

## **ANTECEDENTS OF EMPLOYEE TURNOVER INTENTION IN INDIAN AUTOMOTIVE INDUSTRY**

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**Abstract:** It is important for any organization to have favorable Human Resource Development Climate (HRDC) at the workplace. Because of changing global business scenario, organizations are facing tough competition. To remain economically viable in such business environment, there is a need for positive HRDC. The present study examines the impact of HRDC, affective organizational commitment, job satisfaction and employee performance on employee turnover intention. Data were collected from 457 employees working in various automotive industries across India. The structural equation modeling technique using Warp PLS 5.0 tool was used to analyze the data. The results reveal that HRDC has a significant role in predicting job satisfaction, employee performance, and affective organizational commitment. In turn, job satisfaction, employee performance, and affective organizational commitment had significant influence on turnover intention of employees. Further, affective organizational commitment shows significant positive relationship with job satisfaction, employee performance. The findings provide an important bearing in framing the HRD system in organizations, which may help HR managers to understand the existing practices in Indian automotive industries to achieve maximum HRD effectiveness. Limitations and implications of the study have been discussed.

**Keywords:** HRDC, job satisfaction, employee performance, turnover intention, affective organizational commitment, Indian automotive industries.

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## 1. INTRODUCTION

Economic reforms initiated in 1990 together with globalization have opened new vistas for the Indian industries. This has led to a shift in the business paradigm from its protective domestic market to open global competition. The arising new challenges necessitate urgent restructuring of the organizations for their survival and sustainability. The ever increasing application of technological advances, if not synergistically integrated with the human resources, may result in less productive as well as problematic outcomes. Therefore, human skill, attitudes, and behaviours are much sought and looked after and always remain relevant and reliable even in the most modern technical system (Majchrzak, 1997). Organizations should prioritize human capital as the major strategic asset of organizations that can strive for sustainable competitive advantage (Akinyemi, 2007). Human resource development (HRD) is concerned with the provision of learning and development opportunities that support the achievement of business strategies and improvement of organizational, team, and individual performance. HR means employees in organization, who work to increase the profit for organization. Development is acquisition of capabilities that are needed to do the present job, or the future expected job. Therefore, HRD refers to those practices and procedures that are designed to attract and retain appropriate individuals, and also shape, monitor, and direct their attention towards the achievement of the organization's operational as well as strategic goals (Ulrich, 1987). The climate of HRD is an overall feeling that is conveyed by the physical layout, the way employees interact and the way members of the organization conduct themselves with outsiders.

The current volatile business environment and intense competition call for strategic and pragmatic approach towards employee development, engagement, and effective utilization (Benjamin, 2012). Barchiesi (1998) concluded that workers in the automotive industries face multiple challenges in identifying working environment. Prominent among them are how to retain employees once they are trained according to organizational requirement and how to overcome the resistance shown by them to new changes in favour of the prevailing environment. A poorly motivated workforce and attitudes and behaviours like organizational commitment, job satisfaction, performance, and turnover intention are major emerging issues today in automotive industries. Such issues lead to poor performance and low organizational commitment, whereas today's industries demand high performance and organizational commitment.

Indian automotive industry is taken as the motivation for this study due to many reasons. Firstly, it is considered as the 'sunrise sector' of the economy. Secondly, the Government of India prepared an 'Automotive Mission Plan 2006-2016' in view of the growth of automotive industries and their relevance for the Indian economy. In order to accelerate and sustain growth in the automotive sector, the combined efforts of government, industry, and academia are needed. In fact, a majority of the organizations have yet to realize the importance of human resources at all levels of their operations

(Sikula, 2001). Organizations always investigate and search for ways and means to keep their employees motivated and spirited to ensure their performance and commitment towards the organizations.

## 2. THEORETICAL BACKGROUND OF VARIABLES AND LITERATURE REVIEW

Human resource development climate is a subject of global importance. Human resources are considered as the most important resources for any organization. HRDC is a measure of the perceptions of employees about the prevailing HRD system and practices in the organizations (Rodrigues and Chincholkar, 2005). HRD aims to develop dynamism in employees and the climate acts as a catalyst for the achievement of dynamism.

The HRDC has three dimensions such as

1. general climate,
2. HRD mechanism,
3. OCTAPACE culture.

In brief, general climate deals with the importance given to human resource development in general by the top management and the line managers. HRD mechanism consists of all the sub systems and practices prevailing in an organization (Rao, 1990). The OCTAPACE culture deals with the extent to which openness, confrontation, trust, autonomy, pro-action, authenticity, collaboration, and experimentation are valued and promoted in the organization. *Openness* is there when employees feel free to discuss their ideas, activities, and feelings with each other (i.e., freedom of expression), *confrontation* is face-to-face problem discussion without fear of criticism, *trust* is faith in the capacity of an employee to change and acquire new competency at any stage of life, *autonomy* gives freedom to let people work independently with responsibility, *pro-action* is employee's willingness to initiate work and take risk at any stage of life, *authenticity* is employees do what they say, *collaboration* is to accept inter-dependencies and work as a team, it is mutually helpful to each other and *experimentation* is developing competencies in the employees, encouraging to do trial, recognize their strengths and weakness.

