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The turnover intention of young employees in the IT industry

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Abstract: Employee turnover process models considered job satisfaction as the key factor in the formation of turnover intention of employees and that job satisfaction negatively affected turnover intention. These models considered job satisfaction in isolation and examined career growth and supervisory interpersonal justice as antecedents of job satisfaction or turnover intention. However, this study posited career growth and supervisory interpersonal justice as the key mediator variables in job satisfaction's relationship with turnover intention considering the significance of those two factors for the young and educated employees in the IT industry. The mediation approach enabled to unlock the complex chain of relationships between job satisfaction and the turnover intention of employees. While career growth was found to enhance the negative and expected influence of job satisfaction on the employees' intention to change jobs, supervisory interpersonal justice acted in the opposite direction and depleted the negative effect of job satisfaction on the turnover intention of the employees in the IT industry.

Keywords: IT industry; young employees; turnover intention; job satisfaction; career growth; supervisory interpersonal justice; mediation analysis.

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1 Introduction

Employee turnover in IT industry was high despite significant increases in remuneration. For example, Ribiero (2011) observed that employee turnover in Indian IT industry was 15% to 30% per year in spite of increase in salary levels ranging from 10% to 15% annually. Organisations had to incur significant costs to recruit new employees against the vacancies and train them (Mobley, 1982; Horn and Griffeth, 1995). The turnover

process models (Mobley et al., 1979; Muchinsky and Morrow, 1980; Horn and Griffeth, 1995) invariably explained job satisfaction as the significant factor in the turnover intention of employees and that the intention leads to the actual turnover of employees. Subsequent studies also explained that career growth, supervisory interpersonal justice, supervisor support and many other reasons such as outside opportunities, better experience, family life, and employee characteristics acted as antecedents to employee job satisfaction or employee turnover intention. However, those studies did not significantly explain the process or mechanism which enhanced or depleted job satisfaction in its conversion into employee turnover intention. The present study filled this gap by considering career growth and supervisory interpersonal justice as significant mediating variables in the relationship between job satisfaction and turnover intention of employees. This mediation approach offered the mechanism which explained how the effect of job satisfaction was regulated in the process of its conversion into turnover intention.

Many recent studies emphasised the significant roles played by career growth and supervisory support. Though compensation was important, Singh et al. (2018) found that employees left the organisation due to inadequate career growth opportunities and friction with the supervisors. Also, Mahesh and Narmadha (2020) in their study emphasised that support from supervisor and career opportunities, in addition to congenial work environment, recognition and salary, played vital roles for the retention of employees. Sishuwa and Phiri (2020) found that career development was a determining factor in employee retention in addition to job security. Sinha (2020) underlined the significance of career development system in an organisation for the reduction of employee turnover. All those studies generally dealt with the influence of the included factors in their linear relationship with either job satisfaction or turnover intention. Job satisfaction in turn was proposed to affect employee turnover intention. The employees in IT industry generally were young, educated and new to work unlike the employees in other traditional industries and, their immediate ambition was career growth in the organisation (Enns et al., 2006). Therefore, the present study posited that the most important goal was career growth in the organisation (hereinafter mentioned as career growth) for the young employees in the IT industry. Further, previous literature recognised that supervisor support and supervisory interpersonal justice were among the top reasons for employee turnover intention (Cappelli, 2007; Mathew, 2006). Accordingly, this study proposed that job satisfaction's relationship with turnover intention was not linear, unlike as discussed in the previous studies, and, offered a mediation framework in which career growth and supervisory interpersonal justice played significant mediator roles.

2 Literature review

Horn and Griffeth (1995) suggested that significant contribution to employee turnover research would be made by studies which considered the various dimensions involved in employee turnover process in addition to job satisfaction (Mobley, 1977; Muchinsky and Morrow, 1980). Most of the models emphasised various determinants of turnover like promotional chances, job stress, distributive justice, social support, and employee characteristics (Kim et al., 1996). When dissatisfaction from the determinants exceeded satisfaction, an employee decided to quit the organisation but, the decision to quit was

constrained by opportunities available outside the organisation (Price, 1977). Many studies discussed alternate job availability, comparison of the alternate jobs with the existing one, and cost of quitting (Horn and Griffeth, 1995) as some of the aspects involved in turnover process but there was paucity of studies emphasising the role of career growth in the conversion process of job satisfaction into employee turnover intention. Mobley (1977) emphasised that job satisfaction by itself explained only a small fraction of its relationship with employee intention to quit (Locke, 1976) and many other variables mediated the relationship (Porter and Steers, 1973). However, adequate attention was not given to the underlying mechanism which connected the relationship that job satisfaction had with turnover intention of the employees. There was no significant attempt to identify the gap on how job satisfaction enhanced or depleted the negative effect on turnover intention.

