



THE IMPACT OF ORGANIZATIONAL COMMITMENT ON TURNOVER INTENTION OF A EMPLOYEES IN SERBIA

Nenad Mihajlov ^{1*}, Snežana Mihajlov ¹

¹Academy of Professional Studies South Serbia, Department High business
School Blace, Serbia

*corresponding author: nenadmihajlov@hotmail.com

Key words:

organizational
commitment, affective
commitment,
normative
commitment,
continuance
commitment, turnover
intention

DOI:

10.5281/zenodo.7479694

Published by:

Faculty of Tourism and
Hospitality Ohrid

Open access under license:

Creative Common
Attribution 4.0
International

ISSN: 2955-2087

Abstract: *The main goal of the research is to examine the relationship between the dimensions of organizational commitment and the turnover intention among employees in Serbia. The research was conducted among 234 employees in companies engaged in tourism and hospitality. The structured questionnaire was used and distributed during October 2021. The results of the research show that the variables of turnover intention and the dimensions of organizational commitment are in a statistically very significant negative correlation. The paper finds a significant and strong relationship between two of the dimensions of organizational commitment i.e. affective and continuance commitment; and turnover intention of employees in Serbia. However, no significant relationship was found between the normative commitment and turnover intention. The paper adds existing knowledge about the organizational commitment as the antecedents of turnover intention.*



INTRODUCTION

The concept of organizational commitment has been the subject of numerous researchers in the field of organizational behavior for many years. The interest in the study can be explained by the idea that commitment is an important part of the psychological states of employees due to which they engage in many behaviors that are believed to be beneficial to the organization ([Jaros, 1997](#)). Commitment has been defined and measured in many different ways over the years, mainly due to a lack of consensus on its treatment as a multidimensional construct ([Meyer, Allen, 1991](#)). Accordingly, conceptualized a model of organizational commitment that included affective, normative, and continuance commitment, that should not be perceived as types of commitment, but components that differ from each other, as employees may experience each of these psychological states to varying degrees. The affective component of organizational commitment refers to the emotional attachment of employees to the organization, involvement and identification with it. The normative component (obligation-based commitment) is based on the employees' sense of obligation to stay in the organization. Normative commitment differs from affective commitment in that instead of emphasizing cohesiveness and connection to the organization, it is based on a belief in formal and informal accountability to the organization and the perceived duty of employees to work for the organization and its functions. ([Wiener, 1982](#)). Finally, the continuance component of commitment develops when "the individual identifies the costs (such as salary or promotion) that may arise from leaving the organization" ([Allen, Meyer, 1990, p. 3](#)).

Although the components of organizational commitment differ (due to different causes and result in different consequences in the attitudes and behaviors of employees), they are connected by the view that commitment is a psychological condition that (a) characterizes employees' attitude towards the organization and (b) has implications for employees' decisions to continue or terminate membership in the organization ([Wasti, 2003](#)). Indeed, as Meyer and colleagues put it: "employees with a strong affective commitment stay in the organization because they want to, those with a strong continuance commitment stay because they have to, and those with a strong normative commitment stay because they feel they should." ([Meyer, Allen, Smith, 1993, p. 539](#)). The interpretation that each component influences the turnover intentions is a conceptual basis that unites them in the model of organizational commitment.



The main goal of this paper is to contribute to scientific research on how affective, normative and continuance organizational commitment affects the intention turnovers of employee in in Serbia.

LITERATURE REVIEW

The effects of commitment on the turnover intentions vary depending on its form ([Meyer, Stanley, Herscovitch, Topolnytsky, 2002](#)). Research show ([Robbins, Judge, 2010](#); [Kim, Chang 2014](#); [Robbins, Judge, 2017](#)) that all three forms of commitment are in a direct negative relationship with turnover intention and actual turnover ([Holtom, Mitchell, Lee, Eberly, 2008](#); [Bryant, Allen, 2013](#); [Shuck, Reio, 2014](#)) where the strength of the influence is strongest in the case of affective, then normative and finally continuance commitment.