*Organizational commitment* refers to an attitude or an orientation towards the organization, which links or attaches the identity of the person to the organization. Organizational commitment comprised three dimensions, namely, affective, continuance, and normative commitment (Meyer and Allen, 1991). The dimension affective commitment presupposes a strong emotional connection of the employee with his/her organization. It theorizes that employees are so involved with their job as well as overall affairs of their organization that they start identifying themselves with their organization. Keeping in mind the relevance of the dimension, affective

organizational commitment dimension is considered for current study and will be measured based on the mean score of the scale items.

Favorable HRDC plays a major role in enhancing knowledge, skills, abilities, and other attributes needed by employees to respond to job demands and meet future challenges (Akinyemi, 2011). Mullins (2005) demonstrated that prevailing HRDC can influence organizational members' attitudes and behaviours that affect their work performance and interpersonal relationships. Koys (2001) reported that organizational commitment, job satisfaction, and happiness at work are the major factors that shape individuals' intentions to stay or quit an organization. Elton and Smart (1988) working on Holland's (1985) theory of vocational choice have concluded that job satisfaction enhances when worker's personality is congruent with his or her working environment and people at higher level of congruence feel more extrinsic satisfaction. According to Locke (1976), better working conditions are the most important values or conditions conducive to job satisfaction. At an individual level, climate is the summary perception of the employee about the organization's work environment that is descriptive rather than evaluative in nature (Joyce and Slocum, 1984). Thus, the individual or subjective interpretation of the concept of job satisfaction has led to a growing interest in how the experience and feeling of satisfaction-dissatisfaction changes in individuals.

The concept of organizational commitment has attracted considerable attention over recent years and has become a central objective of human resource management. Low organizational commitment is one of the reasons for deceleration in the performance of employees and grows turnover intention. In a meta-analytic study, Riketta (2002) noted higher correlation between organizational commitment and performance of employees. Organizational commitment is related with positive outcomes like higher job satisfaction (Becker and Billings, 1993) and low turnover intention (Mowday, Porter, and Steers, 1982). Organizational commitment is the state in which an employee identifies with a particular organization and its goals. This makes him/her to continue with the organization which reduces turnover rates of employees. In essence, this shows an all-round higher employee performance. *Employee performance* has been conceptualized as the capability of the employee to perform a particular job. Lack of skills, competency, and motivation are the prime causes of poor performance. Thus, organizational commitment has become an important construct in the present study.

Due to high work stress and an unstable working environment, the *turnover intention* of employees is an important issue from a practical point of view. Turnover intention has been found as a major factor having a direct impact on actual turnover (Michaels and Spector, 1982; Mowday, Koberg, and McArthur, 1984). Turnover intention of employees is a negative indicator of organizational effectiveness and not considered a desirable thing in organizations. Employee may exit an organization either voluntarily or involuntarily. In the present research, turnover intention is defined as an employee's decision to leave an organization voluntarily as mentioned by some

researchers (Dougherty, Bluedorn, and Keon, 1985). Voluntary turnover intention is "a conscious and deliberate willfulness to leave the organization" (Tettand Meyer 1993, p. 262). Benson, Finegold, and Mohrman (2004) asserted that voluntary turnover of employees is large in manufacturing organizations.

### **3. OBJECTIVES**

On the basis of the gap found in the literature review, the following objectives have been formulated:

1. To examine the relationships of HRDC with job satisfaction, employee performance, and organizational commitment
2. To test the relationships of affective organizational commitment with job satisfaction, employee performance, and turnover intention
3. To investigate the relationships of job satisfaction and employee performance with employee turnover intention

### **4. HYPOTHESES DEVELOPMENT**

#### **4.1 Human Resource Development Climate and Job Satisfaction**

A healthy HRDC certainly bolsters the overall internal environment of the organization, fosters employee commitment, involvement, and job satisfaction (Mishra, 1999). A study conducted by Rohmetra (1998) found that HRDC was positively associated with job satisfaction of employees. Kumar and Patnaik (2002) observed that job satisfaction increases as the individual perceives HRDC as having more 'opportunities for advancement'. Schneider, Gunnarson, and Niles-Jolly (1994) reported that supportive HRM practices can influence employees' job satisfaction. From these evidences it can be concluded that a favorable HRDC have significant positive impact on job satisfaction of employees. Thus, the following hypothesis has been proposed:

**H<sub>1</sub>:** HRDC would positively influence job satisfaction.

#### **4.2 Human Resource Development Climate and Organizational Commitment**

An employee's perception of the organization's work environment has long been recognized a potent influence on employee cognitions, attitudes, and behaviours (Ostroff, 1993). This work environment influences organizational commitment (O'Reilly, Chatman, and Caldwell, 1991). A healthy HRDC encourages the level of organizational commitment (Mishra, 1999). Purang (2008) found a positive relationship between HRDC and organizational commitment of the employees. HRD is tantamount to building competence, commitment, and culture (Rao, 1990). Thus, the following hypothesis has been developed:

**H<sub>2</sub>:** HRDC would positively predict organizational commitment.

### **4.3 Human Resource Development Climate and Employee Performance**

HRDC provides a common frame of reference and acts as potent influences on individual performance and satisfaction (Pattanayak, 1998). Pareek (1997) stated that there exists clear linkage between HRDC and employee performance. Rao and Abraham (1986) conducted a study to find out the relationship between HRDC and employee performance in engineering and manufacturing sector and reported positive relationship between these two variables. Pattanayak (1998) stated that HRDC affects employee performance in three ways: (a) by defining the stimuli that confront the individual, (b) placing constraints on the individual's freedom of choice, (c) providing source of reward and punishment. Thus, the following hypothesis has been formulated:

**H<sub>3</sub>:** HRDC would positively relate to employee performance.

### **4.4 Organizational Commitment and Job Satisfaction**

Steers (1977) and Tiwari (2006) have noted in their studies that job satisfaction might be an important predictor of organizational commitment. Martin and O'Laughlin (1984) reported that increased job satisfaction and stronger intent to stay in the organization are positively associated with organizational commitment. Kalleberg (1990) studied work attitudes of workers and found a significant correlation between organizational commitment and job satisfaction. A study by O'Driscoll (1987) showed that organizational commitment developed as early as 6 months after joining the company and such commitment was positively related to job satisfaction. Steel (2002) and Harrison, Newman, and Roth (2006) found strong positive relationship between organizational commitment and job satisfaction of employees. Thus, the following hypothesis has been advanced:

**H<sub>4</sub>:** Organizational commitment would positively influence job satisfaction.

### **4.5 Organizational Commitment and Employee Performance**

Khan, Ziauddin, Jam, and Ramay (2010) revealed a positive relationship between organizational commitment and employees' performance. Chen, Silverthorne, and Hung (2006) indicated that there are positive relationships among organizational communication, organizational commitment and job performance. Rashid, Sambasvani, and Joari (2003) studied in Malaysian companies and their research findings suggested that organizational commitment has impacts on the performance of employees. Chughtai and Zafar (2006) found that highly committed teachers performed better than uncommitted teachers. Pay linked to individual performance was related to the new generation's employee organizational commitment (Finegold, Mohrman, and Spreitzer, 2002). Thus, the following hypothesis has been formulated:

**H<sub>5</sub>:** Organizational commitment would positively relate to employee performance.

#### **4.6 Organizational Commitment and Turnover Intention**

Employees with a strong emotional attachment tend to work harder. Such employees are more productive and have a strong emotional desire to remain with the organization (Meyer, Allen, and Smith 1993). Organizational commitment is negatively associated to turnover intention of employees (Meyer, Stanley, Herscovitch, and Topolynytsky, 2002). Organizational commitment was found to be inversely related to turnover intention (Chang, Du, and Huang, 2006). The decreasing organizational commitment leads to increase turnover intention (McKeown, 2003). The measurement of organizational commitment includes willingness of employees to remain with a firm in the future (Vashishtha and Mishra, 2004). The several research evidences demonstrate negative relationship between organizational commitment and turnover intentions. Thus, the following hypothesis has been developed:

**H<sub>6</sub>:** Organizational commitment would negatively predict turnover intention.

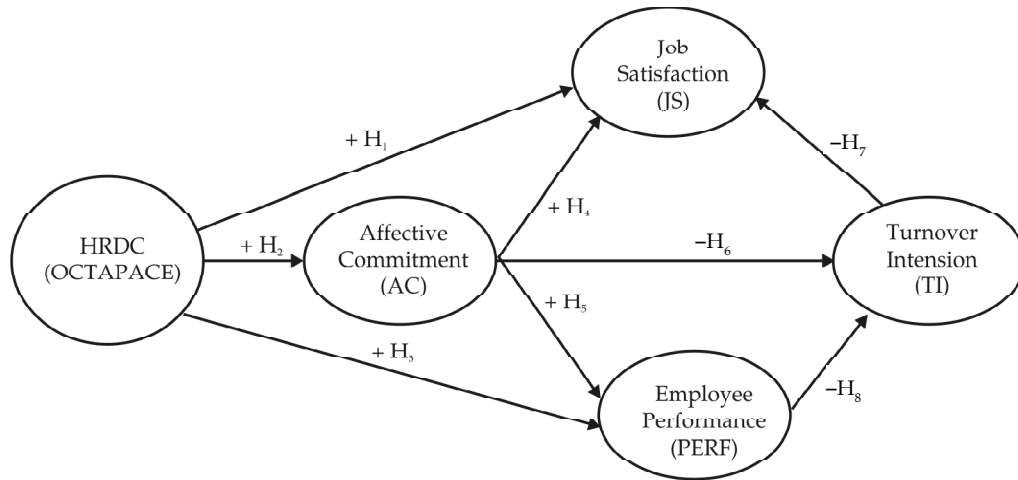
#### **4.7 Job Satisfaction and Turnover Intention**

Several studies have showed that high levels of job satisfaction are negatively related to turnover intention (Koslowsky, 1991). Studies on meta-analyses have concluded that there is a distinct link between job satisfaction and turnover intention (Carsten and Spector, 1987; Homand Griffeth, 1991). An employee may be dissatisfied with his or her particular job and considers it a temporary condition, yet not be dissatisfied with the organization as a whole. But when dissatisfaction spreads to the organization, individuals are more likely to consider resigning (Rao, 2006). Researchers (Falkenburg and Scyns, 2007; Nasab 2008; Tan and Igarria, 1994) observed negative relationship between job satisfaction and turnover intention. Thus, employees who are satisfied with their job are less likely to leave their organization. Based on the above discussion, it may be conjectured that:

**H<sub>7</sub>:** Job satisfaction would negatively relate to turnover intention.

#### **4.8 Employee Performance and Turnover Intention**

Pearson (1991) has dealt with the subjective aspects of employee performance indicating that turnover intention may be a significant response to stress factors which generally reduce performance of employees. This finding justified the proposition that intention to quit or leave the organization would be negatively associated with performance of the respective employee. Another notable study in this regard is that Bishop, Scott, and Burroughs (2000) examined the mutual relationship among employee performance, team commitment, and turnover intentions and concluded that each outcome made a unique contribution to other one. Wright and Bonett (2007) asserted that turnover intention negates the benefit that should be derived by the organizations



**Figure 1: Conceptual Model**

Note: + Indicates Positive Relationship; - indicates Negative Relationship

when they spend time and money on scarce resources (*i.e.*, attracting, selecting, socializing, developing, and retaining performing employees). This leads to the formulation of the following hypothesis:

**H<sub>8</sub>:** Employee performance would negatively influence turnover intention.

## 5. METHOD

This section describes the sample characteristics, data collection procedure, and measuring instruments.

### 5.1 Sample

Worker level employees from various automotive industries situated in different parts of India participated in this study. Respondents included in the sample had at least one year service experience in the same industry. Singh (2010) asserted that one year minimum service was kept for inclusion of employees in the sample because they were likely to experience and reveal work-related outcomes. The questionnaires were personally administered to the respondents by the researchers. The convenient sampling method was used for data collection.

Data were collected from 588 respondents of 20 industries; 457 (77.72%) usable samples were obtained after rejecting the incomplete questionnaires. The descriptive statistics were conducted to find the demographic distribution of the sample. The age of the sample ranged from 24 to 57 years with average age of 34.60 years. Respondents with technical qualification such as ITI, trade apprentice, diploma engineering constituted 63.67% of the sample. 79.21% were married and the average experience of



participants with their present employer was 6.58 years. On an average, respondent were holding 11.81 years of total working experience in their career. There were 400 male and only 7 female employees in the sample, as the entry of female employees at worker level in automotive industries in India has started only recently. Hence, the number of female employees remained meager.

## **5.2 Data Collection Procedure**

Authors approached concerned authority of various automotive industries and sought permission to collect data. In the process, scholar had requested the HRD department for a list of the workers who had completed one year of service period in the same industry. After obtaining the list and permission, the survey instruments were handed over personally to the employees who had expressed their willingness to take part in this survey. Detailed instructions were provided to the respondents regarding the nature of the study. Instructions were given to refer their current organization and give response through tick mark (✓) against option of each item as per their most appropriate choice on a five point scale. Filled in survey instruments were collected directly by the authors.

## **5.3 Measures**

The following measures were used for the study:

### **5.3.1 Human Resource Development Climate**

OCTAPACE dimension of Human Resource Development Climate (HRDC) scale was measured using 10 items. The questionnaire was developed by Rao and Abraham (1990). Example item is, 'Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors'.

### **5.3.2 Job Satisfaction**

Job satisfaction was measured using the scale developed by Jenkins, Nadler, Lawler, and Cammann (1975). The scale consisted of 3 items. Sample items included, 'I get a feeling of personal satisfaction in doing my job' and 'I am satisfied with the overall benefits of my job'.

### **5.3.3 Organizational Commitment**

Affective Organizational commitment was measured with a scale of 8 items developed by Meyer and Allen (1991). Sample items on affective commitment included, 'I would be very happy to spend the rest of my career with this organization' and 'I do not feel like part of the family at my organization'. Four items of affective commitment were negatively scored. The scores of negative items were reversed at the time of analysis.

### **5.3.4 Employee Performance**

Employee performance was measured by using the scale developed by Lynch, Eisenberger, and Armeli (1999). This scale comprised 9 items. The questionnaire was developed and validated in the context of specific responsibility of employees during their work to evaluate the formal performance requirement for their job, for example, assigned duties, responsibilities specified in job description, advanced notice when unable to come to work, etc. Sample items included, 'Employees perform tasks that are expected of them' and 'Employees exhibit punctuality in arriving at their work station on time after breaks'.

### **5.3.5 Turnover Intention**

Turnover intention was measured with a scale of 4 items developed by Jenkins, Nadler, Lawler, and Cammann (1975). Sample items included, 'If I got the chance, I would take a different job in another organization' and 'I will probably look for a new job next year'.

Response for all the above scales collected was on a five-point Likert scale.

## **6. RESULTS**

This section includes assessment of reliability and validity of constructs, such as convergent and discriminant validity. Confirmatory factor analysis (CFA) was used to assess the measurement model and partial least squares (PLS) analysis to assess structural model and test hypotheses. WarpPLS version 5.0 software was used to test the proposed hypotheses. Along with descriptive statistics, various other fit measures were reported.

Authors selected WarpPLS version 5.0 to use for CFA and structural model analysis in order to account for the presence of significant skewness among variables under investigation. Unlike covariance-based structural equation modeling methods, PLS analysis does not require variables to be normally distributed (Chin, 1998). However, skewness and kurtosis coefficients of the variable under investigation were well under the threshold limits. To add more, WarpPLS is also an effective modeling tool to estimate important non-linear relationships which often are run into behavioral science research (Kock, 2013).