Previous literature supported the significant roles of career growth and supervisory interpersonal justice as antecedents of job satisfaction or employee turnover intention (Uzoka et al., 2011). Enns et al. (2006) observed that young professionals were passionate about career growth opportunities. Weng and Zhu (2020) suggested that studies were required to examine the nature of the relationship between employee characteristics of attitudes and behaviours and, career opportunities. Kim et al. (2018) in their longitudinal study found that the younger employees were more concerned with person-job fit requirement than the senior employees. Rungta and Rao (2018) concluded that the younger employees differed from their seniors with regard to the reasons for the turnover intention. One of the significant reasons for the young professionals in the age group of 24–28 years intending to leave the organisation in the Indian IT sector was lack of career growth opportunities (Kadam and Thakar, 2014; Pietersen and Oni, 2014). Hu et al. (2008) found that one of the important factors for the students in their job choice was career growth. Sunanda (2017) found lack of career growth opportunities in the organisation as a major reason for employee turnover in IT sector. Kim et al. (1996) included promotional chances as one of the key factors in their turnover process model. Gaertner (2000) found significant relationship between promotional chances and job satisfaction in their study on employee turnover. The widely used job descriptive index (Balzer et al., 1997) included opportunity for promotion as a facet of job satisfaction. Parthasarthy (2008) found that one of the main reasons for high turnover among Indian IS professionals was that they were occupied in monotonous jobs like testing and coding. If adequate career growth opportunities were available within the organisation, high employee turnover could be avoided.

Yiu and Saner (2008) observed that supervisor was the most frequently cited reason for employee turnover. NASSCOM (2006) in their survey identified the top most reason for employees to quit was dissatisfaction with supervisor. Major et al. (2007) emphasised that supervisors played a significant role in the career of an information system professional. Cappelli (2007) and Mathew (2006) commented that the immediate reason for employees in their decision to leave the organisation rested with their supervisors and, an employee might leave in spite of attractive remuneration and opportunities for career development. Upadhya and Vasavi (2006) found that supervisors were instrumental in performance appraisal, pay increments, promotions, and bonus and, hence they played an important role in turnover decisions of Indian IS professionals. Particularly, the role of supervisor was found to be more critical in high power distance (Hofstede, 2001) relationships as in India, where this study was conducted. In organisations with high

power distance relationships, social status was important which meant that the supervisor had more power to decide the remuneration, responsibilities and work environment of an employee and, an employee might not expect dignity and respect from his supervisor. The present study operationalised the role of the supervisor with the concept of supervisory interpersonal justice. Supervisory interpersonal justice was related to the employee's feeling of how he was being treated by his supervisor. Bies and Moag (1986) and Kwon et al. (2008) explained that interpersonal justice encompassed respect and dignity in interpersonal relationship between the employee and the supervisor in the work environment. Olubiyi et al. (2019) examined person-organisation theory and concluded that management support was one of the key factors responsible for employee retention.

The previous studies dealt with the effect of supervisory interpersonal justice and career growth on job satisfaction in isolation. The mediation effect of job satisfaction would explain how its effect was enhanced or depleted in its relationship with turnover intention and unlock the complex and hidden chain of relationships that existed between turnover intention and job satisfaction. Hence, the present study examined the role of supervisory interpersonal justice and career growth as the two key mediator variables in the relationship job satisfaction had with employee's turnover intention.

