

Quality of Work Life and Turnover Intention: A Framework Based on Literature Review

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ABSTRACT: Quality of work life and turnover intention represent actually a major and a real concern for organizations because of their significant impact on professionals' choices. Nowadays, a wide range of factors contribute positively or negatively to the quality of professional life, including, work-life balance, work opportunities, harmonious organizational climate, indeed it is highly recommended that organizations offering a better quality of work life will have less turnover and automatically less turnover intention. This leads us to ask about the issue of quality work life, which can significantly impact the choice of employees to stay or to leave their organizations.

In this sense, it is important to point out, the importance of employees to an organization has long been recognized, as they play a central role in creating and maintaining a competitive advantage for their organizations. In fact, the issue of attracting and retaining highly qualified employees stems from a managerial perspective that is more important than ever. Furthermore, the issue of motivating, retaining and retaining employees is seen as a smart strategy for sustaining organizational performance and carving out a place in the market for the long term, as it invests in the valuable resource who is human capital

In this paper we investigate the link between quality of work life and turnover intention. First, it is appropriate to propose a literature review on quality of work life and turnover intention, and then to present different related-works and studies on the main subject.

Keywords - Human resource management, Intention to quit, quality of work life, turnover.

I. INTRODUCTION

In a context of globalization marked by exacerbated competition, frequent technological changes, new values and requirements among workers, the retirement of baby boomers, as well as the need for high financial profitability, the role of the human resources management function has been grafted with new challenges (Stéphanie Derome, 2011). The quality of working life and the intention of turnover are now a major concern for organizations. Indeed, human resources are a real pillar for the success of all organizations, moreover the success of a company inevitably depends on its ability to acquire the skills necessary for its growth, to retain its staff, to develop them and even better to retain them (Lachance, 2011). However, in an environment where the job offer is very attractive, the quality of working life and the intention of turnover constitute a real challenge for companies.

Over the past decade, turnover has become a chronic problem for organizations. Fluctuations in the economic context, the labour market (Bédard and Grignon, 2000, Picot and Heisz, 2000) and the demographic context (Lagacé and Brûlotte, 2003, Health Canada, 2002) have significant repercussions on the retention of personnel as well as their intention to leave the organization. Indeed, the loss of key employees or highly qualified personnel means that companies incur substantial costs associated with recruitment and the hidden costs associated with difficulties in completing projects and the disruption of teamwork environments. Therefore, the challenge facing companies is to provide a better quality of work life and to find ways to attract and retain a skilled and competent workforce in order to ensure their sustainability in a changing economic and demographic context.

This article proposes to study the relationship between quality of work life and turnover intention. First, it explicitly discusses a large body of literature on the concept of quality of work life and its evolution over time, and then explores its various general criteria. In the same context, it then presents a large body of literature on turnover and intention to quit. In this context and in a second point, he set himself the task of presenting more specifically a literature review on the work done on the relationship between these two concepts considered in dissociable.

II. QUALITY OF WORK LIFE

Quality of work life has become an imperative issue to achieve the objectives of all organizations in different sectors. An organization that offers a better quality of work life is more likely to generate better results in terms of organizational performance, efficiency, innovation and consequently succeed in the current labor market to retain its staff, to build loyalty and specially to ensure its sustainability.

Through this first point, we will complete an armor of definitions on the concept of quality of work life, to then project the literature on turnover intention.

2.1 Evolution and definition of the concept of quality of work life

The concept of quality of work life was discussed in 1972 at an international conference on labor relations. The concept received more attention after United Auto Workers and General Motors initiated a quality of work life program for labor reform. General Motors employees used the term QWL (quality of work life) for the first time in 1960 Good (1989), to assess employee satisfaction.

Quality of work life as a discipline began in 1972 because of two movements. The first is the political movement in Western Europe, also called industrial democracy, and the other humanizing the workforce emerged in the United States from a number of social science theories Connolly and Viswesvaran, (2000). The term "QWL" in English or the "QWL" in French has different meanings for many people, according to Straw and Hecksher (1984), QWL is a philosophy, a set of principles, which show that people are the most important resource in the organization as they are trustworthy, responsible and capable of making a valuable contribution and they should be treated with dignity and respect.

