysis in Table 5 indicated a substantial and negative correlation between affective commitment and turnover intention ($\beta = -0.947$, $t = -27.74$, and $p = 0.000 < 0.05$). Turnover intention and continuance commitment are significantly and negatively correlated ($\beta = -0.589$, $t = -19.59$, and $p = 0.000 < 0.05$). Turnover intention and normative commitment are

significantly and negatively correlated ($\beta = -0.512$, $t = -20.94$, and $p = 0.020 < 0.05$). With an R² value of 0.657, the independent variable may account for 65.7% of the variation. The type of work is the sole aspect of job satisfaction that Mahmud *et al.* (2021) deemed significant in relation to the goal of employee turnover. However, Labrague *et al.* (2018) also provided evidence that turnover intention is negatively impacted by organizational commitment. In the instance of this organization, the desire of employees to leave is not significantly impacted by additional three factors, such as welfare, salary, and supervision. In other words, this company must make a significant effort to improve the quality of its job, which will lower employee turnover intentions.

CONCLUSION

The investigation's findings led to the conclusion that factors such as job satisfaction, perceived organizational justice, fewer interpersonal conflicts and limitations at work, creative training programs, flexible work schedules, professional development, support for remote work, rewards and recognition, and financial well-being assistance can increase employees' organizational commitment and lower their intention to leave. There are several strategies to boost productivity in the automotive industry. An employee who is at ease can do more than one who finds it difficult to get through the

day. In addition to making employees happier, a comfortable workplace can increase productivity. In this industry, job rotation is especially crucial because it prevents the development of a boring workplace and boosts output.

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