As work environment was mainly responsible for job satisfaction (Konrad et al., 2013; Moore et al., 2011; Pagan, 2011), the present study operationalised job satisfaction with the help of workplace fit perceptions advocated by Kristof (1996) and others (Haptonstahl, 1998; Kristof-Brown et al., 2002; Cable and Edwards, 2004). Workplace fit consisted of person-job fit, person-group fit and person-organisation fit (Haptonstahl, 1998; Kristof-Brown et al., 2002). Person-job fit measured how an employee's expectations and skills suited the job responsibilities, resources and environment of an organisation (Brick et al., 2002). After examining the person-environment fit theory, Huang et al. (2019) observed that person-job fit was positively related to the innovative behaviour of the employees. According to Kristof-Brown et al. (2002), person-group fit referred to the level of attachment and friendliness an employee perceived in his relationship with his group or department. Tindale et al. (1998) explained that an employee's desire to participate with his group determined the level of person-group fit. Person-organisation fit measured the fit between the values of an organisation and an individual as perceived by the individual (Haptonstahl, 1998; Kristof, 1996). Shah and Ayub (2021) observed that job satisfaction was positively influenced by person-job fit and person-organisation fit requirements. Bai and Liu (2018) found that person-organisation fit was positively related to career growth and work engagement and helped the employee to identify himself with the organisation. Suwanti et al. (2018) analysed the corporate citizenship and innovative behaviour of the employees and found that person-job fit and person-organisation fit positively affected them.

3 Hypotheses development

3.1 Workplace fit perceptions and job satisfaction

Job satisfaction referred to an employee's feeling of enjoyment of all the aspects of his job. Previous literature clearly demonstrated that person-job fit, person-group fit and person-organisation fit significantly influenced job satisfaction. Kristof-Brown et al. (2002) and Cable and DeRue (2002) found significant relationships among person-job fit,

person-group fit and person-organisation fit and job satisfaction. Haptonstahl (1998) investigated the relationships among the three fit perceptions of workplace fit perception namely, person-job fit, person-group fit, and person-organisation fit, and job satisfaction. Davis (2006) examined, among others, the relationship between workplace fit, consisting of person-job fit, person-group fit and person-organisation fit and job satisfaction and, found that workplace fit and job satisfaction were significantly related. Hence, it was proposed as below:

Hypothesis 1 Workplace fit consisting of person-job fit, person-group fit and person-organisation fit was positively related to job satisfaction.

3.2 Job satisfaction and turnover intention

Many studies in previous literature (Joseph et al., 2007; Wickramasinghe, 2010) supported the negative relationship between turnover intention and job satisfaction. Szamosi (2006) and Lounsbury et al. (2007) too in their study found negative relationship between turnover intention and organisational satisfaction. Uzoka et al. (2011) found negative relationship between turnover intention and job satisfaction. Saks and Ashforth (1997) found that employees who had higher fit perceptions exhibited lower turnover intention. Cable and DeRue (2002) and Gaertner (2000) supported the negative relationship between the fit perceptions and turnover intention. Kim et al. (1996) dealt with the structural factors behind employee turnover and observed significant relationship between turnover intention and job satisfaction. Based on the above, the following hypothesis was formed:

Hypothesis 2 Job satisfaction had negative relationship with turnover intention.

3.3 Mediator role of career growth and supervisory interpersonal justice in job satisfaction-turnover intention relationship

Promotional chance was dealt with as a direct determinant of job satisfaction in many earlier studies (Kim et al., 1996; Mueller et al., 1994; Mueller and Price, 1990). Gaertner (2000) found promotional chances and supervisory support as two of the three structural determinants of job satisfaction. Iyer (2011) examined supervisory interpersonal justice as one of the key determinants of turnover intention. Tseng (2010) examined the effect of promotion on job satisfaction in Taiwan, among IS professionals. As supervisors were instrumental in performance appraisal, pay increments, promotions, and bonus (Upadhyya and Vasavi, 2006), they played a positive role on job satisfaction of employees. Uzoka et al. (2011) observed that career growth and supervisor support were positively related with job satisfaction. Colquitt (2001) found negative relationship between turnover intention and supervisory interpersonal justice. Uzoka et al. (2011) found that career growth and supervisory support exhibited negative relationship with turnover intention. Young and educated employees in the IT industry aspired for career growth inside the organisation and, interpersonal justice and supervisor support were among the top most reasons for the employees in the IT industry for forming the turnover intention. An employee having job satisfaction and favourable career growth was unlikely to form an intention to quit. Also, when the satisfied employee was treated with dignity and respect, he was unlikely to think of leaving the organisation. These studies argued that employees

would not form the turnover intention when they perceived career growth and, there was supervisory interpersonal justice. Hence it was posited that job satisfaction had mediation effect on employee turnover intention and, career growth and supervisory interpersonal justice acted as mediating variables. Based on the above discussion, the following hypotheses were formed:

Hypothesis 3 Job satisfaction had positive relationship with career growth.

