

Attitudinal Predictors and Employee Turnover Relationships – Search for the Holy Grail: A Review

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Abstract

This review identifies causes for inconsistencies in predictor-outcome relationships, in intensity, direction, and relative significance and proposes mitigation strategies alongside a new conceptual framework to advance understanding of the employee turnover process. A review of 130 published studies, selected from three databases, reference sections of prior reviews and meta-analyses, and literature mapping via Litmaps. The review identifies contradictions in the intensity and direction of predictor-outcome relationships and anomalies in the relative influence of predictors. It recommends probable causes and mitigation actions, and advocates a nuanced causal sequence of 'driving force → attitude formation → behaviour/outcome' that accounts for individual, organisational, environmental, and demographic levels. Results may lack generalisability due to the chosen review approach. Researchers are encouraged to further test the proposed propositions. The study offers guidance for developing effective retention strategies and demonstrates how the proposed model can support the building of a strong employer brand, the cultivation of brand ambassadors, and the management of organisational stability and change. The study introduces the concept of contextual conditioning flux, enabling variables to flexibly function as predictors, mediators, or moderators depending on context. The paper addresses an identified gap in understanding how brand-supportive employee behaviour can be facilitated.

Keywords

Turnover, Turnover Intention

1. Introduction

1.1 Defining 'Turnover' and 'Turnover Intention'

Turnover (TO) is a 'behaviour' (Winarno, 2022), triggered by a 'desire to move' (DM) and perceived 'ease of movement' (EoM) (March, 1958). It is a planned behaviour (Ajzen, 1991) wherein an individual takes material yield from the organisation and later terminates organizational membership (Zhang, 2002). TO has distinct temporally spaced stages for intention formation and action (Wong, 2020). Turnover intention (TI), on the other hand, is an 'attitude' triggered by dissatisfaction immediately preceding TO. (Porter, 1973). TI comprises of withdrawal cognition (WC) elements like dissatisfaction, thoughts of quitting, preparation, search for job opportunities. (Mobley et al., 1977; 1978). TI causes

voluntary TO (Mobley et al., 1979; Watrous et al., 2006) wherein employees willfully seek alternative employment (Tett, 1993) and probably exit within a definite period (Sousa Posa, 2004) due to unattractiveness of current employment or/and perceived availability of job alternatives (JAlt). (Judge, 2017). The TO process, is a causal sequence comprising of the stages 'driving force, attitude, behavior and outcome'. (Vroom, 1964; Mayes et al., 1978). Organisations suffer adverse impacts on three fronts due to employees enacting turnover (TO) and formation of turnover intention (TI) - performance (Hom et al., 2001; Gleebeck et al., 2004), replacement costs (Hinkin, 2000) and competitive advantage (Pfeffer, 2005). Existing literature on TO emphasizes the benefits of retaining desirable employees (Buckingham, 2001). It is, however, important to understand that retention is influenced by a 'desire to stay' and is not the dual of TO. Considering the importance of TO, a lot of attention has been accorded it by scholars. However, the process of TI formation and enactment of TO remains unclear despite a century of research. Scholars have reported unexplained variances in the predictive accuracy of predictor – outcome relationships in the extant literature (Hom, 2017). The review will attempt to enumerate these variances, identify the possible causes for these variances and suggest some mitigation actions. These mitigation actions can then serve as implications for research and practice. Finally, the review suggests a conceptual model to better understand the employee TO process.

Since the variables associated with TO are themselves influenced by factors spanning individual, organizational and environmental levels, the study of TO calls for a nuanced approach. This paper attempts to achieve this by attempting the following –

- (a) Segregate variables in TO/TI literature into individual, organizational, environmental and demographic levels to identify attitudinal predictors, mediating and moderating factors.
- (b) Identify inconsistencies in the impact that attitudinal predictors (individual level) have on outcomes whilst considering the mediating or moderating effects of variables at organizational and environmental levels.
- (c) Identify factors, the consideration of which, can improve the predictive accuracy of predictor outcome relationships.
- (d) Develop a framework based on the causal 'motivation, attitude, behavior, outcome' sequence which considers the impact of context.

1.2 Understanding the causes for Variance

TO is a complex process to understand. A common refrain of scholars in the voluminous literature has been the lack of generalizability and predictive accuracy in the process. This conclusion is possibly harsh, due to the following reasons -

- (a) TO and TI are 'individual' decisions, that vary amongst individuals in a population and within different populations. These decisions are influenced by organizational and environment factors (Lee et al., 1996; Mueller et al., 1981). Extant studies, possibly in the interests of parsimony, have tended to focus on individual, micro levels and limited themselves to specific predictors, geographic areas and industry sectors. TO studies either lack context (Schopp et al., 2014; Holtom et al., 2008), do not specify context or combine different contexts (Bolt, 2022). Inferences from such studies are neither transferrable nor generalisable. Predictors interact with context to impact Need-Supply (N-S) Fit and TI (Maden, 2014) and the degree of dispersion from organizational context affects the influence of stimuli on outcomes. (Liu, 2012)
- (b) 84% of published TO/TI studies in the last 50 years consider "western" populations (Holtom et al., 2008; Peltokorpi et al., 2015) thereby excluding, to an extent, the influence of other cultures and socio economic contexts. 20% of studies in US and 29% in Europe focused on healthcare sector citing high cost of Training (Bolt, 2022). The aviation sector, probably, has higher recurrent training and upgradation costs for its aviation maintenance workforce (AMW) but no TO/TI studies are available on this population, indicating that expanding the scope of TO studies to other industries might yield additional information.
- (c) Cross-sectional, rather than longitudinal studies have been employed to analyse predictors whose influence is a function of situation and time (Bolt, 2022). This is probably to economise effort, as the lead time for transition from attitude formation to behaviour enactment may be considerable.
- (d) Most studies do not differentiate between collective, individual, unavoidable, desirable, undesirable, voluntary or involuntary TO (Bolt, 2022). The outcomes in these cases are not comparable as the process is different for different TO types.
- (e) The focus on identifying new antecedents rather than enhancing process understanding, lack of attention to "who is leaving" and (dys)functionality of TO or retention limits understanding of driving forces behind behavioural outcomes (Bolt, 2022)
- (f) The continued reliance on the impact of certain predictors (despite their dependence on other variables) and inconsistencies in their influence on outcomes, impedes accurate understanding of the TO / TI process. For instance,

studies focusing on Job Satisfaction (JS) outnumber those considering perceived Job Alternatives (JAlt) (Griffeth, 2000) despite dependence of JS on JAlt and other contextual factors to predict TO.

