

Impact of Career Salience on the Employee Turnover with the Mediating Role of Work Place Deviance: A Study on Telecommunication Sector of Pakistan

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Abstract

This study impact of career salience on employee turnover with mediating role of workplace deviance in the telecommunication sector of Pakistan has been done to assess the impact of career salience on the employee turnover rate along with a mediator Workplace Deviance. The reason behind conducting this study was to check the direct relationship between Career Salience (Independent variable) and Employee Turnover (Dependent Variable) through a mediator Workplace Deviance. The methodology used for the research information was convenience sampling because of the time and cost constraints. A structured questionnaire was used and floated among different franchises of the telecommunication sector located in Lahore, Pakistan including (Mobilink, Warid, Ufone and Telenor). Data were analyzed using SPSS on actual sample of 101 employees. The study found that the independent variable (Career Salience) has significant impact on the dependant variable (Employee turnover) and also the Mediator has partial impact on relationship between the dependant and independent variable.

Keywords: Mediating; Deviance; Telecommunication; Employee turnover; Career salience

Introduction

Every organization has such factors which lead it to the success and these factors are beneficial for the organizations. But there are also few reasons/factors due to which the organizations facing trouble regarding their employees issues. Employee turnover and workplace deviance are the factors which became the reasons of problems from the start of organizations establishments [1]. There are some factors which impact on increase job satisfaction and reduce employee turnover rate [2]. Career salience is an important factor for any person in life whether it is his/her personal life or work life. Career salience deals with the relative worth of work and career in an individual entire life [3]. Kiyani et al. [4] mentioned the positive and significant relationship between job involvement and career salience. Research and development efforts expanded understanding of the relationship of career salience within career development theory and also its uses in career counselling. There is a leader and style of that leader is one of the most important determinants of employee's commitment which is pronounced cause of employees' career salience [5]. Mert et al. [6] clearly defined turnover rate as how many new recruitments were hired to replace resigned employees. Turnover rate can be briefly described as how fast the employers recruit and lose employees [7]. One other factor is workplace deviance which is initial stage of turnover and employee start showing less interest in their tasks and then gradually this leads to the turnover. Employees often create a set of expectations about their workplace. Employees tend to make psychological contracts with their organizations [8].

Literature Review

Career salience

Greenhaus [9] first time discovered the concept of career salience along with career commitment and he shapes that both are documented as one's significance to career and work in one's whole life span. There is direct relationship existing between transformational leadership and organizational commitment and organizational commitment with the job involvement which is an important determinant of employee's career salience [10]. Career salience could be helpful in involving the

job. More well-defined career is going to develop sound relationship with job Involvement [4]. Career commitment, career salience, and job involvement are all important factors when trying to understand individuals and how they behave in an organizational setting Career salience is as an occupational choice, prominence of role career which is related to the occupational significance and other dealings of life [11]. Many firms recognized the importance of career for employees by the mid of the twentieth century and to retain services the enterprises started career developing programs to enhance the abilities and loyalty of their employees [12]. The socio-economic position and way of life of an individual is strongly associated with obtained education and qualification directly influences the career salience (career path, significant and choice), so, the significance of education always matter in career development [13]. Career salience has a positive relationship with job Involvement as supported by Athanasou [14] that the career knowledge plays significant role for job involvement, it control ambiguities and difficult situations accrues at the time of career choice and enhanced the level of satisfaction and confidence in the life of an employee. Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit [15]. Employees tended to leave the company when a competing company has a better compensation offer, because hospitality skills are generally transferrable from one employer to another [16].

Kiyani et al. [4] mention the positive and significant relationship between job involvement and career salience. There is a leader and style of that leader is one of the most important determinants of employee's

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Received May 17, 2017; **Accepted** July 20, 2017; **Published** August 20, 2017

Citation: Huma BH, Liaquat T, Yaqoob I (2017) Impact of Career Salience on the Employee Turnover with the Mediating Role of Work Place Deviance: A Study on Telecommunication Sector of Pakistan. Arabian J Bus Manag Review 7: 299. doi: [10.4172/2223-5833.1000299](https://doi.org/10.4172/2223-5833.1000299)

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commitment and this commitment refers to degree of employees' career salience [5]. Different studies have been conducted on leadership and determinants of career salience such as Mert et al. [6] mention that organizational commitment of employees is positively affected by transformational leadership. But no direct study has been still conducted on leadership and employees career salience with reference to any organization. Logically, organizational deviance is a negative response and it is more likely that it is not a response for a positive attitude. As a result, less satisfied employees may be more motivated to commit acts of deviance than employees who are more satisfied [17].

