International Journal of Multidisciplinary Research and Growth Evaluation.

New perspectives on Organisational commitment, Job satisfaction, job search and leadership concerning employee turnover: A systematic review

Dr. Santosh Kumar Gupta

Assistant Professor, Faculty of Management Studies, ICFAI University, Jharkhand, India

* Corresponding Author: **Dr. Santosh Kumar Gupta**

Article Info

Abstract
The present work documents new research perspectives on six correlates of employee turnover. Besides organizational commitment and job satisfaction which are most studied correlate of turnover the current work also includes four understudies correlates namely job search, leadership, social network and personality trait. A systematic review has been conducted using secondary data analysis method, with specific inclusion and exclusion criteria using research papers from past ten years (2011-2020) from various journal databases. Finally, 65 research articles have been selected which discusses new perspectives like person-centric approach to commitment studies and turnover, effect of job satisfaction change and job satisfaction trajectories on turnover, effects of new framework on job search mechanism, leadership, social network and cognitive-affective personality on turnover. The study also provides a list of these research papers along with their findings, limitations, implications and need for more such studies.

1. Introduction

While researchers have often criticised employee turnover research due to its low predictive validity (Russell, 2013) [51], it has not deterred turnover research enthusiasts to keep looking for newer ways to study the phenomenon and unearth newer insights. As such today we find turnover research to be very diverse in perspectives and approach (Holtom *et al*., 2008) [19]. New research opportunities abound as many things still remain untapped for more genuine, rigorous and creative enquiries (Hom *et al*., 2017) [23].

Employee turnover has remained an important subject of enquiry (Seo *et al*., 2018) [54]. Apart from looking ways to increase the predictive power, finding new predictors of turnover is considered equally important (Hom *et al*., 2012) [21]. Further, turnover research being lively and potent to change (Hom *et al*., 2017) [23], it is seeing timely refinements regards processes, findings, and assumptions.

Poor job attitude is perhaps the most central concept in the termination process (Hom *et al*., 2019) [20]. Organisational commitment and Job satisfaction have consistently occupied a central role in most of the turnover models (Steel, 2002) [60]. In turnover models, job satisfaction and organisational commitment either directly influence turnover or withdrawal behaviours or they mediate the various antecedents of turnover or withdrawal behaviours (Steel, 2002) [60]. Besides it is very important to note here that the relationship between various antecedents of turnover is not entirely static. The recent researches into job satisfaction and organisational commitment has bring forth some interesting insights with respect to employee turnover.

Emphasising recent updates in turnover research, our objective is to bring together and review the various studies that have taken up to challenge to finding newer insights on job satisfaction and organisational commitment with respect to turnover. Besides the two most studies correlates, job satisfaction and organisational commitment, we are also reviewing studies reporting new

perspectives on four under-studied correlates of turnover namely, job search, leadership, social networks, and personality. These developments are attracting a lot of interest in recent years and is poised to provide even newer insights enriching our overall understanding on employee turnover research. Numerous meta-analytical works exists bringing desperate antecedents together, only a few studies account the changing perspectives of turnover correlates. Our current work is an endeavour in this direction. The novelty and contribution of the current work is that it documents, reviews, presents and brings together various new perspectives on employee turnover research which will provide turnover research enthusiasts with new insights and help them in multiple ways when conducting their own research. Besides it should be noted that these 'new correlates' are still not part of mainstream turnover models but are potent enough to make researchers revisit some of the well-established turnover models in new light.

2. Research Methods
To unearth new findings and examining them at greater depths, we searched research papers from past ten years (2011-2020).

2.1 Study Selection Process
Since we did not have any preconception as to which correlates will offer newer insights with regards to turnover, we conducted an inductive search of papers in various journal databases using generic key word "turnover" and "employee" and shortlisted 2073 papers based on their title. We moved through our selection process further from stage 2 to 5 as shown in figure 1 and finally selected 53 research papers in phase I from which we identified six correlates which offered

newer insights regards turnover. In the phase II we conducted a deductive search in the journal databases using specific key words one each for the six correlates identified at stage 1 - "commitment profile", job satisfaction change", job satisfaction trajectories", "leadership", "job search", "social network", "personality trait" and "turnover" and shortlisted 667 papers based on their title. Likewise, we moved from stage 6 to 10 as shown in figure 1 and finally selected 12 research papers in phase II. As such we finally obtained a total of 65 (53 from phase I and 12 from phase II) papers selected for the study.