Hypothesis 4 Career growth had negative relationship with turnover intention.

Hypothesis 5 Job satisfaction had positive relationship with supervisory interpersonal justice.

Hypothesis 6 Supervisory interpersonal justice had negative relationship with turnover intention.

4 Methodology

4.1 Measurement scale

A 5-point Likert scale was constructed with the constructs, workplace-fit consisting of three elements, namely, person-job fit (four items), person-organisation fit (three items), and person-group fit (three items), job satisfaction (four items), career growth (three items), supervisory interpersonal justice (five items) and turnover intention (three items). The elements of workplace fit, namely, person-job fit ($\beta = 0.84$, $p = 0.0$), person-organisation-fit ($\beta = 0.75$, $p = 0.0$) and person-group fit ($\beta = 0.74$, $p = 0.0$) loaded significantly into the construct, workplace fit. 'Strongly disagree' was represented by 1 and 'strongly agree' was represented by 5 for the items in the scale. The scale also included responses for gender, age, highest educational qualification, job level, total experience and, marital status. A pilot study was conducted with twenty respondents. Some of the wordings of the items in the questionnaire were modified for the purpose of clarity based on the feedback received. The list of items along with the sources of adaption is given in the Appendix.

4.2 Details of the survey

The survey for the study was conducted among IT professionals in various cities of India, utilising the services of student volunteers. Those volunteers contacted IT professionals in person as well as taking assistance from their friends and relatives to obtain responses by mailing the questionnaires to IT professionals living in other cities. The respondents were asked to answer their perceptions for the various questions. Four hundred and ninety-seven responses were collected. Thirteen of the responses were not considered as they contained many unfilled responses for some of the items, resulting in 484 valid responses for analysis.

4.3 Details of the respondents

The demographic information of the respondents was summarised and given in Table 1.

Table 1 Details of the respondents

| <i>Category of the responses</i> | <i>Number of responses</i> | <i>%</i> |
|-----------------------------------|----------------------------|----------|
| Gender | | |
| Male | 292 | 60 |
| Female | 192 | 40 |
| Age | | |
| 20-30 years | 315 | 65 |
| 31-40 years | 127 | 26 |
| 41years and above | 42 | 9 |
| Highest educational qualification | | |
| Post-graduates | 210 | 43 |
| Graduates | 274 | 57 |
| Job level | | |
| Beginner level | 176 | 36 |
| Middle level | 233 | 48 |
| Top level | 75 | 16 |
| Total experience | | |
| 5 years and less than 5 years | 354 | 73 |
| 5.1- 10 years | 83 | 17 |
| More than 10 years | 47 | 10 |
| Marital status | | |
| Married | 195 | 40 |
| Unmarried | 289 | 60 |

4.4 Data analysis methods

The measurement items were checked for their communality value of less than 0.4. One measurement item in the construct of job satisfaction namely, 'my duties and responsibilities are suitable for my qualification, experience and, preference' was rejected from further consideration as it had a communality value of 0.30. Confirmatory factor analysis was carried out using structural equation modelling in Amos, version 21. One item in career growth, 'there is no dearth of career growth opportunities for the talented employees' measured 0.25 (below 0.4) in the confirmatory factor analysis. That item was omitted from further consideration as recommended by Hair et al. (2006). The resultant model is given in Figure 1. Next, as suggested by Anderson and Gerbing (1988), two-step approach was used to draw further inferences. In this two-step approach, after estimating the measurement model, the structural model was obtained and examined for path analysis.

5 The results of analysis

5.1 The measurement model

Cronbach's alpha values were calculated to ascertain the reliability of the constructs which are given in Table 2. All the measurement items of fit were loaded severally for the purpose of finding the alpha value of the construct of workplace fit.

Table 2 Cronbach's Alpha of the constructs

| <i>Name of the construct</i> | <i>Cronbach's alpha</i> |
|-----------------------------------|-------------------------|
| Workplace fit | 0.81 |
| Job satisfaction | 0.64 |
| Career growth | 0.55 |
| Supervisory interpersonal justice | 0.81 |
| Turnover intention | 0.60 |

Cronbach's alpha value of 0.7 was desirable for the constructs. Though three constructs revealed alpha values of less than 0.7, they were closer to 0.6. Robinson et al. (1991) and Streiner and Norman (2008) suggested that in exploratory research, alpha values of less than 0.7 were acceptable. Discriminant validity of the constructs was examined by comparing the alpha values of the constructs with the inter-construct correlations (Gaski and Nevin, 1985). The Cronbach alpha values of the constructs exceeded the construction correlation values in all the cases except the one between career growth and supervisory interpersonal justice where it was 0.55 against 0.59. Those values confirmed discriminant validity among the constructs used in the study. The correlation matrix is given in Table 3.