Most research shows that affective organizational commitment, i.e. the emotional connection of an individual with the organization, is crucial when thinking about staying or leaving the organization, so some researchers believe that it is quite justified to examine only this type of commitment ([Vandenberghe, Mignonac, Manville, 2004](#); [Larkin, 2015](#)). [Meyer, Stanley, Herscovitch and Topolnytsky \(2002\)](#) reported similar results by identifying that affective commitment had the highest relationship to turnover from an organizational and employee-relevance perspective. Similar, in [Gellatly, Cowden, Cummings, \(2014\)](#) qualitative, phenomenological study of the commitment, work relationships, and turnover intentions of 336 registered nurses of the three forms of commitment examined, affective commitment had the highest inverse relationship with turnover and continuance commitment had the lowest.

However, in [Joung, Goh, Huffman, Yuan, and Surles' \(2015\)](#) quantitative correlational study of the organizational commitment of 447 food service employees across the United States, the authors indicated that employee continuance commitment did not have an impact on turnover intention. Nevertheless, researchers such as [Mishra, Mishra, and Grubb \(2015\)](#) continued to study the role that commitment played with turnover and found that individuals who earned degrees at the graduate level or higher had an increased chance of finding alternative employment, and their continuance commitment levels and turnover intentions levels were high. Similar, some researchers argued that there were little to no differences between affective and continuance commitment and that both predicted turnover intention ([Neelam, Bhattacharya, Sinha, Tanksale's, 2015](#)). Some even conclude, the link between the turnover intention and continuance commitment is so weak or non-existent that eliminate it as a variable ([Jaros,](#)



2007), especially if the overall organizational commitment is partially examined.

Opinions are also conflicting when it comes to normative commitment. [Bonds \(2017\)](#) believes that normative commitment can also have a strong impact on turnover intention. In their paper, [Živković, Franjković and Dujak \(2021\)](#) have confirmed that the relationship between affective commitment and turnover intention is direct and negative, i.e., it has been proven that affective organizational commitment in logistics activities of food supply chain companies directly, significantly, and negatively affects employee turnover intention. On the other hand, no significant correlation was found between the normative commitment and the turnover intention of employees in the logistics activities of the food supply chain.

In accordance with the above, in the paper we assume that there is a significant relationship between organizational commitment and the turnover intentions. Affective, normative and continuance commitment negatively impact on employee turnover intention, with the greatest impact having the emotional connection of employees with the organization.

METHODOLOGY

For the purposes of empirical research on the impact of affective organizational commitment on turnover intention, a test method was used. Data were collected using a questionnaire. The survey questionnaire includes 24 questions that are divided into three parts. The first part of the questionnaire includes four questions related to the respondent's socio-demographic characteristics (gender, age, level of education, tenure). Second part of the questionnaire measures the turnover intention and it consists with three questions. The measurement scale relate to the turnover intension was developed by [Mobley, Horner, Hollingsworth \(1978\)](#). And the last part of the questionnaire was to measure the organizational commitment with eighteen questions; six questions for each dimension of the organizational commitment. Researcher used the measurement scale developed by [Allen, Meyer, \(1990\)](#). Respondents were asked to mark their responses on each item using five point Likert scales rating from strongly disagree to strongly agree.

The survey was conducted online, by sending a questionnaire to the 260 email addresses of employees in companies engaged in tourism and hospitality. The researcher explained to the respondents the research goal and purpose and gave instructions on how to fill in the questionnaire. 234 completed questionnaires were forwarded to the researcher while ensuring



the respondents anonymity who participated in the research. The survey was conducted in October 2021.

For the statistical analysis of the respondent's data researcher use the software package SPSS for Windows, version 21. To analyze and present the demographic factors of the respondent's researcher use the descriptive statistics. To identify the relationship between turnover intention and the organizational commitment researcher use correlation analysis and then to analyze the impact of the organizational commitment on turnover intention multiple regression analysis were employed in this study.

RESULTS

The results of descriptive statistics of respondents and in terms of their demographic characteristics are presented in Table 1.