2.1.1 First Phase of selection
In the first phase of selection process after shortlisting 2073 papers based on their title we searched and removed 33 duplicates and went through the abstract of the 2040 papers where we excluded 1563 papers and quickly skimmed through the content of remaining 477 papers. After excluding another 295 papers we were left with 182 papers which we read thoroughly to finally select 53 papers after excluding yet another 129 papers.

2.1.2 Second Phase of selection
In the second phase starting from stage 6 of the figure 1, we identified 667 based on their title from the search results which after removing duplicated were left with 639 papers of which we excluded 491 papers after going through their abstract. We skimmed through the remaining 148 papers and excluded another 94 papers. After a thorough read of these papers we finally selected 12 papers after excluding yet another 42 papers. As such at the end we finally had a total of 65 research papers (53 from phase I and 12 from phase II) selected for the current study.
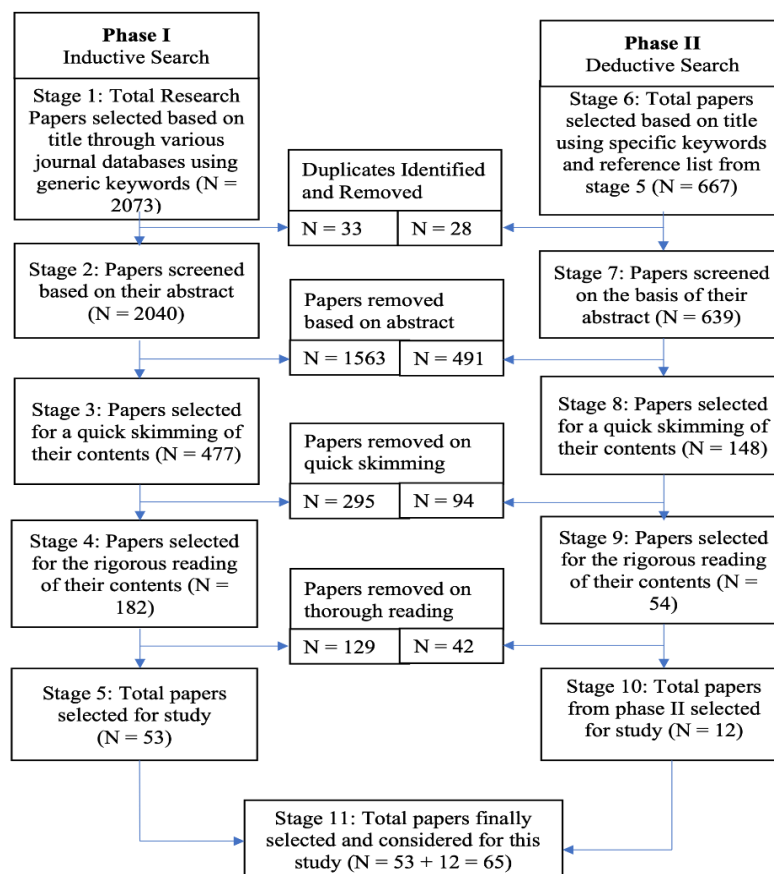

Fig 1: Overview of selection procedure of paper

2.2 Resource Researched

We used the following journal databases to search for relevant papers: Pro-Quest, EBSCO, Taylor & Francis Online, Sage Journals, InderScience Online, JSTOR, Elsevier, Emerald Insight, Wiley Online, and J-Gate journal databases.

3. New perspectives on some turnover correlates

The research focuses on the inclusion and exclusion criteria of the materials used to create the PRISMA table. The outcomes showed that there exists many recent works that found new perspectives on organisational commitment, job satisfaction, job search mechanism, leadership, social network and personality traits and their effect on employee turnover, further these findings have still not been incorporated within mainstream employee turnover models. The current work brings all these new developments together in the subsequent section which is tabled under respective correlates along with their findings.