It was originally conceptualized by Walton where he proposed it to be classified into eight different aspects including adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capabilities, opportunity for continued growth and security, social integration in the organization of work, constitutionalism in the organization of work, work and total living space, and the social relevance of work.

The quality of work life (QWL) is getting greater proportions, due to advances of studies on the subject, which was retaken in 1974 due to the global energy crisis and inflation. It is a derivation of the Total Quality which was developed in Japan from 1980, where management techniques have been inserted in order to ensure it (Berguig and Abdelbaki, 2021).

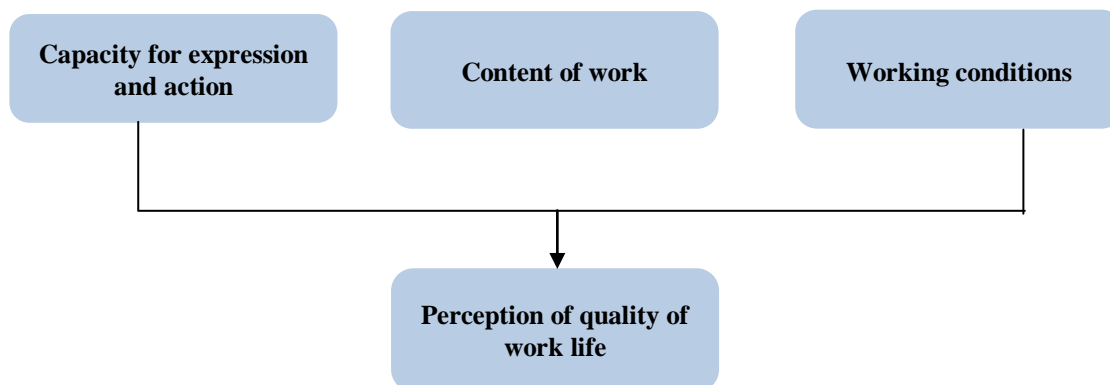


Figure 1: Definition of quality of work life

Source: Adapted from the quality of life at work according to the “Anact”

According to the WHO (1993), quality of life can be defined "as an individual's perception of his or her place in life, in the context of the culture and the health system. individual's perception of his or her place in life, in the context of the culture and culture and value system in which he lives, in relation to his goals, expectations, norms and concerns".

Applied to the world of work, quality of life is a subjective and multidimensional construct, taking into account the physical, psychological social and cultural dimensions of the individual's perceptions in the work context.

While Lawler deplored in 1975 the lack of a clear and consensual definition of QWL (Laflamme, 1994), numerous specifications and measurement instruments for this construct have since been developed (Grothe, Guest, 2017; Martel, Dupuis, 2006).

Beyond these presuppositions, which are widely shared by the experts, it is nevertheless important to which definition of QWL we are referring when we study this construct (Martel, Dupuis, 2006). (Martel, Dupuis, 2006). Indeed, although it is distinct from psychological well-being, satisfaction or psychological well-being, satisfaction or commitment to work, many measurement tools use these measurement tools use these dimensions to operationalize the QWL (Vagharseyyedin, Vanaki, Mohammadi, 2011).

2.2 Determinants of the quality of work life

The scientific literature on the determinants of QWL is particularly abundant in recent years (Jyothilakshmi, Idicula, 2017). recent years (Jyothilakshmi, Idicula, 2017) and some authors have therefore attempted to attempt to categorize the factors likely to preserve or increase employee's QWL.

Gershon et al. (2007), for example, distinguish three:

- Personal characteristics (demographics, personality traits, etc.);
- Organizational characteristics (decision-making system, internal culture, etc.)
- Working conditions (task intensity, working hours, etc.)

By way of illustration, and because their identification makes it possible to envisage preventive and curative actions to preserve, increase and restore the QWL of employees, we will focus on certain organizational and managerial factors as well as those related to the conditions of professional activity.