Table 1. Demographic characteristics of respondents

		Frequency	Percent
Gender	women	171	73,1
	men	63	26,9
Age	29 years and younger	13	5,6
	From 30 to 44 years	166	70,9
	45 years and older	55	23,5
Education	High school	95	40,6
	College	32	13,7
	University degree	107	45,7
Tenure	less than 10 years	62	26,5
	10 - 20 years	125	53,4
	more than 20 years	45	19,2

Significantly more women than men participated in the survey (73.1% women and 26.9% men). Regarding the age structure of the respondents who completed the survey, 70.9% of respondents are aged 30 to 44 years, followed by respondents over 45 years of age (23.5%) and finally respondents younger than 29 years of age. There are only 13 in the sample, which represents 5.6% of the total number. When it comes to the education level, slightly less than half of respondents have completed high school (40.6%), 45.7% are respondents with a university degree, while 13.7% of respondents have completed college. 45 respondents have been working for over 20 years (19,2%), 62 respondents (26,5) have been working for less than 10 years, while most of them (125) have been working for between 10 and 20 years.



A correlation method was used to examine the relationship between turnover intention and the organizational commitment. The results are presented in the Table 2. Pearson's correlation was applied in order to examine the relations among dimension of the organizational commitment and turnover intention. In accordance with the Pearson's correlation values, we notice that the variables of the turnover intention and dimensions of the organizational commitment are in a statistically very significant negative correlation (AC- $r=-0,511$, $\text{sig.}=0,00$; NC- $r=-0,438$, $\text{sig.}=0,00$; CC- $r=-0,399$, $\text{sig.}=0,00$). Correlation between affective commitment and the turnover intention shows a high degree of negative correlation, while normative and continuance commitment shows a moderate degree of negative correlation with the turnover intention.

Table 2. Results of correlations

		Turnover intention
Affective commitment (AC)	Pearson Correlation	-0.511**
	Sig. (2-tailed)	0.000
Normative commitment (NC)	Pearson Correlation	-0.438**
	Sig. (2-tailed)	0.000
Continuance commitment (NC)	Pearson Correlation	-0.399**
	Sig. (2-tailed)	0.000

Source: Author's research

The multiple regression method was used to examine the predictive role of service quality to customer satisfaction. The results are presented in the Table 3. In addition to multicollinearity, preliminary analysis examined the assumptions of normality, linearity, homoscedasticity, and the presence of multivariate extreme values. No violation of the assumptions for the use of multiple regressions was observed.

Table 3 depicts regression analysis results which presents the beta value of affective commitment as $-0,382$. This value turnover intention will be decreased by $0,382$ units. The significance level is $0,000$ ($p<0,05$) it is less than $0,05$. Therefore the beta value of affective commitment is significant. The affective commitment greatly contributes to explaining turnover intentions in the entire sample ($\beta=-0,382$, $p=0,000$), i.e. provides a unique and statistically significant contribution to the prediction of the results of measuring turnover intentions.

Table 3 presents the beta value of normative commitment as $-0,091$. This value indicates that if the normative commitment increase by one, turnover intention will be decreased by $0,091$ units. The significance level is $0,293$ ($p<0,05$). That's more than $0,05$. Therefore the beta value of normative commitment is not significant. The normative commitment does not



contribute to explaining the turnover intentions in the whole sample ($\beta = -0,091$, $p = 0,000$), that is, it does not make a statistically significant contribution to the prediction of the results of measuring the turnover intentions.

Table 3 presents the beta value of continuance commitment as $-0,170$. This value indicates that if the continuance commitment increase by one, turnover intention will be decreased by $0,170$ units. The significance level is $0,028$ ($p < 0,05$), which is less than $0,05$. Therefore the beta value of continuance commitment is significant. The continuance commitment contribute to explaining the turnover intentions in the whole sample ($\beta = -0,170$, $p = 0,000$), that is, it make a statistically significant contribution to the prediction of the results of measuring the turnover intentions.

Table 3. Results of multiple regression

	Turnover intentions				
	B	Std. Error	Beta (β)	t	Sig.
Affective commitment	0.338	0.061	-0.382	5.545	0.000
Normative commitment	0.066	0.063	-0.091	1.054	0.293
Continuance commitment	0.129	0.058	-0.170	2.216	0.028

Source: Author's research

The technique of hierarchical multiple regression was also applied to assess the assumption that organizational commitment can predict a significant part of the variance in the turnover intentions (removing the influence of socio-demographic variables) (Table 4).