Employee turnover

Every employee having his or her own expectation when he or she entering in an organization when these expectation are not meet then they become un satisfied and result in the form of turnover intention [18] that resulted in actual turnover [19]. There are many reasons behind the turnover. Sometimes your new job gives attraction and gives them reason to leave the previous job. Sometime employee doesn't thriving [18,20], feel dissatisfaction their current job, some domestics issues and incivility [21] which cause to turnover [22]. Employee turnover and job satisfaction having both inverse relationship when one of them is increase other automatically will decrease. Both having negative relationship [23]. According to Cotton and Tuttle [24], it's a person estimated chances of stay in an organization as an employee. Tett and Meyer [25] say that turnover is person willingness to seek for the alternative current job. Employee turnover also a rate on which his or her employer win and he or she loss. And also refer how long employee has a tendency of leave how long the staff tend to leave and join the organization [26]. There is too much working and discussion on the employee turnover. Rotary motion of employee in the labour market around between organization and job. Between the position of employer and the employee and occupations; and between the states of employment and unemployment [27].

Workplace deviance

Workplace deviance also can be described as the deliberate or intentional desire to cause harm to an organization [28]. Examples of workplace deviance include both behaviours directed at organizations (e.g., theft, sabotage, aggression, absenteeism, violence, coming to work late, and putting little effort into work) and individuals in the workplace, such as supervisors or co-workers (e.g., making fun of others, playing mean pranks, acting rudely, arguing and then they will take actions to restore balance exchange relationship [29]. One of the main harmful outcomes of such behaviours is the economic threat faced

by organizations [30]. During low level of trust between administrators and employees and/or high psychological contract violation, employees may engage in more deviance to gain an advantage over internal competitors for organizational resources jobs, promotions, assignments, etc. [17]. With organizations 'widespread adoption of computers and networks, workplace deviant behaviour is no longer restricted to physical actions and direct harm to the organization or its members, but may include threats to information security on organizational computer systems [31]. If the member's reaction to organizational practices is positive, they will be likely attracted by the harmonious relationships maintained in the workgroup. Consequently, group members may engage in deviant behaviour as a way to ventilate their dissatisfaction with the organization or simply to retaliate upon their peers. In order to avoid this situation, managers need to build a trusting environment [32].

Research Framework

Research framework of career salience, work deviance and employee turnover (Figure 1).

Hypothesis

Hypothesis No 1: Career Salience has significant impact on Employee Turnover.

Hypothesis No 2: Workplace Deviance has significant impact on Employee Turnover.

Hypothesis No 3: Career Salience has significant impact on Workplace Deviance.

Hypothesis No 4: Workplace Deviance mediates the relationship between Career Salience and Employee Turnover.

Methodology and Research Design

The major reason is to find out the impact of Career Salience on Employee Turnover, where Workplace Deviance is playing the role of mediator, in the telecommunication sector of Pakistan. The study conducted was correlation which is used to measure the relationship among different variables. Study has been conducted in an actual work environment and there has been no change in the environment by the researchers. Unit of analysis of this study is the employees of telecommunication sector of Pakistan. Total population of current study was educated employees (call centre representative) working in Lahore. The questionnaire consisted of twenty seven different questions. Out of these twelve questions were related to Workplace

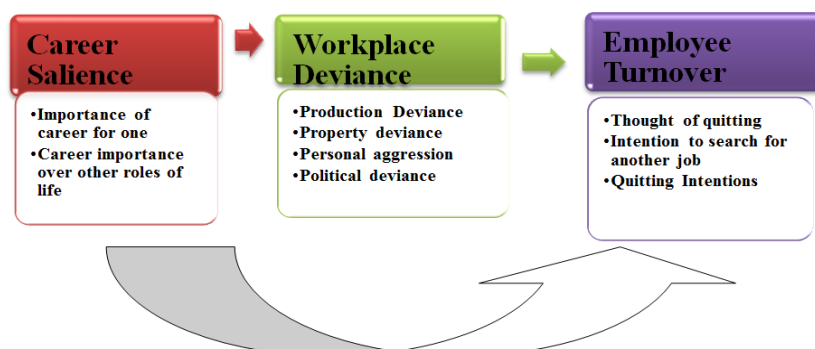


Figure 1: Research framework.