3.1 New perspectives on Organisational Commitment and Employee Turnover

Organisational commitment is considered to be more stable and often a more accurate predictor of turnover (Hom et al., 2019) [20] with average correlation reported between -.22 (Griffeth and Hom, 2000) [18] and -.26 (Rubenstein et al., 2018) [50]. From a 'side bet notion' to the three components model - affective (AC), normative (NC), and continuance (CC) (Tett, 1993) [62] - organisational commitment have come along a long way. More importantly, it has been re-conceptualised 'by focusing on types and targets of the psychological bonds' (Hom et al., 2019) [20] formed out of differing individual circumstances, experiences, and implications (Klein et al., 2012) [28]. Four distinct bond types have been identified - acquiescence (perceived absence of alternatives), instrumental (high cost or loss at stake), commitment (volition, dedication and responsibility), and identification (merging of oneself with the target) (Klein et al., 2012) [28]. These bonds closely align with affective and normative concepts and relate inversely with turnover.

In another trend organisational commitment re-explored as commitment profiles (Hom et al., 2019) [20]. The recent statistical advantages of person-centred approach (Meyer et al., 2012b) [42] has made possible to classify individuals based purely on complex interaction and combination of different commitment components that identify naturally occurring concomitant multi-commitment profiles (Kabins et al., 2016) [26].

These commonly occurring profiles are (1) high AC-NC-CC, (2) medium AC-NC-CC, (3) low AC-NC-CC, (4) AC dominant (5) CC dominant (6) AC-NC dominant, and (7) NC-CC dominant (Meyer et al., 2012b; Meyer et al., 2017) [42, 36]. These are further classified as highly committed (high AC-NC-CC, AC dominant, and AC-NC dominant) or value-based profiles exhibiting 'desire to stay connected' (Kabins et al., 2016) [26] and have lower turnover intention and turnover (Stanley et al., 2012) [59]. Similarly, CC dominant, and NC-CC dominant profiles are exchange-based profiles who feel 'obligated to stay' (Kabins et al., 2016) [26] and have relatively higher turnover intention and turnover (Stanley et al., 2012) [59]. Likewise, uncommitted (low to moderate AC-NC-CC) are weak profiles possessing 'little motivation to stay' (Kabins et al., 2016) [26] and have highest turnover intention and turnover (Stanley et al., 2012) [59]. Though AC is most important in shaping and driving overall commitment towards staying (Stanley et al., 2012; Kabins et al., 2016) [26], a combination of dominant AC-NC has been found to be the most committed with lowest turnover intention (Meyer et al., 2017; Meyer et al., 2012b) [36, 42] and turnover. Surprisingly, profiles dominant in CC, despite having high turnover intention have not been found to quit more often than value-based profiles emphasising the importance of desirability and ease of movement on actual turnover behaviour above intentions (Stanley et al., 2012) [59].

Commitment profiles are also substantially stable over time (Kam et al., 2016) [27]. While this strengthens commitment research, employees moving to higher commitment pattern over time has shown better surviving probabilities than employee moving to lower commitment patterns (Xu and Payne, 2018) [70]. Table 1 presents the recent studies on organisational commitment and employee turnover.

Table 1: Organisational Commitment and Employee Turnover

Author & Year	Population	N	Research Area and Findings
(Morin et al., 2011) [43]	Canadian Workers	404	Studied Workplace affective commitment and obtained five latent profiles - highly committed, uncommitted, moderately committed to all but mostly to supervisor, moderately committed to all but mostly to career, and committed mostly to their proximal work environments.
(Cho and Huang, 2012) [9]	IT Professionals, Hong Kong	500	Studied influence of professional and organisational commitment on intention to leave for professional advancement. Organisational affective commitment was found to be most effective.
(Russo et al., 2012) [52]	An Italian Mail Delivery Company	1712	Obtained four profiles - Allied (moderate AC-CC), Free Agents (High CC than AC), Trapped (very high CC than AC), and Complacent (Very low CC than AC). Allied and Complacent showed better job satisfaction and performance.
(Klein et al., 2012) [28]	NA	NA	Re-conceptualised commitment as types of psychological bonds depending upon volition and target. Presented a process model for further research on workplace commitment.
(Meyer et al., 2012a) [41]	Hospital, Job Agency, Health Agency	403	Obtained six commitment profiles differing on need satisfaction, regulation, affect, engagement, OCBs and well-being.
(Meyer et al., 2017) [36]	Canadian Military	6501	Obtained six commitment profiles. Dominant AC-NC had highest stay intention and well-being. Uncommitted and dominant CC profiles had highest leave intention, depression and anxiety.