Table 3 Discriminant validity

| <i>Name of the construct</i> | <i>Workplace fit</i> | <i>Job satisfaction</i> | <i>Career growth</i> | <i>Supervisory interpersonal justice</i> | <i>Turnover intention</i> |
|-----------------------------------|----------------------|-------------------------|----------------------|--|---------------------------|
| Workplace fit | 0.80 | | | | |
| Job satisfaction | 0.69 | 0.65 | | | |
| Career growth | 0.51 | 0.65 | 0.55 | | |
| Supervisory interpersonal justice | 0.54 | 0.53 | 0.59 | 0.81 | |
| Turnover intention | -0.18 | -0.31 | 0.14 | -0.27 | 0.59 |

Note: Diagonal values represent Cronbach's alpha values.

Common method variance was examined considering the suggestion of Harman (1967). A single factor was extracted using Principal components method without rotation. This single factor accounted for 24.40% of the variance involved. Hence it was concluded that there was no influence of common method bias. The model (Figure 1) was evaluated with reference to the appropriateness of the parameters, their standard errors and factor correlations. Model minimum was achieved with 257 degrees of freedom. All the parameters were significant. The standard errors of the parameters were in reasonable range as they were neither too big nor too small. There were no negative error variances

and the factor correlations were less than 1. The standardised item loadings of the constructs in the model (Figure 1) of the study were checked and are given in Table 4. All the measurement items loaded into their respective latent constructs significantly ($p=0.00$). Most of the items measured with standardised weights above 0.6.

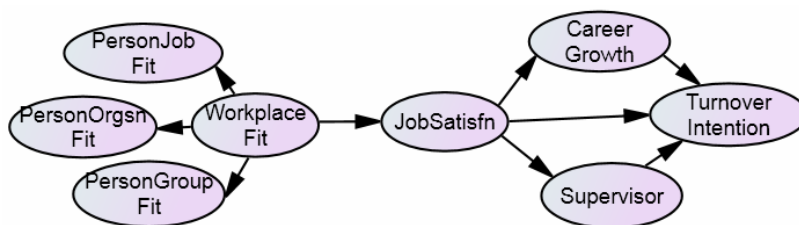
Table 4 Standardised regression weights

| <i>Measurement items</i> | <i>Weights</i> |
|--|----------------|
| Workplace fit | |
| Person-job fit | |
| My present job helps me to meet my goals | 0.67 |
| My current job motivates me | 0.74 |
| My abilities, skills, and talents are suitable for the present job | 0.69 |
| I am able to use my talents, skills and competencies in my current job | 0.54 |
| Person-organisation fit | |
| The organisation where I work treats its employees well | 0.65 |
| My organisation's culture and my beliefs sail together | 0.60 |
| I agree with most of the policies of my organisation | 0.57 |
| Person-group fit | |
| My coworkers and I work well together to accomplish the given tasks | 0.75 |
| I have a good working relationship with my coworkers | 0.65 |
| My coworkers and I work together to achieve common goals | 0.62 |
| Job satisfaction | |
| I am happy with my work environment | 0.52 |
| I feel fully secured in my job | 0.52 |
| I am satisfied with my present job | 0.60 |
| My job is interesting and I enjoy my work | 0.51 |
| Career growth in the organisation | |
| There are many career growth opportunities in my organisation | 0.75 |
| There is scope for me to choose new job responsibilities | 0.50 |
| Supervisory interpersonal justice | |
| My superior takes interest in the development of my strengths | 0.68 |
| My superior helps me when I make efforts | 0.70 |
| My superior approaches me as a person, and not as a mere member of the group | 0.72 |
| My superior takes interest in educating me | 0.66 |
| My superior reveals containment when I meet the requirements | 0.63 |
| Turnover intention | |
| There are better jobs outside my organisation for which I am eligible | 0.41 |
| I often think about quitting my job from the present organisation | 0.72 |
| If it were possible, I would like to get a new job | 0.62 |