The conceptual models of Lawler (1986, 2017) and Wils, Labelle, Guérin, Tremblay (1998) specifically state that four clusters of organizational practices are likely to improve the QWL of employees: information and power sharing the development of skills and recognition systems. These authors have empirically demonstrated that the quality of the implementation of these practices has a determining effect on employee satisfaction, level of involvement and QWL. At the same period, Cotton, Vollrath, Froggatt, Lengnick-Hall and Jennings (1988) also highlighted the positive influence of employee participation in decision-making on QWL in an industrial setting. In the continuity of this work, other research targeted on the QWL of health care workers have highlighted the beneficial effects of a participatory approach, the implementation of "loving hospitals" and various leadership styles.

III. TURNOVER INTENTION

In order to understand turnover intention, it seems necessary to define turnover and then project the intention to leave.

3.1 Turnover and intention to quit

The concept of intent to turnover differs from turnover. Turnover refers to the act of leaving the organization, while turnover intention is the perception of leaving the organization. Thus, the actual behavior of the employee may be different from the intention (Park and Kim, 2009). Yet, most researchers have examined turnover intention (intention to turnover, intention to quit, intention to leave, anticipated turnover) as the best accurate predictor of actual turnover across industries (Brewer et al, 2009; Liu and Onwuegbuzie, 2012).

3.1.1 Turnover

A number of definitions have been given to turnover, Neveu (1996) defined voluntary turnover as arising from the employee's decision to leave the organization, and involuntary turnover as arising from the employer's decision to terminate the employment relationship. Reasons for voluntary departures can be another job, going back to school, returning home to care for a child, or a move necessitated by a spouse's job change. Involuntary departures include layoffs and retirements.

Turnover simply indicates a breakdown between the individual and the organization Chang (1999). Turnover results from resignations, transfers out of organizational units, discharges, retirement, and death. Turnover has two sides; one is dysfunctional while the other is functional. Functional turnover is considered beneficial to the organization. According to Wardy & Berrada (2010), turnover is said to be "internal" when the employee leaves his or her position to take a new position within the same organization. External turnover: when the employee leaves the organization, in this case, turnover is said to be voluntary when the departure is at the initiative of the employee, and involuntary if the employee's departure is beyond his or her control.

The literature review confirms that the aspect of employee turnover has been analyzed for a long time (Hom et al., 2017) due to the fact, that employee turnover is an integral part of human resource management (HRM) in an organization (Listwan, 2010).

Employee fluctuation is defined as a kind of variability, inconsistency or periodic fluctuation - thus, it defines a certain exchange of employees or loss of staff. Nevertheless, the concept is very heterogeneous, as it includes any restriction in the number of employees, suspension of recruitment, disciplinary dismissals or outplacement - that is, controlled dismissals, but also natural departures of employees from the the organization, such as retirement or voluntary turnover (Bar, 1994).

3.1.2 Intention to quit

Fishbein and Ajzen (1975) defined intention to quit as an employee's desire to voluntarily leave the company. It is the best predictor of actual departure behavior, "the best independent variable to explain an individual's behavior will be a measure of his or her intention to engage in that behavior. Intention to leave is considered the best predictor of turnover (Ajzen and Fishbein, 1980; Griffeth and Hom 2000). Price in (1977) defined intent to quit as an employee's intention to voluntarily terminate an employment relationship with an organization.

Castle et al. (2007) reported that turnover intention consists of a progression in three phases: thinking about leaving, thinking about looking for a job, and looking for a job. The decision to leave an organization is initiated by job dissatisfaction, followed by the search for alternative jobs, accepting a job offer, and finally leaving the organization (Kashyap & Rangnekar, 2014).

According to Takase, (2010) the intention to leave as a multilevel process, composed of psychological, cognitive and behavioral influences.