(g) Emergence of "boundaryless organizations/careers" (Greenhaus, 2011), decline of job security as a priority and the concept of flexible workplace/workhours post COVID-19 has introduced new dimensions in understanding TO /TI outcomes.

(h) Focus on distal (job embeddedness (JE)) and intermediate constructs (JS, organisation commitment (OC)) rather than temporally closer antecedents to TO like job search behaviour (JSB) and TI (Holtom et al., 2008; Hom et al., 2012) could also be a cause for modest predictive accuracy.

Therefore, if we have to develop a better understanding of the TO process, we would need to find a solution to address the causes of variance, lack of generalisability and predictive accuracy. This review will attempt to identify that solution.

2. Literature Review and Methodology

The literature review followed two parallel paths which were then merged to shortlist studies for full text scrutiny. The steps followed are as illustrated (Figure 1) -

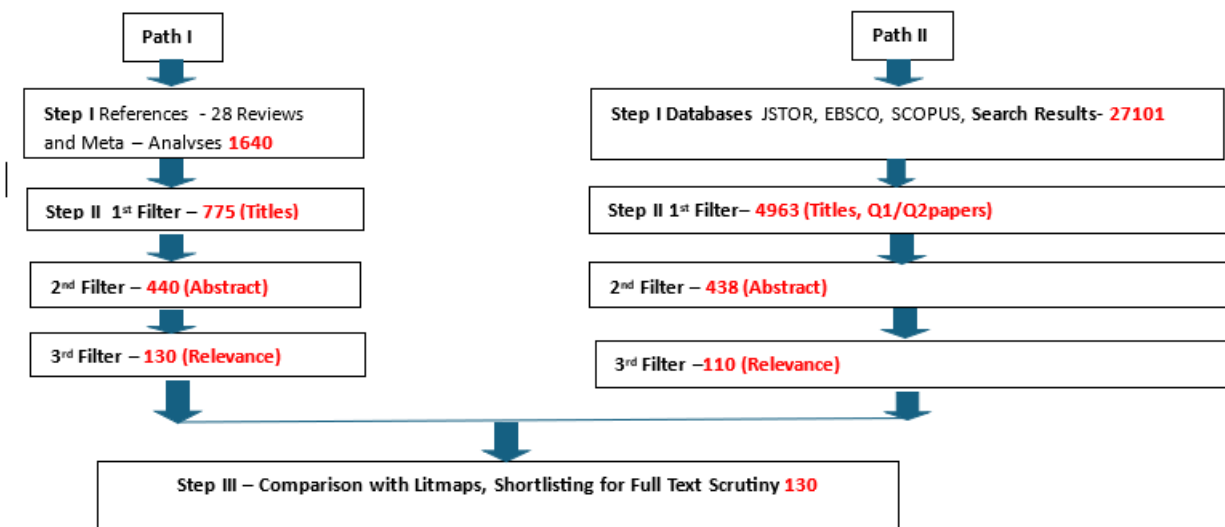


Figure 1. Review Process - Shortlisting Studies for Full Text Scrutiny

Step I

(a) **Path I** – A list of all references in TO/TI related reviews and meta- analyses (Appendix I) published from 1900 – 2024 were compiled. (Keywords - Turnover, Turnover Intention). This yielded 1640 results.

(b) **Path II** Sources listed in SCOPUS, EBSCO and JSTOR (Keywords Turnover, Turnover Intention) yielded 27101 results.

Step II

(a) **First Filter** Titles were scrutinized for relevance. For Path II an additional check was done to include studies only from Q1 or Q2 journals. Path I and II yielded 775 and 4963 results respectively.

(b) **Second Filter** Abstracts were scrutinized for relevance. Path I and II yielded 440 and 438 results respectively.

(c) **Third Filter** Only “voluntary” and “unavoidable TO” studies were included. “Unavoidable TO” studies (Mergers, Acquisitions, Pandemics, military employment, health and personal limitations) were excluded. Path I and II yielded 130 and 110 results respectively.

Step III ‘Litmaps’ was used to create a visual understanding of the interconnectedness of extant research and to ensure that traditional database searches did not miss out any significant or relevant studies. A sample of the progressive search conducted through Litmaps is reproduced below (Figure 2).

The variables studied in extant literature function at four layers (Table 1) –

Table 1. Classification of variables into functional layers

Functional Levels	Variables
Individual	JS, OC, JE, JAlt, Job Avoidance (JA), Job Dissatisfaction (JD), Job Performance (JP), Locus of Control (LoC), Protean Career Orientation(PCO), Organisational Citizenship Behaviour (OCB), Withdrawal Cognitions (WC), Risk Aversion (RA), Temporal Focus (TF).
Organisational	(S)HRMPs, Perceived Organisational Support (POS), Perceived Supervisor Support (PSS), Perceived Investment in Employee Development (PIED), Rewards, Compensation, Transformational Leadership (TL), Workload (WL), Job Stress (JStr), Work Family Conflict (WFC), Work Life Balance (WLB), Burnout (BO), Organisational Culture, Diversity, Equity and Inclusion Climate
Environmental	Employment Environment (EE), Perceived External Employability (PEE), Hofstede's Dimensions, Unionisation, National Economy, Unemployment Rate, support for unemployed
Demographic	Age, Gender, Nationality, Hofstede's Dimensions, Culture, Education, Marital Status, Intelligence, Organisational Tenure, Sole Earner/ Dependents, Race)