(Meyer et al., 2012b) [42]	NA	NA	Demonstrated critical evaluation of person-centric approach and how its usage can provide new insights into commitment research.
(Krajcsák and Jónás, 2014)	Hungarian Employees	661	Introduced five-factor model of commitment by adding professional and deliberate commitment and studied its impact on employee and organisational commitment.
(Stanley et al., 2012) [59]	University Alumni	712	Obtained six commitment profiles. AC-NC-CC, AC-NC, and AC dominant profiles had lower turnover intention than Uncommitted and CC dominant profiles.
(Cooper et al., 2016) [29]	Finnish University Employees	468	Studied commitment profile for its efficacy and importance regards one's profession, organisation, supervisor and job. Those highly commitment to profession, organisation and job and moderately commitment to supervisor had lower turnover intention than others.
(Meyer et al., 2015) [36]	Graduates from 2 Universities	481 & 264	Employed commitment profiles to dual commitment - organisation and supervisor, and compared results between two samples. Mostly similar, profiles differed on perceived organisational support, supervisory support and turnover.
(Kam et al., 2016) [27]	Canadian Energy Company	637	It tested relative stability of commitment profiles that showed substantial temporal stability. Trustworthiness affect most profiles positively.
(Spik, 2016) [58]	Polish MBA Executives	503	Investigated relationship between commitment profiles, job satisfaction and OCBs. Among profiles. AC-NC-CC and AC-NC dominant profiles showed highest Job satisfactions and OCBs while uncommitted had the lowest.
(Kabins et al., 2016) [26]	Multiple Data (K = 40)	16052	It revealed five commitment profiles. Value based profiles showed better results in terms of performance, tenure, turnover and OCBs.
(Meyer and Morin, 2016) [37]	NA	NA	It discussed methodological and practical implications person-centric approach in commitment studies.
(Meyer et al., 2018) [10]	A Turkish Company	346 & 797	Investigated impact of economic crisis on commitment profile. Similar patterns of commitment profiles were found pre and post crisis strongly suggesting its meaningfulness.
(**Wombacher** and Felfe, 2017) [68]	German Military	1362	It showed that organisational and team commitment add to and enhance each other's effect on OCB, efficacy believes and turnover intention.
(Xu and Hu, 2018) [69]	Chinese Private Enterprises' Employees	1185	Investigating dual commitment of organisation and union, the study reported six latent profiles. AC-NC dominant profiles had least turnover intention and best OCBs, other profiles dominant in any component were better than less committed.
(Xu and Payne, 2018) [70]	US Army	2520	It investigated the relative stability and consistency of commitment profiles which were found to be consistent and mostly stable. Value based profiles showed highest tenure and survival probabilities than others.
(Oh, 2019) [45]	South Korean Employees	510	Obtained six distinct commitment profiles which showed differing turnover intentions.
(Meyer et al., 2019) [38]	Canadian Teachers	336	Five distinct commitment profiles showed differing turnover intention, physical and psychological well-being.
(Somers et al., 2019) [56]	Nursing Students	256	Three distinct occupational commitment profiles were obtained differing in motivation, career choice and academic results.
(Somers et al., 2020) [57]	US Nurses	223	It showed that NC and CC were not purely turnover centric commitments but more and that AC-NC-CC mindsets operate collectively.
(Houle et al., 2020) [24]	School Principals	525	Five distinct commitment profiles were obtained where AC dominant were most desirable profiles over others.