- **The psychological dimension** refers to a psychological reaction to an organizational arrangement(s) perceived negatively by the employee Chiu, Lin, Tsai and Hsiao, (2005), Takase, (2010). In a way, the psychological aspect would be an antecedent triggering the process of the intention to leave because of the negative emotions and attitudes experienced by the employee.
- **The cognitive dimension** would constitute the main component of the intention to leave. Indeed, the intention to leave would be the cognitive manifestation of the decision to leave Chang, Du and Huang (2006), Takase, (2010).
- **The behavioral dimension** concerns detachment behaviors, which are observed when the intention to leave progresses and is on the verge of becoming an actual departure; it would in fact be the concretization of cognitions related to a possible departure Takase (2010).

3.2 Traditional determinants of turnover intention

Since the 1980s, various studies have identified factors that can influence intent to leave, namely socio-economic factors, individual factors and organizational factors.

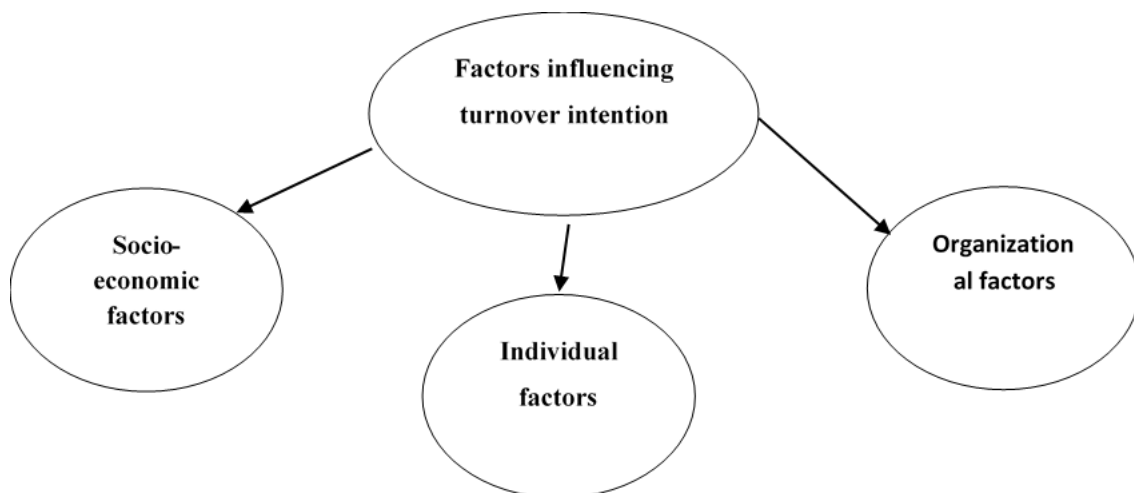


Figure 2: Factors influencing turnover intention
Source: Designed by us

- **Socio-economic factors:** These are determinants that are beyond the control of workers. According to the literature, these can take different forms. They include economic market conditions, such as inflation, unemployment rates, supply and demand levels, etc. Mobley (1982); Haines and Jalette (2010).
- **Individual factors:** Individual factors in turn help explain the phenomenon of intentions to leave. The literature emphasizes the importance of the influence of demographic factors such as age, gender, seniority, family situation and education, as well as factors related to the employee's skills, expectations, level of organizational commitment and job satisfaction.
- **Organizational factors:** The literature identifies several organizational factors such as company size, available information, communication, organizational and supervisor support. According to March and Simon's model (1958), the size of the company is the most important factor in explaining the possibility of leaving one's job, and is related to the possibilities of career advancement.

IV. RELATIONSHIP BETWEEN QUALITY OF WORK LIFE AND TURNOVER INTENTION

Many previous research studies demonstrate the relationship between quality of work life and turnover intention. Below, we present a table containing a variety of research from different fields and countries on the issue of the relationship between quality of work life and turnover intention.