5.2 Structural model

The robustness of the model was examined considering Wheaton's (1987) suggestion that it would be better to take into consideration multiple measures of model goodness-of-fit. Accordingly, X^2 , GFI, CFI and, RMSEA values of the measurement model were examined. They measured, $X^2 = 706$, $X^2/df = 2.97$, GFI = 0.89, CFI = 0.86 and, RMSEA = 0.06. A model was considered robust when X^2/df was less than 3, GFI exceeded 0.85, though value above 0.90 was preferred, and, CFI was greater than 0.85 (Byrne, 2010; Hair et al., 2006). Browne and Cudeck (1993) advocated that a close fit was represented by an RMSEA value of less than 0.05 and a fair fit was represented by values between 0.05 and 0.08. For Martens (2005) and Byrne (2010), among others, RMSEA was the most preferred measure of goodness-of-fit. The model exhibited adequate fit considering the goodness of its values obtained for the model of the study. The structural model is given in Figure 1.

Figure 1 A mediation model on employee turnover intention (see online version for colours)



The structural loadings for the constructs of the model are given in Table 5.

Table 5 Structural loadings for the constructs

| Path | Standardised loading | 'P' value |
|---|----------------------|-----------|
| H1 Workplace fit → Job satisfaction | $\beta = 0.82$ | 0.00 |
| H2 Job satisfaction → Turnover intention | $\beta = (-)0.45$ | 0.01 |
| H3 Job satisfaction → Career growth in the organisation | $\beta = 0.73$ | 0.00 |
| H4 Career growth → Turnover intention | $\beta = 0.48$ | 0.00 |
| H5 Job satisfaction → Supervisory interpersonal justice | $\beta = 0.65$ | 0.00 |
| H6 Supervisory interpersonal justice → Turnover intention | $\beta = (-)0.23$ | 0.02 |

5.3 The relationship between workplace fit, job satisfaction and turnover intention

Workplace fit was positively related to job satisfaction ($\beta = 0.82$, $p = 0.00$). Hence, Hypothesis 1 was supported. As expected, job satisfaction revealed negative relationship with turnover intention which was significant at $\beta = (-)0.45$ ($p = 0.01$). Hence, the present study found support for Hypothesis 2.

5.4 Mediation effect of job satisfaction on turnover intention

The results revealed that job satisfaction was significantly related to career growth ($\beta = 0.73$, $p = 0.00$) with a positive sign. This result supported Hypothesis 3. On the contrary, career growth had significant but positive relationship with turnover intention ($\beta = 0.48$, $p = 0.00$). This was not in consonance with the negative relationship that was hypothesised in the study. Hence, Hypothesis 4 found no support. The rejection of Hypothesis 4 suggested that though the employees were satisfied with career growth, they expressed turnover intention. This suggested that perhaps they had to pay a price for career growth in terms of work stress (Dhar and Dhar, 2010) and work-family conflict (Ahuja et al., 2007). The other significant reason could be social norms where friends, co-workers and family members influenced an employee to take the decision of leaving the organisation (Venkatesh and Morris, 2000; Moore and Burke, 2002; Igbaria and Shayo, 2004; Lacity et al., 2008). Hypothesis 5 was supported as job satisfaction had positive relationship with supervisory interpersonal justice ($\beta = 0.65$, $p = 0.00$). The results revealed support for Hypothesis 6 ($\beta = (-) 0.23$, $p = 0.00$) as supervisory interpersonal justice exhibited significant negative relationship with employee turnover intention.

The relationship between job satisfaction and turnover intention was further investigated for mediation analysis. The path diagram in the model revealed the direct effect between job satisfaction and turnover intention at $\beta = (-) 0.45$ ($p = 0.01$). This result did not reveal the underlying complex relationship that existed between turnover intention and job satisfaction explicitly. Mediation analysis brought out the causal relationship between job satisfaction and, career growth and supervisory interpersonal justice on how turnover intention was affected by the mediation effect of job satisfaction through career growth and supervisory interpersonal justice respectively.