### **6.1 Measurement Model**

WarpPLS Version 5 was used to calculate pattern loadings and cross-loadings of the CFA using Promax Oblique Rotation. Results show a prominent factor structure in which all measurement items loaded on to the anticipated factor except items 2,5,9,10 of OCTAPACE scale, which were cross-loading on to Performance factor. After excluding those cross-loading items, a clean pattern matrix with items loading on to

their respective factors with a value of .8 or above and with substantially lower cross-loading on other factors (see Table 1) was evolved.

**Table 1**  
Confirmatory Factor Analysis Results after Deleting Cross-loading Items of OCTAPACE

<i>Constructs and Measurement Items</i>	<i>OCTAPACE</i>	<i>AC</i>	<i>JS</i>	<i>PERF</i>	<i>TI</i>
OCTAPACE1	0.994	0.052	-0.05	-0.068	-0.043
OCTAPACE3	0.995	0.078	0.049	-0.044	-0.012
OCTAPACE4	0.845	-0.04	0.169	0.455	0.22
OCTAPACE6	0.842	-0.198	-0.091	0.487	0.087
OCTAPACE7	0.997	-0.064	0.011	-0.042	0.007
OCTAPACE8	0.965	0.039	-0.045	-0.242	-0.086
AC1	-0.18	0.943	0.133	-0.114	-0.216
AC2	-0.174	0.964	0.131	-0.012	-0.151
AC3	0.022	0.958	-0.111	0.255	0.072
AC4	-0.028	0.886	-0.024	0.22	0.407
AC5	-0.05	0.988	-0.136	0.029	0.05
AC6	0.548	0.801	-0.078	-0.196	0.112
AC7	-0.104	0.946	0.17	-0.146	-0.208
AC8	0.035	0.987	-0.111	0.069	0.092
JS1	-0.039	-0.026	0.997	0.005	-0.067
JS2	0.005	-0.006	0.999	0.034	0.034
JS3	0.034	0.031	0.998	-0.037	0.033
PERF1	-0.074	0.124	-0.082	0.972	0.169
PERF2	-0.09	0.265	-0.109	0.922	-0.244
PERF3	-0.207	0.036	-0.143	0.966	0.045
PERF4	0.099	0.034	-0.074	0.99	-0.065
PERF5	0.131	-0.013	-0.102	0.986	-0.029
PERF6	0.021	-0.212	0.457	0.854	-0.127
PERF7	0.178	-0.231	0.522	0.801	0.039
PERF8	-0.036	0.022	-0.173	0.98	0.092
PERF9	0.028	-0.017	-0.128	0.989	-0.07
TI1	-0.033	0.039	-0.2	0.13	0.97
TI2	0.137	-0.06	0.067	-0.12	0.979
TI3	-0.248	0.142	0.019	0.115	0.951
TI4	0.132	-0.113	0.1	-0.112	0.973

*Note:* Loadings and cross-loadings shown are after oblique rotation and Kaiser Normalization.

Convergent validity of measures was assessed by calculating Chronbach's alpha and compositere liability (see Table 2). Chronbach's alpha was .84 or greater and composite reliability was .88 or greater, exceeding the .70 criterion proposed by Hair *et al.* (2009). Discriminant validity was assessed through analysis of average variance extracted (AVE) calculated using WarpPLS. The AVE for each measure is greater than .50, and the square root of AVE is higher than any correlation of that factor with another measure, thereby meeting criteria proposed by Fornell and Larcker (1981). The measurement model demonstrates satisfactory construct validity based on these results.

**Table 2**  
**Measurement Scale Characteristics**

<i>Latent Factor</i>	<i>Mean</i>	<i>SD</i>	<i>VIF</i>	<i>Chronbach's alpha</i>	<i>CR</i>	<i>OCTAPACE</i>	<i>AC</i>	<i>JS</i>	<i>PERF</i>	<i>TI</i>
OCTAPACE	3.81	0.872	1.636	0.84	0.885	<i>0.756</i>				
AC	3.89	0.915	2.153	0.912	0.93		<i>0.791</i>			
JS	3.91	1.037	2.2	0.896	0.935	0.519	0.603	<i>0.91</i>		
PERF	3.95	0.805	2.51	0.884	0.907	0.578	0.676	0.666	<i>0.721</i>	
TI	2.24	1.108	1.783	0.903	0.932	-0.423	-0.558	-0.602	-0.571	<i>0.88</i>

*Note:* Means and standard deviations (SD) are calculated as averaged summations of the raw data; full collinearity variance inflation factor (VIF), Chronbach's alpha, and composite reliability (CR) are shown as reported by WarpPLS; and the square root of average variance extracted (AVE) for each latent factor as reported by WarpPLS is shown as a bold and italicize entry in the diagonal.

## 6.2 STRUCTURAL MODEL

Results of PLS analysis of the structural model are shown in Figure 2. Overall, job satisfaction, affective commitment, and employee performance explains 45% of the observed variance in our subjects' turnover intention. WarpPLS5 provides the following measures of model fit (Koch, 2014); the structural model meets established criteria for each measure.