In the individual layer, the variables function as ‘attitudinal’ predictors. These are the focus of our attention as the variables on other three levels function as mediators or moderators and provide contextual support for the predictor outcome relationship. Variables involving individual perceptions of organizational features like POS, PEE, PIED can be considered on both individual and organizational levels. The ‘attitudinal’ predictors were scrutinized for impact, significance and direction of their relationship with outcomes. These relationships were found to be complex and the variables were found to interchangeably perform roles of predictors, mediators and moderators. Some variables like gender, marital status, intelligence, age, organisational tenure, compensation, financial rewards specifically perform moderating roles but are sometimes found as mediators as well. This leads to variances not only in predictor outcome relationships, but also in inter - variable relationships. These variances mostly arise due to context and individualistic attributes of populations considered. Figure 4 illustrates the complex interrelationships between variables with the help of a few examples from existing literature. Variables, like JS, JD, JA, JAlt, PCO, to name a few, function as predictors, mediators and moderators, depending on the population under consideration, socio economic factors, culture, individual attributes and context in general. Some relationships like SHRMP - TI (mediated by OC, DM, WC, JSB, JAlt, POS, Emp Eng), JE-TI (mediated by WC,OC,JP,JA) , PCO - TI (mediated by OC, JS, DC) and JAlt – TI, TO are fairly straightforward. However, in some cases, the relative significance of variables and the intensity and direction of relationships with their outcomes varies depending on their interaction with other variables and the environment. The instances of positive or negative impact and the significance and intensity of the relationship also varies.

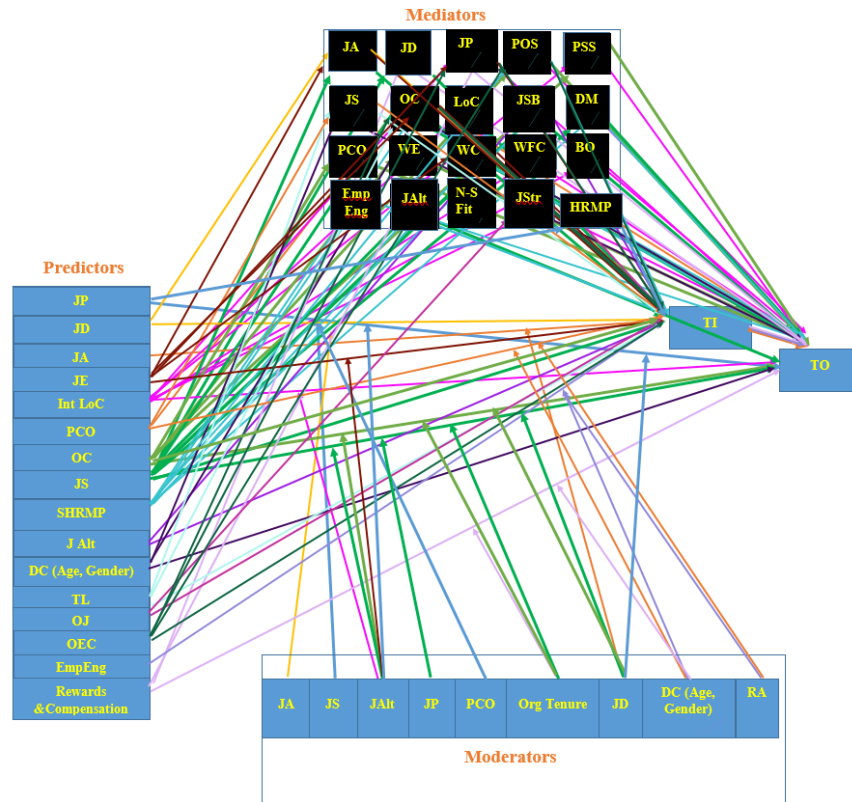


Figure 4. Illustration of the complex inter – variable relationships from existing literature

Contradictions in findings observed by other authors for the same relationship and possible reasons for these contradictions or inconsistencies are presented below (Table 2-8).

Table 1. JP – TI Relationship (Moderators – JD, JAlt)

Relationship	Impact	Contradiction / Inconsistency
JP – TI/TO	Significantly negative relationship (Keller et al.,1984;Stumpf et al.,1984) or often ignored relationship (Price et al., 1977;Mobley et al., 1977;1979)	Positive relationship (Martin et al.,1981;Steers et al.,1981; Dreher et al.,1982)
Comments	The complexity of JP–TI link is due to significant moderation by combination of JD and JAlt (Brayfield, 1955) TI is enhanced through “push” (Low JP, Low JD) or “pull” effect (High JP, High JAlt) with no impact of JS. Managers exhibit positive whereas blue collars contrastingly exhibit negative JP–TI links (Lance, 1988). JP has opposing impact on DM and EoM (Jackofsky, 1984). Predictive accuracy suffers as high JP reduces DM (moderated by high JS, rewards (Lawler, 1967), Task Structure (Downey, 1975), and Leadership (Slocum, 1971)) but increases EoM (greater perceived JAlt).	

Table 3. JA/JD – TI/TO Relationship

Relationship	Impact	Contradiction / Inconsistency
JA/JD - TI/TO	JA moderates JD – TI link by mitigating effects of JD and delaying TI/TO onset.(Steers et al.,1981;Hulin et al., 1985) In the Intermediate Linkages framework JA partially mediates the JD – TO relationship (Hom, 2001)	JD moderates the JA – TI/ TO relation. If JD is high, JA and its associated penalties catalyse TI/TO progression (Lee, 1999).
Comment	There is evidence of opposing effects of JA on TI/TO and a lack of consensus on whether JD moderates JA- TI or JA moderates / mediates JD - TI. The study of this linkage needs to consider individual attributes like RA, TF, CO PEE and environmental factors like EE.	