3.2 New perspectives on Job Satisfaction and Employee Turnover

Although job satisfaction is the most studied antecedent within turnover literature (Liu et al., 2012) [33], its relationship with turnover is rather weak with average correlation of -.19 (Griffeth and Hom, 2000) [18] to -.25 (Rubenstein et al., 2018) [50]. Its central position is subsequently diluted that the idea of people quitting their job because of dissatisfaction is now considered a managerial myth and misconception (Allen et al., 2010) [1]. Nonetheless, it is an important and 'most consistent' predictor of turnover (Hom et al., 2019) [20] but with limitations of remaining static and not being explored for its dynamic relationships in turnover studies (Chen et al., 2011) [8].

Exploring its dynamism, *job satisfaction change* is found explaining additional 16% variance in turnover intention over and above static job satisfaction (Chen et al., 2011) [8] increasing overall predicting power. Similarly employees experiencing declining job satisfaction (downward job satisfaction trajectory) develop more distress and turnover intention (Chen et al., 2011) [8].

For instance, two employees A and B have similar job satisfaction score of 3 on a 5 point scale where A had a score of 2 in the previous survey while employee B had a score of 4, then employee B who is experiencing a downward trajectory is more likely to leave while employee A with upward trajectory is now more likely to stay (Liu et al., 2012) [33].

Further researches support that even the business unit

satisfaction levels and trajectories explain additional variance in turnover (Liu *et al*., 2012) [33]. In fact Liu *et al* (2012) [33] found an improvement from 5% to 43% in predicting turnover when individual as well as unit level satisfaction change and trajectories were used instead of traditional static satisfaction (Hom *et al*., 2019) [20]. This brings fresh encouragement to scholars to explore more dynamism in turnover research. The recent studies which focusing on job satisfaction change and trajectories on employee turnover in table 2.

Table 2: Job Satisfaction and Employee Turnover

Author & Year	Population	N	Findings
(Chen *et al*., 2011) [8]	British Army	220	Extent of systematically measured decrease or increase in job satisfaction account for change in turnover intention over and above static job satisfaction measures.
	Consulting Firm	64	
	US Army	289	
	MBA Students	93	
(Vandenberghe *et al*., 2011)	University Alumni	170	It revealed the change in job satisfaction and affective commitment with changing role conflict and overload ultimately affecting turnover intention.
(Liu *et al*., 2012) [33]	Hospitality Company	5270	It studied unit level *job satisfaction change*, *trajectories* and *dispersion* influences on individual j*ob satisfaction change*, *trajectories* and overall turnover.
(Li *et al*., 2016)	Same Sex Twins	712	Investigating influence of genetics and situational perspectives on job satisfaction level, job satisfaction levels were found quite stable. Genetic effects were mediated by positive and negative affectivity, environmental influences were affected by interpersonal conflict and occupational status.
(Wanberg *et al*., 2012) [67]	Entertainment Company	283	It investigated the effect of socialisation tactics on hangover effect of new-hires. *Job satisfaction change* declined over time at increasing rate increasing the *turnover intention trajectory*.
(Ghetta *et al*., 2020)	German Socio-economic panel	7049	It analysed the congruence of Person-environment fit and Big Five Personality and its impact on job satisfaction changes over time. Job satisfaction remained independent of composite effect of P-E fit and Personality.
(Bebenroth and Berengueres, 2020)	Multiple Organisation	815 & 1925	It compared the job satisfaction level change of 815 new employees to 1925 regular employees. New employees showed 27% more job satisfaction which kept on declining subsequently.
(Pilipiec *et al*., 2020)	Netherlands Employees	5531	Investigated job satisfaction it revealed that job satisfaction increased during recession period but remained lower during pre & post-recession.

3.3 New Perspectives on Job Search and Turnover

The average correlation between job search and turnover is as high as .38 (Rubenstein *et al*., 2018) [50] and despite it being a part of most of the classical and contemporary turnover models, it has remained an under-researched subject (Hom *et al*., 2019) [20].

Recently Direnzo and Greenhaus (2011) [11] has further explored the cybernetic model of job search. They argue that job dissatisfaction may not always trigger job search behaviour and that low job satisfaction doesn't necessarily drive turnover rather it's higher levels 'provide an incentive to stay' (Direnzo and Greenhaus, 2011) [11]. Viewing turnover an ongoing process of career development aimed at increasing career competencies and employability they have advocated to study job search behaviour along with personality traits.