In order to find the mediation effect of job satisfaction on turnover intention in the presence of career growth only, supervisory interpersonal justice was omitted in the path diagram and bootstrap method in Amos with 2,000 samples was conducted. The path diagram in the absence of supervisory interpersonal justice revealed the direct effect of $\beta = (-) 0.65$ ($p = 0.00$) between job satisfaction and turnover intention. The indirect effect of job satisfaction on turnover intention ($\beta = 0.36$, $p = 0.00$) measured the causal influence of the mediator variable, career growth. As the indirect effect was significant, the mediation effect of job satisfaction on turnover intention was established. The mediation effect was partial as the direct effect between job satisfaction and turnover intention remained significant as mentioned above. The mediation effect demonstrated that job satisfaction channelled its negative effect through career growth which acted favourably to bring down the employee turnover intention.

Bootstrap method was repeated to find the mediation effect of job satisfaction on turnover intention in the presence of supervisory interpersonal justice only. Career growth was omitted from the path diagram. The path diagram in the absence of career growth revealed the direct effect of $\beta = (-) 0.06$ ($p = 0.68$) between job satisfaction and turnover intention. The analysis further revealed that significant indirect effect ($\beta = (-) 0.15$, $p = 0.02$) existed between job satisfaction and turnover intention in the presence of supervisory interpersonal justice. Therefore, there was mediation effect between job satisfaction and turnover intention in the presence of the mediator, supervisory interpersonal justice. However, unlike career growth, supervisory

interpersonal justice lowered the negative effect of job satisfaction on turnover intention. Again, there was full mediation in this case as the direct effect became insignificant ($\beta = (-) 0.06$, $p = 0.68$) as was mentioned above. Thus, the study revealed that supervisory interpersonal justice played an unfavourable role and depleted the negative effect of job satisfaction on turnover intention.

5.5 *Summary of the results of the hypotheses*

Table 6 Summary of the results

| <i>S. no.</i> | <i>Hypothesis</i> | | <i>Result</i> |
|---------------|-------------------|---|---------------|
| 1 | Hypothesis 1 | Workplace fit consisting of person-job fit, person-group fit and person-organisation fit was positively related to job satisfaction | Supported |
| 2 | Hypothesis 2 | Job satisfaction had negative relationship with turnover intention | Supported |
| 3 | Hypothesis 3 | Job satisfaction had positive relationship with career growth | Supported |
| 4 | Hypothesis 4 | Career growth had negative relationship with turnover intention | Not supported |
| 5 | Hypothesis 5 | Job satisfaction had positive relationship with supervisory interpersonal justice | Supported |
| 6 | Hypothesis 6 | Supervisory interpersonal justice had negative relationship with turnover intention | Supported |

6 **Conclusions**

The study made many theoretical contributions. The study theoretically contributed to the suggestion of Joseph et al. (2007) who suggested that generic turnover theories be added with IT context. The study theorised this suggestion by considering supervisory interpersonal justice and career growth as mediator variables in the relationship job satisfaction had with employee turnover intention, as the respondents of the study were young employees in the IT industry who had a work experience of less than 5 years for whom career growth and friendly supervisors were important. The study significantly contributed to Horn and Griffeth (1995) who claimed that significant contribution to the employee turnover research would be made by studies which considered the various facets of the process or mechanism involved in turnover in addition to job satisfaction. The study offered a unique framework which examined the interrelationships among between turnover intention and job satisfaction in which career growth and supervisory interpersonal justice played significant mediator roles. This mediation framework contributed to Mobley (1977) and others who claimed that job satisfaction by itself explained only a small fraction of its relationship with employee turnover intention and many other variables mediated and explained the relationship. As Sirdeshmukh et al. (2002) claimed in consumer relational exchanges, the introduction of the mediating variables in the present study helped to question the sole focus on job satisfaction as the significant factor influencing employee turnover intention. Additionally, this approach answered the gap which connected job satisfaction and employee turnover intention.

Locke (1976) claimed that job satisfaction rarely explained more than 16% of the variance in turnover. The present study could explain 20% of the variance involved in turnover intention as against 18% in the Price and Mueller model (1981). The mediation analysis brought out interesting findings and explained that career growth in the IT industry significantly helped job satisfaction to reduce the intention of the employees to leave their organisations. However, the employees perceived that supervisors depleted job satisfaction in the turnover process.