Table 4. LoC, PCO – TI Relationship

Relationship with TI/TO	Impact	Contradiction / Inconsistency
Internal Locus of Control (LoC)	Internal LoC Increases intrinsic motivation, JP, POS, PSS and reduces negative attitudes like WFC, JStr, BO and reducing TI/TO (Ng, 2006)	High Internal LoC individuals are harder to influence. They form own attitudes/decide to enact behaviours resulting in unpredictable outcomes.
Protean Career Orientation (PCO)	OC mediates the positive PCO – TI link. JS mediates the negative OC – TI link. The PCO - OC, OC - JS and PCO – TI links are all positive producing indirect retaining and direct quit stimulating paths, which neutralise each other if equal. (Redondo, 2019)	CO -TI is a unique and direct relationship with no impact of OC and JS (van Dyk et al., 2012;Schaap et al., 2020)
Comment	The consideration of impact of “culture” is needed to fully understand variability in LoC-outcome relationships	

Table 5. JS/OC/POS/PSS – TI Relationship

Relationship with TI/TO	Impact	Contradiction / Inconsistency
JS / OC	OC is superior to JS in predicting /influencing TI with or without mediation(Porter et al.,1974; Price et al., 1986;Griffeth et al.,2000)	OC is not a key predictor (Felps, 2009)and indirectly effects TO. (Bateman et al.,1984; Dossett et al.,1990)
	JS correlates more strongly than OC. Both contribute uniquely to WC/TI/TO process (Tett, 1993)	JS-TI relationship is indirect. (Mowday et al., 1982;Williams et al.,1986)
	OC precedes JS(Bem et al.,1967;Salancik et al., 1978). JS and OC are correlates and not antecedents of either (Meyer et al.,2002; Cynthia et al.,2016)	JS is an antecedent to OC which mediates the JS - TI relationship (Farrell, 1981). OC may exist prior to organizational entry (O'Reilly, 1981).
	Impact of JS on WC's and TO is insignificant in comparison to PSS (Aquino, 1997).	OC mediates JS – WC linkages” (Porter, 1974)
	JS prominently impacts DM and drives TI (Greenhaus, 2011)	TI is not a necessary consequence of low JS (Živković, 2023)
Comment	There are diverse opinions on the direct /mediating effects of Training, POS, PSS and CO on the OC – TI/TO link (van Dyk, 2012) (Schaap, 2020) leading to ambiguity in understanding the process. The idea that OC partially mediates perceived SHRMPs - OCB and fully mediates perceived HRMP – TI (Kehoe, 2013) was not supported earlier (Kuvaas, 2008). Further, PWST categorisation of individuals render both JS and OC as unreliable predictors of TI/TO as Reluctant Stayers do not enact TO despite low JS and OC.	

Table 6. DC – TO/TI Relationship

Demographic Characteristics (DC) - TI/TO	Impact	Contradiction / Inconsistency
Gender, Marital Status, Intelligence, Age, Organisational Tenure	Studies contrastingly report no effects for gender differences or high TI / TO propensity for males.	Studies report gender impact on TI through JE (Peltokorpi.V, 2015) and propensity of women towards TI / TO (Cotton, 1986).
	Tenure -TO link is negative.	No impact of Organisational Tenure on TI/TO (Litwiller, 2015).
	Age-OC/TI/TO relationship has diverse findings ranging from strong(Allen et al., 2005;Freitas et al., 2022), to significant (Cavenago, 2023) and no impact (Cynthia, 2016).	U shaped effect of age on JS leading to low TI / TO at young and older ages, increased TI/TO in middle age (Clark, 1996)
Race and Intelligence	Race - TI/TO linkage is significant only for minorities. Findings for Intelligence – TI / TO link range from positive, negative to non-existent (Griffeth, 2000).	
Comments	The impact of gender, age, marital status, education on TI depends on moderating effects of nationality and culture (Sousa Posa, 2004). Impact of DC's on TI should consider Need-Supplies fit (N-S Fit) and Job Involvement (JI) (Maden, 2014)	

Table 7. Rewards – TI Relationship

Relationship – TI/TO	Impact	Contradiction / Inconsistency
Financial Rewards	May reduce/elevate both JP and TI thus providing positive/negative outcomes. Like hygiene factors, they	May increase JS/JP and reduce TI in specific population segments. Impact of rewards on

	reduce JD but do not increase JS. JP increases if Intrinsic motivation levels are high and basic psychological needs are fulfilled.	behaviour depends on individual attributes. (Gieter, 2015)
Compensation	Strong direct relation with impact on attitudinal antecedents of TO (Moncarz et al.,2009; Schaap et al., 2020)	Relation equally depends on off -the-job factors (Mitchell, 2001)
	The link is opposed (Mobley et al.,1979; Cotton et al., 1986). Relationship strength is more significant for young, low tenure, and high education background workforce (Wong, 2020).	The link is supported (Porter, 1973) and stronger for Manufacturing Industry (Price, 1977).
Note	Despite evidence for rewards – TI links for “white-collar” workforce, present strategies for TI / TO reduction through compensation target “blue-collar” workforce. Findings predominantly favour a significant negative compensation – TI/TO relationship. A positive association of material rewards with JS impacting TI/TO is reported(Mobley et al.,1979;Krau et al.,1981;Cotton et al.,1986). Compensation - TO link cannot be reliably predicted without considering social structure, JAlt, dependents and primary wage earner status.	