### 6.3 Model fit and quality indices

Average path coefficient (APC) = 0.364,  $P < 0.001$ . Average R-squared (ARS) = 0.448,  $P < 0.001$ . Average adjusted R-squared (AARS) = 0.446,  $P < 0.001$ . Average block VIF (AVIF) = 1.891, acceptable if  $\leq 5$ , ideally  $\leq 3.3$ . Average full collinearity VIF (AFVIF) = 2.057, acceptable if  $\leq 5$ , ideally  $\leq 3.3$ . Tenenhaus GoF (GoF) = 0.545, small  $> 0.1$ , medium  $> 0.25$ , large  $> 0.36$ . Sympon's paradox ratio (SPR) = 1.000, acceptable if  $> 0.7$ , ideally = 1. R-squared contribution ratio (RSCR) = 1.000, acceptable if  $> 0.9$ , ideally = 1. Statistical suppression ratio (SSR) = 1.000, acceptable if  $> 0.7$ . Nonlinear bivariate causality direction ratio (NLBCDR) = 1.000, acceptable if  $> 0.7$ .

In addition, full collinearity variance inflation factors (VIFs) for each scale are lower than 3.30 (see Table 2), indicating that analysis of the structural model is acceptably free from both vertical and lateral collinearity effects (Kock and Lynn, 2012).

## 7. DISCUSSION

Descriptive statistics and the intercorrelation among all the variables included in the study are shown in the Table 2. Using structural equation modeling technique, a series of simultaneous relationships among OCTAPACE, job satisfaction, employee performance, affective organizational commitment, and turnover intention were examined. The comprehensive discussion is based on results obtained.

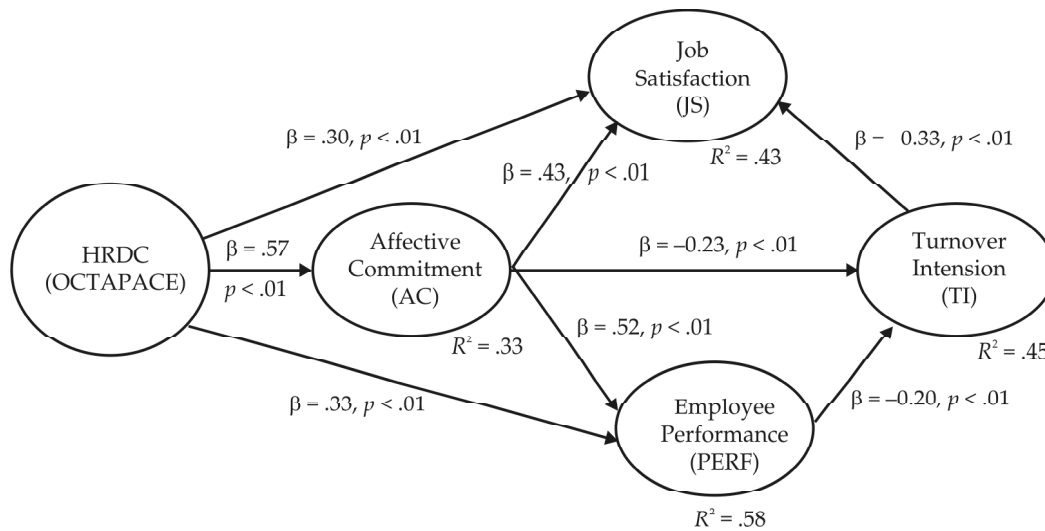


Figure 2: Results of WarpPLS Analysis.

Table 3  
Hypotheses Testing

No.	Hypothesized paths	Hypothesized direction	Beta ( $\beta$ ) estimate	Decision
H <sub>1</sub>	Job Satisfaction ← OCTAPACE.	+	.30.	Supported
H <sub>2</sub>	Affect. Commitment ← OCTAPACE.	+	.57	Supported
H <sub>3</sub>	Emp. Performance ← OCTAPACE.	+	.33	Supported
H <sub>4</sub>	Job Satisfaction ← Affect. Commitment	+	.43	Supported
H <sub>5</sub>	Emp. Performance ← Affect. Commitment	+	.52	Supported
H <sub>6</sub>	Turnover Intension ← Affect. Commitment	-	-0.23	Supported
H <sub>7</sub>	Turnover Intension ← Job Satisfaction	-	-0.33	Supported
H <sub>8</sub>	Turnover Intension ← Emp. Performance	-	-0.20	Supported

Note: All the  $\beta$  estimates are significant at  $p < .01$ .

### 7.1 Objective 1 (H<sub>1</sub> to H<sub>3</sub>)

#### *The relationships of HRD with job satisfaction, employee performance, and affective organizational commitment.*

Regarding the relationship between HRD and job satisfaction, results demonstrate that HRD is positively associated with job satisfaction of employees. From results, it is evident that more favorable the HRD more will be the job satisfaction of employees. Employees' evaluation towards prevailed HRD in Indian automotive organization was positive which increased their level of job satisfaction. Existence of trust among the co-employees, environment to express their feeling to superiors and subordinates without fear, encouragement to take initiative and do things on their own without having to wait for instructions from their respective superiors, etc. were perceived

positively by the employees in organizations which enhanced their level of job satisfaction. HRD assist in creating a cordial and healthy work environment which helps in augmenting job satisfaction of employees.