The study has many managerial implications. The three workplace fit factors, person-job fit, person-organisation fit and, person-group fit, contributed substantially to job satisfaction which revealed the existence of sound HR policies and congenial work environment in the IT sector. This congenial work environment in the IT sector (workplace fit) resulted in job satisfaction. The person-job fit, person-organisation fit and, person-group fit respectively measured, $\beta = 0.84$, $\beta = 0.75$ and $\beta = 0.74$. This revealed that the recruitment and training of the individuals in the IT industry was appropriate to the positions in which they were placed in the organisation. The employees enjoyed freedom of work and, pay was commensurate. It was found that career growth opportunities in the organisation were conducive and contributed to job satisfaction. However, though the organisations provided career growth opportunities, the employees still had some intention to leave. This could be due to job stress and work-family conflict which accompanied career growth. The other reason could be the influence of friends and relatives of the employees. The organisations may make efforts to measure the impact of those factors on turnover intention. The feasibility of providing employment to spouse, recruitment of friends on referral, flexible working hours and, work from home might be considered and strengthened to meet such contingencies. Also, in order to overcome the unavoidable reasons of shortage of employees, recruitment in benches and buffers might be considered. The findings showed that the employees were not satisfied in the interpersonal relationship with their supervisors. The dissatisfaction with the supervisors weaned away job satisfaction leading to turnover intention. The managements shall carry out appropriate measures including proper orientation and training to the supervisors. Some of the limitations of the study are appropriate for consideration. The study used an opportunistic sample. However, the majority of the respondents belonged to the age group of 20–40 years and 73% of them had experience of 5 years and less than 5 years. This fairly represented the employee population in the Indian IT industry. Another limitation was that the construct of career growth was measured with only two items as one of the items in the scale was omitted for low loading. Three or more items were generally preferred to measure a construct. Also, the limitations of cross sectional data apply to the present study and, studies using longitudinal data would be able to bring out the changing preferences of young employees in the IT industry.

Future research is suggested involving employees from different cultures as findings of the study may not hold for employees in different countries and cultures. Mediation analysis used in the study also provided scope for adding other factors like work-stress, work-family conflict and social norms as mediating variables in the turnover process in future studies. Future research could examine the model for more experienced and aged professionals as priority could be different for them. Similarly, the priorities might differ for married employees and employees with dependent children.

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Appendix

The turnover intention of young employees in the IT industry

| <i>Construct</i> | <i>Measuring items</i> | <i>Adapted/ constructed from</i> |
|-----------------------------------|--|--|
| Workplace fit | | |
| Person-job fit | 1 My present job helps me to meet my goals | Brkick et al. (2002) |
| | 2 My current job motivates me | |
| | 3 My abilities, skills, and talents are suitable for the present job | |
| | 4 I am able to use my talents, skills and competencies in my current job | |
| Person-organisation fit | 5 The organisation where I work treats its employees well | Cable and DeRue (2002) and Kristof-Brown et al. (2002) |
| | 6 My organisation's culture and my beliefs sail together | |
| | 7 I agree with most of the policies of my organisation | |
| Person-group fit | 8 My coworkers and I work well together to accomplish the given tasks | Kristof-Brown et al. (2002) |
| | 9 I have a good working relationship with my coworkers | |
| | 10 My coworkers and I work together to achieve common goals | |
| Job satisfaction | 11 I am happy with my work environment | Balzer et al., (1997) and Pagan (2013) |
| | 12 I feel fully secured in my job | |
| | 13 I am satisfied with my present job | |
| | 14 My job is interesting and I enjoy my work | |
| Career growth in the organisation | 15 There are many career growth opportunities in my organisation | Weng and Hu (2009), Kim et al. (1996) and Colquitt et al. (2001) |
| | 16 There is scope for me to choose new job responsibilities | |
| | 17 There is no dearth of career growth opportunities suitable for me | |

The turnover intention of young employees in the IT industry (continued)

| <i>Construct</i> | <i>Measuring items</i> | <i>Adapted/ constructed from</i> |
|-----------------------------------|---|--|
| Supervisory interpersonal justice | 18 My superior takes interest in the development of my strengths | Bies (2005) and Byrne (1999) |
| | 19 My superior helps me when I make efforts | |
| | 20 My superior approaches me as a person, and not as a mere member of the group | |
| | 21 My superior takes interest in educating me | |
| | 22 My superior reveals containment when I meet the requirements | |
| Turnover intention | 23 There are better jobs outside my organisation for which I am eligible | Konovsky and Cropanzano (1991) and Abdalla et al. (2017) |
| | 24 I often think about quitting my job from the present organisation | |
| | 25 If it were possible, I would like to get a new job | |