Table 8. WC/JS/OC/TI – TO Relationship

Relationship	Impact	Contradiction / Inconsistency
WC / JS/OC - TO	WC is proximal to TO (Hom. P, 1995)	JS / OC is more proximal to TO (Tett, 1993)
TI – TO	Link is strong (Mobley, 1977) and improves with temporal stability of attitudes and intentions (Gangestad, 2000).	Linkage is weak (Griffeth et al.,2000; Hom et al.,1995; Steel et al.,1984)
	Impact of attitudinal parameters on TO are independent of TI (Waters, 1976)	Evidence of complete TI mediation of attitudinal effects on TO (Ajzen et al.,1980; Mowday et al.,1984).
Note	There are contrasting views on TI-TO link due to perceived differences in hypothetical and real situations (Wong, 2020). The causes for TI formation are varied in geographical areas (Britain - poor JS, job security, US – high perceived JAlt despite high JS) (Sousa Posa, 2004). In addition, TI also depends on individual factors like PCO, TF and RA. Therefore, hypotheses for TI – TO links need to be formed with caution. TI study in Africa, Asia and Australia is limited. TI may not accurately predict TO if it is the sole criterion, limiting its use as a TO surrogate (Tett, 1993). JAlt may be a dominant predictor for TO enactment under controlled organizational and external environment conditions. (Živković, 2023).	

The few examples illustrated above illustrate the impediments that need to be overcome to obtain a clear understanding of the TO process.

4. Discussion

Inconsistent “attitudinal” predictor - outcome relationships in extant literature as brought out above indicate complexity in understanding the TO process. A few causes for the above inconsistencies and approaches that could mitigate these are discussed -

- (a) **Dynamic or Static Measures** The use of dynamic values for predictors recommended by scholars may not be always practical owing to time, effort and cost considerations. Also, the appropriateness of choosing either dynamic or static value also depends on the individual type. Therefore, a pragmatic approach to choosing the usage of dynamic or instantaneous values to measure predictors may be adopted based on individuals being studied (Schopp, 2014). It is also possible to employ a retrospective design by asking participants to recall their OC, JS, JE at a previous time and compare it with the present (Hom et al. 2012). This approach, however, introduces errors relating to self-confirming bias and recall inaccuracy (Table 9).

Table 2. Predictor impact on TO/TI (Individual preference)

Individual Type	Dominant Predictor of TO/TI
Prefer Employability and independence	Dynamic JS value
Disengaged	Absolute JS value

Relevance of Context A well-defined context is a prerequisite for ensuring a correct understanding of predictor outcome relationships. Context plays an important mediating or moderating role in determining predictor impact on the outcome.

For instance, high perceived JAlt may cause high TI irrespective of how high JS/JP are. On the other hand, low JS/ JP may still lead to low TI if perceived JAlt is low. National and organizational culture, industry sector, social and economic background contribute by reinforcing or nullifying effects when studying a dependent variable under the influence of multiple independent variables (Sheridan et al., 1983; Cotton et al., 1986; Ng et al., 2006). Collectivist cultural values mitigate TO enactment through JS/OC/JE (Wong, 2020). Nature of occupation impacts TI antecedents (Hom, 1992). For instance, private sector organizations strongly moderate the JS/OC – TI relationship unlike public sector organizations due to differing extent of Psychological Contract Violation. Further, public sector employees exhibit high Affective OC but reduced CC (Robinson et al., 1994; Morrison et al., 1997; Shah Nawaz et al., 2011; Agarwal et al., 2017). The impact of attitudinal predictors on outcomes depends on individual, time and situation (Mobley et al., 1977; Steers et al., 1981; Hom et al., 1995). The relative dominance of predictors further varies with individual career stage (Table 10).

Table 10. Predictor impact on TO/TI (Career stage)

Career Stage Predictors	Dominant Predictors
Early	POS, OC
Mid	OC, tenure, PSS, rewards
Late	Career Anchors

TI/TO is not an isolated individual decision (Price, 1981) and is also affected by coworker feedback (on own employability), viability of TO or amplified effect of TO antecedents (Felps et al., 2009; Kulik et al., 2012). Some factors like Network centrality cause both retention (Holtom et al., 2008; Hom et al., 2011) as well as TI / TO (Felps, 2009). Impact of Organization culture and environment on individuals (Liu, 2012) may produce high TI despite high individual JS trajectories. The complex impact of context is illustrated below (Table 11)-

Table 11. Context influence on TI/TO

Relationship	Impact
PEE – OC	This relationship varies from insignificant or positive and can reduce TI through SHRMP's (Rodrigues et al., 2020; Martin et al., 2021) leaving Continuance Commitment (CC) unchanged (Meyer, 2000).
PEE - TI	Relationship is accentuated if job resources and career growth are low (De Cuyper et al., 2011; Nelissen et al., 2016; Hom et al., 1992; Berntson et al., 2010).
PIED - TI	PIED increases PEE and OC simultaneously enhancing and mitigating TI (Mercurio et al., 2015; Cavenago et al., 2023) or nullifying each other (Moreira et al., 2020; Solberg et al., 2016; Van Harten et al., 2020).
PSS/ POS – TI/TO	- Impacts JS but not OC / TI (Williams, 1986). - Impacts JE positively (Felps, 2009) but JS correlates more with TO (Cotton, 1986). - PSS moderates the negative POS – TO Link by PSS (Maertz Jr, 2007) - POS mediates PSS – TO (Tett et al., 1993; van Dyk et al., 2012). - Supervisor identification with organization (Eisenberger, 2002) implies a PSS – POS – OC – TI – TO link - Leader Member Exchange (LMX) suggests independent impact of PSS on TO (Mitchell, 2001). - PSS does not impact attitudinal antecedents of TO (Kara, 2022) - If supervisor TO increases, PSS positively impacts TI/TO (Maertz, 2003).