These findings are consistent with past study where HRDC has a positive association with job satisfaction of employees (Kumar and Patnaik, 2002). For the success of Indian automotive industries, it is important to manage HRDC effectively. Worker level employees are responsible to a large extent for the productivity as well as profitability and favorable HRDC provides higher level of job satisfaction. The finding gets support from Rohmetra (1998), who has reported a positive relationship between HRDC and job satisfaction of employees.

Regarding the relationship between HRD and employee performance, correlation analysis was carried out. The results showed a significant and positive correlation between HRD and employee performance. Further analysis was conducted using SEM technique and positive association between HRD and employee performance was found. This denotes that more favorable the HRD more will be the performance of employees. Findings are consistent with previous study that the effective performance of human resource depends on the type of HRDC that prevails in the organization, if it is good than the employee's performance will be high but if it is average or poor then the performance will be low (Saxena and Tiwari, 2009). The positive relationship indicates that HRD in Indian automotive organizations is an important component for employee performance. Performance of worker level employees refers to the degree to which they execute their assigned duties, which also includes their personal attributes of trusting, sharing, and reciprocating among employees. High performance of employees is an essential tool for maintaining organizational growth. In a highly competitive business environment, it is needed to continually strive to raise the quality of human resources for better performance and sustain the profitability of the organization.

When employees perceive that their organization provides HRDC for their growth and development, they are more likely to respond by investing time and energy and by being psychologically involved in their work (Mohanty, Aparija, and Sahu, 2012). The underlying fact of this view is that favorable employee perceptions towards working environments result in positive work attitudes (like high motivation and stronger commitment), which in turn enhance job performance (Brown and Leigh, 1996). Thus, HRD has the potential to influence employee performance. From the above evidences, it can be concluded that a favorable OCTAPACE no doubt is an important parameter for employee performance.

Regarding the relationship between HRD and organizational commitment, results showed that a significant and positive relationship exists between HRD and organizational commitment. This indicates that more favorable the HRD more will be

the organizational commitment of employees or conversely if employees perceive unfavorable HRD less will be the commitment towards their organization. Results demonstrated that in Indian automotive organizations more committed employees were likely to exhibit more positive feelings, thoughts, and actions towards prevailing HRDC. A congenial HRD helps to boost employee morale, and keeps them motivated and competent, who are propelled towards organizational commitment and are sensitive to organizational needs. The role of the HR department becomes pivotal in implementing and maintaining HRD which help in creating positive perceptions in employees, thereby enhancing organizational commitment.

Findings of the present study get support from the past research that high organizational commitment is a resultant of favorable HRDC (Purang, 2008). In another study by Chew, Giraadi, and Entrekin (2005) declared a significant approach to the environment of HRD practices and reported as the identification of those aspects of jobs that influence strongly to the organizational commitment of employees. Emphasis on favorable climate of HRD results into higher organizational commitment (Iles, Mabey, and Robertson, 1990). In view of the findings of present study, it is important to conclude that employees are more likely to be highly committed when they perceive a strong linkage with congenial and favorable HRD in organizations.

## **7.2 Objective 2: (H<sub>4</sub> to H<sub>6</sub>)**

*The relationships of affective organizational commitment with job satisfaction, employee performance, and turnover intension.*

Regarding the relationship between organizational commitment and job satisfaction, results show that affective organizational commitment is positively associated with job satisfaction of employees. The high correlation score indicates that more the employees are committed to their organizations perceive more satisfaction with their job. Most of the worker level employees in Indian automotive organizations exhibited organizational commitment more actively and their positive orientation generate interest over remarkable aspects of their job. High committed employees get opportunities for their career advancement and their good behaviour is rewarded. Past studies also support the present findings. For example, Morrow (1983) observed organizational commitment is a function of job satisfaction. In another study, it was found that organizational commitment is positively associated with job satisfaction of employees (Aydogdu and Asikgil, 2011).

Regarding the relationship between organizational commitment and employee performance, results showed a significant positive relationship. The high correlation score indicates that more the employees are committed to their organizations show better performance. Committed employees are self-inspired which stimulate them to

accept challenge and find out improved ways of doing the things. High committed employees get more involved with their job, willingly accept organization's demand for optimum output, and put forth considerable effort on behalf of the organization, which leads in high job performance. Employees in automotive organization showed that they feel relaxed in terms of their work environment and have increased organizational commitment which entailed high job performance. Findings highlighted job performance of employees emerged as a determinant of organizational commitment. The findings of past research also have been conclusive and theories seem to contend that attitudinal factor such as employee's organizational commitment is closely related with job performance. Chughtai and Zafar (2006) found a positive relationship between organizational commitment and job performance of employees.

Organizational commitment instills in employees sense of feeling and instigates their inner motivation, which enhances employees' development even by listening, learning, and caring. This enables them to do the things with their best possible enthusiasm. Present findings reinforce the past studies that high committed employees persuade better job performance. A study was conducted by Meyer, Allen, and Smith (1993), the results revealed that there was a positive relationship between organizational commitment and performance of employees. Baugh and Roberts (1994) found that committed employees have high expectations of their performance and therefore performed better. Thus, present findings are in consistent with these past studies.

Regarding the relationship between organizational commitment and turnover intention of employees, results demonstrate that organizational commitment is negatively associated with turnover intention of employee. Employees in the Indian automotive organizations exhibited their psychological attachment to and involvement in an employing organization which fosters their commitment towards organization; such feelings and beliefs increased their willingness to maintain membership in the organization.