Table 4. Results of multiple regression

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change
1	,091 ^a	,008	-,009	,531	,008	,469
2	,573 ^b	,329	,308	,440	,320	35,624

		Turnover intentions				
		B	Std. Error	Beta (β)	t	Sig.
1	Gender	-0.011	0.087	-0.009	-0.122	0.903
	Age	0.092	0.109	0.088	0.842	0.401
	Education	0.022	0.041	0.039	0.540	0.590
	Tenure	-0.004	0.082	-0.005	-0.050	0.960



2	Gender	-0.052	0.073	-0.043	-0.706	0.481
	Age	-0.006	0.091	-0.006	-0.064	0.949
	Education	-0.085	0.039	-0.150	-2.210	0.028
	Tenure	0.021	0.069	0.026	0.297	0.767
	Affective commitment	-0.402	0.069	0.454	5.836	0.000
	Normative commitment	-0.016	0.067	0.022	0.243	0.808
	Continuance commitment	-0.174	0.061	0.228	2.873	0.004

Source: Author's research

In the first step, the variables gender, age, education and tenure were entered, which explained 0,8% of the variance in turnover intention. After entering the dimension of the organizational commitment scale in the second step, the model as a whole explained 32,9% of the total variance $F(7, 234)=15,658, p<0.001$.

The dimension of the organizational commitment explained an additional 30,8% variance in turnover intention, after removing the influences of gender, age, education and tenure; r^2 has changed for = 0,308, F has changed for $(3, 234)=35,624, p<0,001$. In the final model, the dimension of affective organizational commitment was statistically a significant measure of turnover intention (beta=-0,402, $p<0.001$), as well as the dimension of continuance organizational commitment (beta=-0,174, $p<0.001$). In accordance with the obtained results, it can be concluded that high level affective and continuance commitment significantly contribute to reduction of turnover intention.

DISCUSSION

The objective of this research was to examine the relationship between the dimensions of organizational commitment and turnover intention. The results of the research show that the variables of turnover intention and the dimensions of organizational commitment are in a statistically very significant negative correlation. The obtained results are completely in accordance with the findings of the study of [Holtom, Mitchell, Lee, Eberly \(2008\)](#); [Bryant, Allen \(2013\)](#); [Shuck, Reio \(2014\)](#) in which all three forms of commitment are in a direct negative relationship with turnover intention.

The paper finds a significant and strong relationship was found between two of the dimensions of organizational commitment i.e. affective and continuance commitment and turnover intention of employees in Serbia. The affective and continuance commitment contribute to explaining the



turnover intentions, that is, it make a statistically significant contribution to the prediction of the results of measuring the turnover intentions. However, non-significant relationship was found between the normative commitment and turnover intention. The obtained results are completely in accordance with some researchers argued that there were little to no differences between affective and continuance commitment and that both predicted turnover intention (Neelam, Bhattacharya, Sinha, Tanksale's, 2015). Also, the results are in line with the findings Živković, Franjković and Dujak (2021) that have confirmed that the relationship between affective commitment and turnover intention is direct and negative and no significant correlation was found between the normative commitment and the turnover intention of employees in the logistics activities of the food supply chain.

This research found that organizational commitment influences the turnover intention, which proves that the turnover intention can be controlled by supporting the commitment of employees to the organization to which they belong. Accordingly, the organization's management can use commitment as a factor to minimize employee turnover intention.

REFERENCE:

1. Allen, N. A., & Meyer, J. P. The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1–18., 1990
<http://dx.doi.org/10.1111/j.2044-8325.1990.tb00506.x>
2. Bonds, A. A. *Employees' organizational commitment and turnover intentions* (Doctoral dissertation, Walden University)., 2017
<https://scholarworks.waldenu.edu/dissertations/3983>
3. Bryant, P. C., & Allen, D. G. Compensation, benefits and employee turnover: HR strategies for retaining top talent. *Compensation & Benefits Review*, 45(3), 171–175., 2013
<https://doi.org/10.1177/0886368713494342>
4. Gellatly, I. R., Cowden, T. L., & Cummings, G. G. Staff nurse commitment, work relationships, and turnover intentions: A latent profile analysis. *Nursing Research*, 63, 170–181. DOI: 10.1097/NNR.000000000000035, 2014
5. Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. 5 turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future. *Academy of Management annals*, 2(1), 231–274., 2008 <https://doi.org/10.1080/19416520802211552>