Table 1: Link between quality of work life and turnover intention

Author/ Year/Country	Type of industry	Selected variables
Huang et al. (2007) Taiwan	Auditors of firms auditing firms	- Work-life balance; - - Supervisory behavior; - Compensation and benefits.
Korunka et al. (2008) United States / Austria	Information technology	- Job satisfaction and emotional exhaustion have a significant impact on turnover intention.
Mosadeghrad et al. (2011)/ Iran	Health-care	- Motivation for work; - Organizational policies; - Job stress; - Communication; - Job security
Celik and Oz (2011)/Turkey	Call center	- Recognition; - Developmental Opportunities; - Supportive Leadership; - Fair Pay; - Promotion System.
Surienty et al. (2013)/ Malaysia	Accounting professionals	- Supervisory behavior; - Job characteristics; - Work life balance.
Kamel (2013)/Saudi Arabia	Faculty members	- Adequate and fair compensation; - Safe and healthy environment; - Development of human capacities; - Growth and security; - Social integration; - Constitutionalism; T he total life space; - Social relevance.
Mosadeghrad (2013)/Iran	Hospital employees	- Motivation for work; - Organizational policies; - Job stress; - Communication; - Job security.
Lee et al. (2015)/Taiwan	Nurses in Hospitals	- Work arrangement and workload; - Nursing staffing and patient care; - Work-home life balance
Rostiana (2017)/Indonesia	Service companies	- Adequate and fair compensation; - Safe and healthy working conditions; - Immediate opportunity to use and develop human capacities; - Opportunity for career growth; - Social integration in the work organization; - Constitutionalism in the work organization; - Work-life balance; - Social relevance of work life;

		- Job characteristics.
Kaddourah et al. (2018) / Saudi Arabia	Healthcare	- Work-life balance; - Design dimension of the works; - Work context dimension
Chegini et al. (2019)/Iran	healthcare	- Communication; - Motivation for work; - Work security; - Pride in doing one's job.
Astrianti et al. (2020)/Indonesia	Account officers in microfinance company	- Adequate and fair compensations; - Safe and healthy working condition; - Opportunity to use and develop human capacities; - Opportunity to growth and security; - Social integration in work organization; - Constitutionalism in the work organization; - Work and total life space; - Social relevance of work life.
Firstaria and Anggiani (2020)/Indonesia	Architecture consultants	- Incentive and Remuneration; - Working Conditions; - Capacity; - Opportunities; - Social Integration; - Respect for Law; - Work Influence; - Social Relevance.
Alzamel et al. (2020)/Malaysia	Nurses from a teaching hospital	- Work design; - Work context; - Work world; - Home/work life.

V. CONCLUSION

This paper has allowed us to elucidate the relationship between quality of work life and turnover intention, these two concepts which seem to be different but which are in fact strongly linked. In the first point, we presented a literature review on the quality of work life, in particular its evolution over time, as well as a plurality of definitions given by several authors in the field, then we highlighted the concept of turnover intention, by explaining as well as possible in a first point and by a multiplicity of definitions the turnover as well as the intention to leave and by presenting of course the traditional determinants of the intention to leave in particular the socio-economic factors, the individual factors and finally organizational factors.

Indeed, the writings show us that there is a deep relationship between the quality of work life and turnover intention, moreover the research studies summarized in the table above and which differ in terms of sectors of activity of countries and more generally of the sample adopted by each author, revealed results which converge and which corroborate the work of the other researchers, moreover results which diverge with their work.

Ultimately, it should be remembered that the main part of our contribution was to propose a literature review on the quality of professional life and the turnover intention, as well as to present a diversity of research work in different fields and in several geographical areas on our main study to explain the relationship between these two preponderant concepts of our work.

By working on more than twelve articles chosen in accordance with very specific criteria, this paper identifies different areas and emphasizes many variables of the quality of life at work likely to induce a turnover intention from recent literature. The results of our study reveal that the majority of work dealing with this subject has been carried out in the health sector which, according to the studies conducted, is the sector the most impacted by turnover in the world. We were also able to deduce that employees are more impacted by organizational factors and work-related factors than by psychological and environmental ones.

Our paper undoubtedly offers some recommendations and guidelines for managers, employers and human resources directors of organizations with the aim of retaining and retaining their employers, in particular their key personnel and reducing their turnover intention in order to avoid high turnover rates leading to

significant losses in terms of training and recruitment costs.

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