Consideration of individual factors

TI formation and TO enactment are dependent on individual make – up. Therefore, we need to consider factors that constitute individual make up and are likely to influence attitude formation, reaction to situations and decision making. For instance, inclusion of conscientiousness, extraversion, agreeableness improve relationship strength of outcomes with on-the-job embeddedness (Litwiller et al., 2015; Mitchell et al., 1994) and impact of coworkers' TI / TO (Adams et al., 1996; Edwards et al., 2000). Factors like LoC, self-monitoring, TF, RA, perceived skill obsolescence, career anchors, workforce (white/blue collar), education, single wage earner status, perceived JAlt, family/society embeddedness can improve prediction of behaviour enactment (Peltokorpi, V., 2015). Individuals exhibiting internal LoC, low self-monitors and low RA enhance TI – TO transition (Ajzen et al., 1982; Allen et al., 2005) whereas WCs like JA and absenteeism may either mitigate (Steers et al., 1981; Hulin et al., 1985) or enhance it (Hom, 2001).

(d) Rewards The impact of rewards on an individual's attitude and behaviour depends on the Perceived reward value and associated satisfaction. The financial/psychological rewards - TI link is negative for young, highly educated, low tenure individuals. JP - rewards link varies from insignificant (material/psychological rewards) to negative (financial rewards) (Gieter, 2015). JP – TO link is positive in collective rather than contingent reward programs (Milkovich, 1999).

(e)

(f) Proximal Withdrawal States Theory (PWST) The PWST theory categorises individuals into four groups (Hom, 2012) and associates the formation of certain attitudes and behaviours with the category (Table 12).

Table 12. Individual PWST Categories

Category		Preference to Stay	Control Over Staying
Enthusiastic Stayers (ES)		High	High
Enthusiastic Leavers (EL)		Low	High
Reluctant Stayers (RS)		Low	Low
Reluctant Leavers (RL)		High	Low
Note	ES may be "engaged" (high job fit, strong workplace links, high JP/OCBs) "embedded" (stay to avoid losing benefits /amenities, high JP/OCBs) (Lee, 1999) or "slackers," (low TI for less taxing, secure jobs with benefits, low JP/OCB, low TO). If JP is sufficient to avoid termination, but not to enhance EoM then JS ceases to impact TI/TO resulting in RS(<i>cannot leave despite low JS</i>) (Lance, 1988). High JP results in ES/EL.		

The RS and RL categories produce inconsistent results when traditional variables like JS, OC, JE and TI are used to predict TO as these individuals have lesser control in whether they “stay” or “leave”. RS and RL individuals will not exhibit JSB / TI despite low JS/JE. Predictive Accuracy for JS/ JE/TI – TO links is thus greater for ES/ELs (Li, 2016). Also, RS and EL individuals have similar affective OC, JS, JE but different JAlt perceptions.

5. Implications for Future Research

The causes identified for inconsistencies in the predictor outcome relationships in this paper indicate focus areas for further research. A compilation of recommendations for further research is presented.

(a) Parsimony - An attempt at parsimony is a possible reason for excluding specific variables and/or context in TO/TI studies (Campion, 1998). Exclusion of context and PWST considerations is probably the main reason for incomplete understanding of the TO process. Factors like individual make up, unique socio-economic / political conditions specific to a profession, population or geographic area need to be considered either as antecedents, moderators, or mediators irrespective of the predictor – outcome relationship being studied.

(b) Dynamic values Scholars recommend use of time varying values for predictors to overcome limitations of static, absolute values. However, the appropriateness of considering dynamic or static versions of variables depends on the individual RA, TF and PCO orientation. (Schopp C. G., 2014). Considerations of dynamic values also may not always be practical due to time, effort and cost considerations.

(c) Context Predictor outcomes and their relative dominance depend on individual, time, situation and career stage (Hom, P, 1995). Context decides whether the variables function as predictors, mediators or moderators. This affects the strength and direction of inter variable relationships. For instance, high perceived JAlt causes high TI despite high JS and JP whereas if JAlt is low, it may not result in TI even if JS and JP are low. Context reinforces or nullifies effects of multiple independent variables. For instance, collectivist cultural values mitigate TO enactment through JS,OC and JE (Wong, 2020) and organizational attributes moderate the OC – TI and JS- TI relationships to differing extents.

(d) Integrate factors responsible for ‘staying’ and ‘leaving’. They involve different psychological and emotional processes (Mitchell, 2001) but impact the same outcome - TO.

(e) Use Latent Profile Analysis (LPA) for established constructs to evaluate impact of varying ES/RS degrees (Woo et al.,2014; Lee et al.,2017).

(f) TO/TI research needs to include hitherto neglected sectors and populations viz Aviation and AMW to enrich our understanding of the TO/TI process.

(g) **Improving the understanding of TO process** (Table 13) – To effectively explain predictor – outcome inconsistencies, we need to superimpose results of studies and build on the causal sequence ‘motivation force - attitude formation - attitude to behaviour transition - enactment of outcome’. One such framework is proposed (Table 13) –

Table 13. Building blocks for TI/TO Models

Motivation Force	Attitudes	Behaviour	Context	Outcome
• Job Security • Social Status • Financial Security • Compensation • Rewards • Self-Actualisation	Individual - JS, OC, JE, JD, Emotional Dissonance, Emotional Labour, BO, LoC, PCO, TF, Emotional Well Being, Network Centrality, Emotional Exhaustion, TI, Likelihood of Amelioration (LoA)	JA, JSB, JP Withdrawal Expected Utility, WC's Organisation Citizenship behaviour	Age, Gender, Tenure, Values Nationality, Culture, Off / On Job Links, Coworkers TO/TI, PWST, Hofstede's Cultural Dimensions Employment Environment, EoM, Economy, Socio political environment	TO
	Organisational - JStr, Perceived Organisational/Supervisor Support, PIED, Work Life Balance, WFC, Job definition, Autonomy, Employee Engagement,Culture, Person -Organisation fit, LMX, Transformational Leadership, Psychological Contract Violation, Org justice, HRMPs, CoWorker Upward Mobility			
	Environmental Perceived External Employability, JAlt			

The above variables can be imagined to exist in a ‘contextual conditioning Flux’ (CCF). This allows flexibility for variables to function interchangeably as predictors, mediators or moderators based on context and individual make up thereby impacting attitude formation and behaviour enactment. Figure 5 below explains the mechanism. The oval represents the Contextual Conditioning Flux (CCF) which is omnipresent in every stage of the Motivation – Attitude – Behaviour – Outcome chain. CCF influences the nature, magnitude and direction of the Motivating Force which leads to Attitude formation. It is called a flux because it provides flexibility for variables to perform versatile role as predictors, mediators or moderators depending on context, individual make up and situation.