Deviance, eight were related to Turnover and seven were based on Career Salience. The questionnaire was based on a 5 point Likert Scale. The type of study is Correlation as this explores the relationship between the variables and “rules out” the alternative variables that play role in between these variables. Study setting is convenience because it has been done in an actual work environment without any changes being incurred by the researcher. Research on variables has been conducted as they normally occur in organization. Study was also cross sectional study as the researcher did not do the data collection twice (before and after the treatment), but it was only collected once from the population. Study population was the employees of the telecommunication sector of Pakistan from the city Lahore.

Employees of Warid, Telenor, Mobilink and Ufone were considered in the study. Non-probability sampling technique i.e., convenience sampling was used for data collection. In this type of technique, data was gathered through conveniently from participants.

Data Collection and Limitations

The instrument used was a structured questionnaire, with closed ended questions. Employees of telecommunication sectors were chosen for research and employees were selected randomly on basis of whoever was available. Research was a quantitative study because it focuses on counting and involves analysing numerical data and statistical test application can be done. We have distributed 170 questionnaires to employees working in various franchises and received back 110 questionnaires. We have excluded 9 questionnaires because of incomplete information; hence making response rate of 59%. Reliability analysis of scale has been done. The tests used in this study included Frequency Analysis, Reliability Analysis, Correlation, Regression Analysis and Descriptive Statistics. Software used for the examination of the study was SPSS version 18. The research was done

Cronbach's Alpha	Number of items
0.776	27

Table 1: Reliability statistics.

		Frequency	Percent	Valid percent	Cummulative percent
Valid	Male	79	78.2	78.2	78.2
	Female	22	21.8	21.8	100
	Total	101	100	100	

Table 2: Gender of responder.

		Frequency	Percent	Valid percent	Cummulative percent
Valid	Ufone	32	31.7	31.7	31.7
	Warid	16	15.8	15.8	47.5
	Telenor	22	21.8	21.8	69.3
	Mobilink	31	30.7	30.7	100
	Total	101	100	100	

Table 3: Organization where responder is working.

	N	Range	Minimum	Maximum	Mean	Std. deviation	Variance
WD	101	2.83	2.17	5	4.3837	0.64432	0.415
TI	101	3.71	1.29	5	3.4272	0.90835	0.825
CS	101	3.4	1	4.4	2.3287	0.93961	0.883
Valid N (List wise)	101						

Table 4: Descriptive statistics.

Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	.666 ^a	0.444	0.438	0.68076	2.056

^aPredictor: (Constant), CS; ^bDependent variable: TI.

Table 5: Model summary^b.

in respect with the telecommunication sector of Pakistan. The research was conducted mainly in Lahore which is highlighting the convenience sampling. Due to the constraints of time and budget we had to limit within the boundaries of Lahore to conduct our research. So it was the major limitation faced which had a vast impact on research.

Reliability Analysis

As per to the results a significant relationship occurs between the Career Salience (Independent variable) and Employee turnover (Dependant variable). But the role of mediator is partial in the relationship it has partial impact in relationship between Career Salience and Employee turnover (Table 1).

Cronbach's alpha is most common measure of reliability. It is used mostly when questions with multiple Likert scale are used in a questionnaire, that forms a scale and there is not a need to determine if scale is reliable. Here the value for alpha coefficient is 0.776. It is stating that the data is reliable as if the value of Cronbach's alpha is more than 0.70 it means that the scale is reliable.

Frequency Analysis

Table 2 shows that gender of respondent, frequency, percent, valid percent and cumulative percent. Gender of respondent was male and female.

Frequency is basically the count for the observations for each value in the data set or for the groups of observations. Above figures represent the result of responses within each category. Percentages help in finding comparisons between the categories. Here the frequency table demonstrates that the survey conducted includes 78.2% males and 21.8% females. 88.1% belong to the age group of 20-30 years and 11.9% belongs to the age group of 30-40 years. 31.7% responses were from Ufone, 15.8% from Warid, 21.8% from Telenor and 30.7% responses were received from Mobilink (Table 3).