High committed employees strongly identify themselves with the values and goals of the organization and have a strong desire to remain as a member of the organization, which reduces their turnover intention towards organization. Findings are in consistent with numerous studies which confirm that organizational commitment exerts an inverse relationship with turnover intention. Higher levels of organizational commitment are associated with lower levels of turnover intention (Camp, 1993). Findings of a meta-analytic study demonstrate that organizational commitment predicts a wide range of job attitudes and turnover intention (Cooper-Hakim and Viswesvaran, 2005; Meyer, Stanley, Herscovitch, and Topolynytsky, 2002). Thus, the present study suggests performance and turnover problems of worker level employees should be tackled by stimulating organizational commitment.



### 7.3 Objective 3: (H<sub>7</sub> to H<sub>8</sub>)

#### *The relationship of job satisfaction and employee performance with turnover intention.*

Results demonstrate that job satisfaction is negatively related to turnover intention of employees. Most of the worker level employees generally focus relations with co-workers and supervisors, learning opportunities, working environment, monetary rewards and overall benefits of the job. It is not to surprise that combined effect of these expected needs and wants of job and their achievement provide job satisfaction. The negative association indicates that employees in Indian automotive organization expressed their higher attachment to the present job as well as to the organization. Therefore, these positive attitudes of satisfied employees tend to retain them in their present job. Hence, it relates with less turnover intention of employees. High satisfied employees also have greater effort to contribute more time to the present job. On the other hand, low satisfied employees put little effort to extend the job and attend to work. Therefore, it implies a negative correlation between job satisfaction and turnover intention. The present findings are in line with these past studies (Wright and Bonett, 2007). Satisfied employees are more motivated and in turn, they repose more pride in their jobs, feel happiness in their work, give maximum time, and devote to it throughout their working lives (Nguyen, Taylor, and Bradley 2003).

Results showed that job satisfaction is one of the most important necessities for an individual to retain voluntarily for longer period in their organization. This focuses the implication that job satisfaction is often thought to be the gratification of strong needs in the workplace or the degree of discrepancy between what a person expect to receive from work and what that person perceives is actually received. This connection between employees' expectation and perception about fulfillment attracts their interest towards organization, because satisfied employees have a greater tendency to stay long and contribute to the organization.

Employees want to maintain their identity and good reputation with the existing organization even after determination to quit the present organization. Employees with intention of leaving the organization not only focus on a better professional in near future, but may also be influenced by a pre-employment goodwill to their future employer. Consequently, the individual's current performance may enhance. The findings are in line with the previous research by Zimmerman and Darnold (2009) who establish that job performance of employees is negatively related to intentions to quit the organization.

## 8. IMPLICATIONS OF THE STUDY

Findings of the present study are pertinent to concerned employees who are either directly or indirectly associated with the operation activities in Indian automotive industries. OCTAPACE as a prime factor needs to be reckoned with while developing

the overall system of an organization. HRD system and practices would ultimately depend on the effectiveness of employee job satisfaction, performance, and organizational commitment. Conducive HRDC will help employees to adapt more quickly the constantly changing technological environment in Indian automotive industries. Employees' high job satisfaction, performance, and organizational commitment are the sign of encouraging HRDC, which is needed to face the turmoil of the global business environment. Favorable climate to human resources supports in developing and sustaining individuals' attitudes and behaviours for overall organizational success. HRD practitioners engaged in the process of implementing HRD system has to focus on factors such as OCTAPACE, job satisfaction, affective organizational commitment and employee performance, which may help them in understanding the turnover intention behaviour of employees.

Based on the present findings, it is recommended that adequate emphasis should be given towards developing organizational environment to create self-interest amongst employees through various HRD interventions in organizations. HRDC portrays organizational environment as being rooted in the organization's value system and tends to present broadly applicable set of procedures subject to direct control. A systematic effort to look into the psychological approach of employees on day-to-day working background may be viewed as a measure of employees' interest and motivation towards work and organization. It is suggested that close monitoring of day-to-day working environment may be the one step in understanding turnover behaviour, if the management is interested in significantly reducing the turnover intention of employees. Increased employees job satisfaction, organizational commitment, employee performance may reduce the turnover intention.

This study has explored the concept of turnover intention and throws light for practical application by investigating and explaining its significant relationship with OCTAPACE and employee performance in Indian automotive industries. Finally, it is suggested that OCTAPACE would help in developing a system for better job satisfaction, employee performance, and organizational commitment.

## **9. LIMITATIONS AND SCOPE FOR FUTURE RESEARCH**

The questionnaire method was used for data collection. Therefore, social desirability effects might have occurred in the responses. Specific type of organization has been studied. Therefore, caution must be exercised in generalizing the findings. At least one year work experience of employees in the same industry has been considered in the present sample. Therefore, the findings of this study should be used with caution in the viewpoint of newly joined employees. The similar research may be taken up with other types of organizations. It can provide the organizational comparison among different attitudes and behaviours depending upon prevailed HRDC. Possible extensions of this study could be to test the effects of other variables as a mediator,

such as employee performance, job satisfaction and affective organizational commitment. The study may be extended for respondents belonging to other hierarchical levels in the organizations.

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