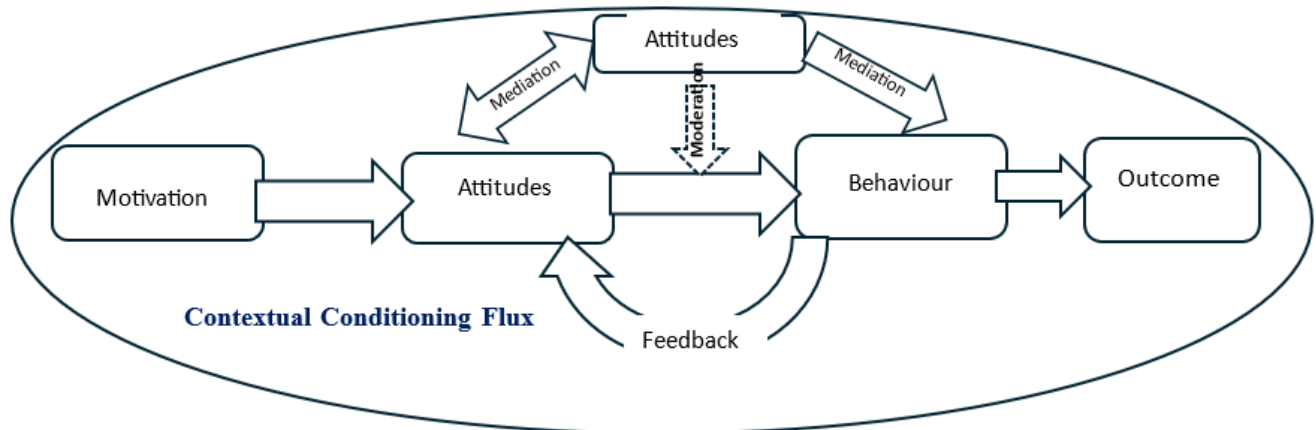


Figure 5. Proposed Framework

The interchanging roles are depicted by the double headed arrows. Attitudes lead to behaviour and outcomes. The feedback loop indicates that behaviour can have both reinforcing positive or debilitating negative effects. For instance, if JAlt perceptions lead to JSB, OC weakens. This reinforces JSB through feedback mechanisms. A causal sequence and role (predictor, antecedent, mediator or moderator) can be assigned to the variables under study based on the relative impact strength of factors constituting the CCF. This can explain the inconsistencies and conflicting results regarding the intervariable as well as variable – outcome relationships. It is therefore recommended to test this framework extensively through machine learning models. As a further step, it could be exposed to training data for specific situations and be validated with test cases to enable the model to learn adaptively and improve its predictive accuracy. Figure 6 below illustrates the concept with an example.

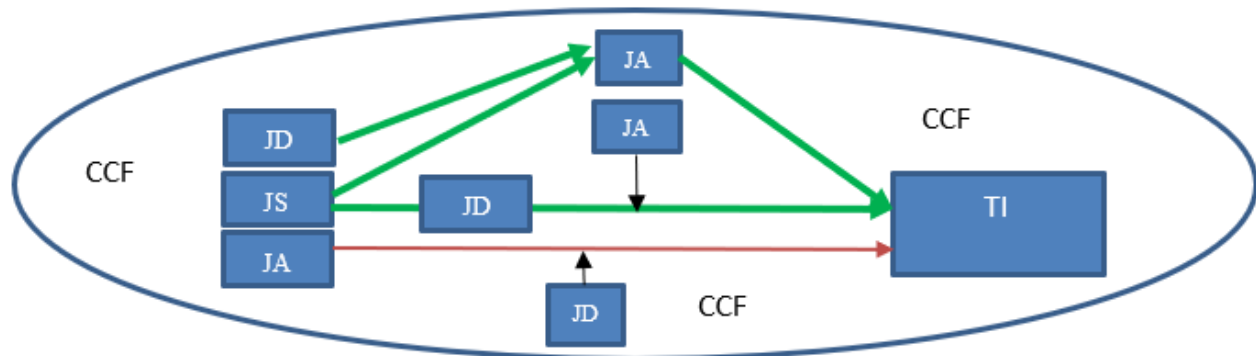


Figure 6. Illustrating the CCF concept

The JS – TI link is moderated by job avoidance (JA) which mitigates effects of job dissatisfaction (JD) and delays onset of TI (Hulin, 1985). There are instances of JD moderating JA- TI and JA moderating and mediating JD – TI. (Hom P. W., 2001) (Lee T. W., 1999). Thus JD and JA can be seen in roles of predictor, mediator and moderators. This can only be visualized if we have a model which allows this movement of variables. It is therefore recommended to test this framework extensively in varied populations. As a further step, it could be exposed to training data for specific situations and be validated with test cases to enable the model to learn adaptively and improve its predictive accuracy.

6. Implications for Organisations

Organisations tend to look at TO mainly as a percentage of workforce leaving the organisation. The need to focus on ‘who is leaving’ necessitates that the organisation differentiates between functional and dysfunctional TO. PWST can help organisations answer ‘who is leaving’ and ‘who is staying’. This is an important distinction, as it helps us to determine whether retention strategies need to be implemented, and if yes, then what should be the focus of the retention strategies to achieve desired outcomes. The incorporation of context can help organisations to identify and implement relevant, effective retention strategies. PWST categorizations can be of immense assistance in determining the attitudes being formed in the workforce and can be good predictors of performance. Further, if TI formation has taken place in an individual, it will adversely impact organizational performance irrespective of whether it leads to TO enactment. Therefore, the debate on whether TI is an appropriate proxy for TO is futile. Organisations need to focus their attention on factors leading to TI formation and other WC’s to arrest downtrends in their KPIs. The CCF framework can help us to better understand the TO enactment process. Expanding to studies to include sparsely studied industry sectors like aviation and its AMW can improve the generalizability of findings, address the AMW TO issues in the industry and enrich our understanding of the TO process.