Descriptive Analysis

Descriptive statistics is an effective procedure to compute summary statistics for continues variables. In most statistical analysis, it is important to generate descriptive statistics to check the variable that are being studied only contain valid values before undertaking further analysis. Table 4 shows descriptive statistics for the variables used in this study. Workplace deviance has Mean of 4.38 accompanied by Standard deviation of 0.644. Turnover Intention has Mean 3.42 and Standard Deviation 0.908. Career Salience has Mean of 2.32 and Standard Deviation 0.9396.

Regression Analysis

Career salience and employee turnover

Table 5 provides the R and R Square Value. The R-value is 0.666

Model		R square	df	Mean square	F	Sig.
1	Regression	36.629	1	36.629	79.038	.000 ^a
	Residual	45.881	99	0.463		
	Total	82.51	100			

^aPredictor: (Constant), CS; ^bDependent variable: TI

Table 6: ANOVA^b.

Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	.387 ^a	0.15	0.141	0.84171	1.645

^aPredictor: (Constant), CS; ^bDependent variable: TI

Table 7: Model summary^b.

which represents simple correlation. It indicates moderate degree of correlation. The R square value indicates how much of the dependant variable “Turnover Intention” can be explained through independent variable “Career Salience”. In this case value of R Square shows 44.4% variance in Turnover Intention is due to Career Salience. The Durbin Watson value shows the significance between the variables and its value should be between 1.5-2.5. Here the value is 2.0 which show that the relationship is significant.

Table 6 indicates that the regression model predicts the outcome variable significantly well. The Sig. column indicates that statistical significance of the regression model that was applied. Here $p=0.000$ which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable. The ANOVA analysis shows that our regression is significantly lower and the residual is significantly higher. Career Salience has significant impact on Employee Turnover accepted.

Workplace deviance and employee turnover

Table 7 provides the R and R Square Value. The R-value is 0.387 which represents simple correlation. It indicates low degree of correlation. The R square value indicates how much of the dependant variable “Turnover Intention” can be explained through the variable “Workplace Deviance”. In this case value of R Square shows 15.0% variance in Turnover Intention is due to Workplace Deviance. The Durbin Watson value shows the significance between the variables and its value should be between 1.5-2.5. Here the value is 1.6 which shows that the relationship is significant.

Table 8 indicates that the regression model predicts the outcome variable significantly well. The Sig. column indicates that statistical significance of the regression model that was applied. Here $p=0.000$ which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable. The ANOVA analysis shows that our regression is significantly lower and the residual is significantly higher Workplace Deviance has significant impact on Employee Turnover Accepted.

Career salience and workplace deviance

Table 9 provides the R and R Square Value. The R-value is 0.29 which represents simple correlation. It indicates low degree of correlation. The R square value indicates how much of the dependant variable “Workplace Deviance” can be explained through the variable “Career Salience”. In this case value of R Square shows 8.9% variance in workplace deviance is due to Career Salience. The Durbin Watson value shows the significance between the variables and its value should be between 1.5-2.5. Here the value is 1.9 which shows that the relationship is significant.

Model		R square	df	Mean square	F	Sig.
1	Regression	12.371	1	12.371	17.461	.000 ^a
	Residual	70.139	99	0.708		
	Total	82.51	100			

^aPredictor: (Constant), WD; ^bDependent variable: TI

Table 8: ANOVA^b.

Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	.298 ^a	0.89	0.8	0.61816	1.903

^aPredictor: (Constant), CS; ^bDependent variable: WD

Table 9: Model summary^b.

Model		R square	df	Mean square	F	Sig.
1	Regression	3.685	1	3.685	9.644	.002 ^a
	Residual	37.83	99	0.382		
	Total	41.515	100			

^aPredictor: (Constant), CS; ^bDependent variable: WD

Table 10: ANOVA^b.

Workplace deviance mediator

Table 10 indicates that the regression model predicts the outcome variable significantly well. The Sig. column indicates that statistical significance of the regression model that was applied. Here $p=0.002$ which is less than 0.05, and indicates that, overall, the model applied can statistically significantly predict the outcome variable. The ANOVA analysis shows that our regression is significantly lower and the residual is significantly higher. Career Salience has significant impact on Workplace deviation accepted.

Table 11 shows that Workplace deviance is partially mediating the relationship between Career Salience and Turnover Intention. Workplace Deviance mediates relationship between CS and Employee Turnover Accepted Career Salience is an integral part of the telecommunication sector. With the help of Career Salience Employee turnover can be controlled and employees can be retained. The impact of Workplace deviance can be reduced with the help of Career Salience.