6. Jaros, S. Meyer and Allen model of organizational commitment: Measurement issues. *The Icfai Journal of Organizational Behavior*, 6(4), 7–25. DOI: 10.12691/education-2-8-8, 2007
7. Jaros, S. J. An assessment of Meyer and Allen's three-component model of organizational commitment and turnover intentions. *Journal of vocational behavior*, 51(3), 319–337., 1997 <https://doi.org/10.1006/jvbe.1995.1553>
8. Joung, H. W., Goh, B. K., Huffman, L., Yuan, J. J., & Surles, J. Investigating relationships between internal marketing practices and employee organizational commitment in the foodservice industry. *International Journal of Contemporary Hospitality Management*. Vol. 27 No. 7, pp. 1618–1640., 2015 <https://doi.org/10.1108/IJCHM-05-2014-0269>
9. Kim, T., & Chang, K. Turnover intentions and organizational citizenship behaviours in Korean firms: the interactional effects of organizational and occupational commitment. *Asia Pacific Business Review*, 20(1), 59–77., 2014 <https://doi.org/10.1080/13602381.2011.640538>
10. Larkin, I. M. *Job Satisfaction, Organizational Commitment, and Turnover Intention of Online Teachers in the K-12 Setting*, Doctor of Education in Instructional Technology Dissertations. Kennesaw State University., 2015 http://digitalcommons.kennesaw.edu/instruceddoc_etd
11. Meyer, J. P., Allen, N. J., & Smith, C. A. Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *The Journal of Applied Psychology*, 78, 538–551., 1993 <https://doi.org/10.1037/0021-9010.78.4.538>
12. Meyer, J. P., & Allen, N. J. A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61–89., 1991 [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
13. Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolinytsky, L. Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20–52., 2002 <https://doi.org/10.1006/jvbe.2001.1842>
14. Mishra, A. K., Mishra, K. E., & Grubb, W. E. Reducing turnover in franchise based small business organizations: The role of trust, justice and commitment. *Small Business Institute Journal*, 11(1), 6–23., 2015
15. Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. An evaluation of precursors of hospital employee turnover. *Journal of Applied psychology*, 63(4), 408., 1978 <https://doi.org/10.1037/0021-9010.63.4.408>
16. Neelam, N., Bhattacharya, S., Sinha, V., & Tanksale, D. Organizational culture as a determinant of organizational commitment: What drives IT



- employees in India? *Global Business and Organizational Excellence*, 34(2), 62-74., 2015 <https://doi.org/10.1002/joe.21594>
17. Robbins, S. P. *Organizational behavior*. Harlow : Financial Times Prentice Hall, 2010
 18. Robbins, S. P., & Judge, T. A. *Essentials of organizational behavior*. Pearson Education (us)., 2017
 19. Shuck, B., & Reio, T. Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership & Organizational Studies*, 21(1), 43-58., 2014
<https://doi.org/10.1177/1548051813494240>
 20. Vandenberghe, C., Mignonac, K., & Manville, C. When normative commitment leads to lower well-being and reduced performance. *Human Relations*, 68, 843- 870., 2015
<https://doi.org/10.1177/0018726714547060>
 21. Wasti, S. A. Organizational commitment, turnover intentions and the influence of cultural values. *Journal of Occupational and organizational Psychology*, 76(3), 303-321., 2003
<https://doi.org/10.1348/096317903769647193>
 22. Wiener, Y. Commitment in organizations: A normative view. *Academy of Management Review*, 7, 418-428., 1982
<https://doi.org/10.2307/257334>
 23. Živković, A., Franjković, J., & Dujak, D. The role of organizational commitment in employee turnover in logistics activities of food supply chain. *LogForum*, 17(1). DOI: 10.17270/J.LOG.2021.536, 2021