7. Conclusion

The complexity of understanding predictor outcome relationships of attitudinal variables have been highlighted in this review. Adoption of a framework that caters for context, accommodates flexible role play for variables and accounts for varying impact on intensity and direction of the relationship will increase the applicability and reliability of research findings.

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Biographies

Amogh Warhadpande is a PhD scholar at Alliance University. He is a Navy veteran and an industry professional across the aerospace and defence sectors. He has held senior roles in the Indian Navy and industry, including Chief Learning & Development Officer at Air Works Group and leadership positions at Sonovision–Aetos, where he led large-scale workforce transformation, capability development, and strategic organisational initiatives. His expertise spans organisational development, talent management, change management, and workforce analytics, particularly in safety-critical and skill-intensive environments. Mr. Warhadpande is interested in building Centres of Excellence and has designed large-scale training ecosystems across diverse geographies. He holds an MBA from FMS Delhi and an M.Tech from IIT Madras and has undergone executive leadership programs at INSEAD and KPMG. His research focuses on turnover intention, workforce segmentation, and aviation human capital strategy, integrating advanced quantitative methods with theoretical frameworks.

Dr. Pratima Verma is a distinguished academic and researcher specializing in Organizational Behavior and Human Resource Management. She currently serves as a Professor at Alliance School of Business, Alliance University, Bengaluru, where she has been contributing to teaching, research, and academic leadership since 2013. With over a decade of experience in higher education, Dr. Verma brings deep expertise in areas such as HR analytics, business ethics, psychometrics, and research methods. Prior to her current role, she served as a Professor and Research Coordinator at The Oxford College of Engineering, strengthening her foundation in management education. Dr. Verma holds a Ph.D. in Management with a focus on values-based management and has completed her post-doctoral studies at Stockholm University, Sweden. Her academic journey is complemented by an MBA from the University of Lucknow. An accomplished scholar, she has received multiple accolades, including awards for excellence in teaching and research contributions. She is also associated as a visiting faculty

with premier institutions such as IIM Ranchi and IIM Kozhikode, reflecting her strong academic reputation. Dr. Verma is committed to advancing knowledge through impactful research and nurturing future leaders in management.

Appendix – I (Table 14)
Table 14. Review, Bibliometric and Meta Analysis Literature

Paper Classification	Authors, Year
Review Papers	
25 Years of Voluntary Turnover Research; A Review and Critique	(Campion, 1998)
Next Decade of Voluntary TO Research	(Lee, 2017)
One Hundred Years of Employee Turnover Theory and Research	(Hom, 2017)
On the Next Decade of Research in Voluntary Turnover	(Lee, 2017)
A Review of Existing Turnover Intention Theories	(Ngo, 2017)
A Review on Employee's Voluntary Turnover: A Psychological Perspective	(Zhen, 2020)
A Century of Labour Turnover Research: A Systematic Literature Review	(Bolt, 2022)
Bibliometric Analysis	
A Bibliometric Analysis on Turnover Intention	(Francis, 2023)
Meta Analysis	
Unemployment rates as a moderator of the job dissatisfaction–turnover relation.	(Shikiar, 1982)
A Review and Meta-Analysis of Research on the Relationship between Behavioral Intentions and Employee Turnover.	(Steel, 1984)
Employee Turnover: A Meta-Analysis and Review with Implications for Research	(Cotton, 1986)
Unemployment, job satisfaction, and employee turnover: A meta-analytic test of the Muchinsky model	(Carsten, 1987)
A Causal Analysis of the Impact of Job Performance on the Voluntary Turnover Process	(Jackofsky, 1987)
The consequences of organizational commitment: Methodological investigation.	(Randall, 1990)
A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment.	(Mathieu, 1990)
A meta-analytical structural equations analysis of a model of employee turnover.	(Hom, 1992)
Job Satisfaction, Organizational Commitment, Turnover Intention, and Turnover: Path Analyses Based on Metaanalytic Findings	(Tett, 1993)
Organizational Commitment and Turnover: A Meta-Analysis.	(Cohen, 1993)
Another look at the relationship between performance and voluntary turnover.	(Williams, 1994)
A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium	(Hom, P, 1995)
Effects of Realistic Job Previews on Multiple Organizational Outcomes: A Meta-Analysis.	(Phillips, 1998)
A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium	(Griffeth, 2000)
Locus of Control at Work: A Meta-Analysis	(Ng, 2006)
When and how is job embeddedness predictive of turnover? A meta-analytic investigation. <i>Journal of Applied psychology</i> , 97(5), p. 1077.	Jiang, 2012.
Causes and consequences of collective turnover: A meta-analytic review.	(Heavey, 2013)
Looking Beyond the Trees: A Meta-Analysis and Integration of Voluntary Turnover Research. <i>Academy of Management Annual Meeting Proceedings</i> .	Rubenstein, 2015
Surveying the forest: A meta- analysis, moderator investigation, and future-oriented discussion of the antecedents of voluntary employee turnover'.	Rubenstein, (2018).
Examining the impact of Culture's Consequences: A three-decade, multilevel, meta-analytic review of Hofstede's cultural value dimensions.	Taras, V., Kirkman, B. L. and Steel, P. (2010).
The Turnover Intention–Behaviour Link: A Culture-Moderated Meta-Analysis	(Wong, 2020)
Are IT Professionals Unique? A Second-Order Meta-Analytic Comparison of Turnover Intentions Across Occupations	(Zaza, 2023)