Table 12 indicates that the regression model predicts the outcome variables significantly well. The Sig. column indicates that statistical significance of the regression model that was applied. Here $p=0.000$ which is less than 0.05, and indicates that overall the model applied can statistically significantly predict the outcomes variables. The ANOVA analysis shows that our regression is significant lower and the residual is significantly higher. Work place Deviance mediates relationship CS and Employee Turnover accepted.

Table 13 shows that Workplace deviance is partially mediating the relationship between career salience and turnover intention.

Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	.387 ^a	0.89	0.8	0.61816	1.903
2	.695 ^b	0.483	0.472	0.65975	2.014

^aPredictor: (Constant) WD; ^bPredictor: (Constant) WD, CS; ^cDependent variable: TI

Table 11: Model summary^c.

Model		R square	df	Mean square	F	Sig.
1	Regression	12.371	1	12.371	17.461	.000 ^a
	Residual	70.139	99	0.708		
	Total	82.51	100			
2	Regression	39.853	2	19.927	45.78	.000 ^b
	Residual	42.657	98	0.435		
	Total	82.51	100			

^aPredictors: (Constant) WD; ^b Predictors: (Constant) WD, CS; ^c Dependent variable: TI

Table 12: ANOVA^c.

Model		Unstandardized coefficient		Standardized coefficient		
		B	Std. error	Beta	t	Sig.
1	(Constant)	1.034	0.579		1.787	0.077
	WD	0.546	0.131	0.387	4.179	0
2	(Constant)	3.509	0.55		6.376	0
	WD	0.292	0.107	0.207	2.722	0.008
	CS	-0.584	0.74	-0.605	-7.946	0

^aDependent variable: TI

Table 13: Coefficients^a.

Objective of the Research and Results

All of the four hypotheses have been confirmed with the support of statistical analysis. After the analysis of results it can be observed that Career Salience has significant impact on the turnover intentions and also the workplace deviance Behaviour plays a partial role in mediating the relationship between Career Salience and Employee Turnover. Referring to the H1, the Career Salience has significant impact on Employee turnover rate because there exists positive correlation between them and the value of p is 0.000 which is less than 0.005 and also the value for R is 0.66 which is showing a positive correlation between Employee Turnover and Career Salience, so the Hypotheses was accepted. H2 was accepted because the value of P is 0.00 which is less than 0.005 and the value of R is 0.38 which is showing simple positive correlation whose degree is low. Its Durbin Watson value showed the significance between both the variable exists and its value is 1.6. H3 and H4 were also accepted. In H3 the value of P was less than 0.005 and the H4 indicated the mediator's role in relationship between the independent variable and dependant variable. As per to the findings the mediator's role between the relationship of both independent and dependant relationship is partial.

Conclusion and Recommendation

The research has provided us with the findings that Career Salience has a significant impact on the Employee Turnover and Workplace Deviance has a partial impact on the relationship between Employee turnover and Career Salience. Career salience is very integral part for an employee. Especially in Pakistan where unemployment rate is very high those who have jobs they give importance to their careers more than other roles in life as career is the only way for meeting the needs of their daily lives. If the worth of career for an employee is higher than his/her turnover intentions would be low, and if he/she is provided

with a suitable and satisfied environment and career has relatively high importance for him/her then his/her turnover intentions will be low and also he/she will not try to involve in workplace deviance activities and his/her progress will increase which will also have a positive impact on the progress of the organization as a whole. In Pakistan career salience is high for everybody so the employers should try to use this variable as a main resource to retain their employees. As the career has high worth for the job holders, employers should provide their employees with a comfortable working environment along with flexible working hours so that they feel satisfied with their working environment and don't move towards deviant behaviors and turnover intentions. Employers should be equal in giving compensations and benefits to employees as per to their efforts and the working environment should be justified so that injustice perceptions don't initiate deviant behaviour in employees.

Recommendations for future Research Directions

It was Quantitative study; qualitative research can be done on these variables. The sample comprised of employees of Telecom sector only. It can be done with employees of other sectors as well. There has not been done allot of research on these variables together as Career Salience also have very less research conducted on it with respect to other variables, further researches can be done on these variable by addition of one or more variables. We have used mediator for conducting the analysis, but in future studies a moderator can also be used to see the relationship among the Dependant and Independent Variables.

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