Going even further into and beyond the cybernetic framework, Wanberg and colleagues (2012) [67], explored how various motivational traits (engaging approach orientation vs. avoidance orientation) and self-regulatory states (motivation control vs. self-defeating cognition) influence job search behaviour and how these traits and states affect the mental health of job seekers (Hom *et al*., 2019) [20]. Further, Trusty and colleagues (2019) identified six types of job seekers. (1) *Separation-seeking* are like enthusiastic leavers (Hom *et al*., 2012) [21] with negative perceptions about their organisation or experience an external pull and become reluctant stayers (Hom *et al*., 2012) [21] upon unsuccessful attempts (Trusty *et al*., 2019). (2) *Change-seeking* are enthusiastic stayers (Hom *et al*., 2012) [21] with declining satisfaction who slowly turn into reluctant stayers on unsuccessful job search results (Trusty *et al*., 2019). (3) *Leverage-seeking* are enthusiastic stayers (Hom *et al*., 2012) [21] more interested in their career advancement and become reluctant leavers (Hom *et al*., 2012) [21] if they feel stuck in career and have to leave. (4) *Memetic-seeking* are enthusiastic leavers (Hom *et al*., 2012) [21] who experience turnover contagion (Felps *et al*., 2009) or some uncertainties (Trusty *et al*., 2019) [20] but may become reluctant stayers (Hom *et al*., 2012) [21] if job search results are unsuccessful. Besides them, (5) *Network-seeking*, and (6) *Knowledge-seeking* employees indulge in job search behaviour only to expand their professional network and job market understanding respectively mainly to increase their employability in a long run (Trusty *et al*., 2019). The recent studies in this area is geared towards dynamic influences by multitudes of objectives and implications.

Table 3: A list of studies on Job Search and Turnover

Author & Year	Population	N	Findings
(Direnzo and Greenhaus, 2011) [11]	NA	NA	It proposed a job search model based on cybernetic theory holding that job search increases turnover increasing opportunities for career competencies.
(Boswell *et al*., 2012)	NA	NA	It explored job search objectives, antecedents, contextual factors, processes, destinations, behaviours

			and outcomes with respect to three kinds of job-seekers - new hires, unemployed and working.
(Wanberg *et al*., 2012) [67]	Newly Unemployed	177	It explored influence of motivational traits and self-regulatory states on job search behaviour and their effect on mental health of job seekers.
(Zimmerman *et al*., 2012)	High Level Professionals	362	Approach-avoidance personalities like those high on extraversion show positive affect while those low on emotional stability otherwise on job search behaviours.
(Boswell *et al*., 2017)	US University	622	Explores reluctant stayers and their job search behaviour employees who stayed longer only displayed greater detachment and neglect.
(Trusty *et al*., 2019)	NA	NA	It proposed a theoretical model of multi-purpose job-seeking goals like *separation-seeking, change-seeking, leverage-seeking, mimetic-seeking, network-seeking,* and *knowledge-seeking.*

3.4 New perspectives on Leadership and Turnover

While the average correlation between leadership and turnover is modest at -.23 (Rubenstein *et al*., 2018) [50], the empirical research has not gone beyond leader-member-exchange (LMX) and leadership has remained an understudied correlate of turnover (Waldman *et al*., 2015) [66] despite the fact that supervisors have tremendous influence 'over employees' immediate work environments' (Hom *et al*., 2019) [20] including their turnover decisions. Moving beyond the conventional wisdom that LMX reduces turnover (Dulebohn *et al*., 2011), Seo and colleagues (2018) [54] identified four different LMX configurations. (1) *Bimodal* where half of members experience higher LMX; (2) *Fragmented* where LMX relationship is unique with each member; (3) *Solo-status low* where most members have higher LMX; and (4) *Solo-status high* where most members have lower LMX (Seo *et al*., 2018) [54]. They found turnover to be higher among *bimodal* group along with poorer commitment while turnover was lowest among *solo-status low* group along with higher commitment whereas the *fragmented* group had the worst team work and team commitment (Seo *et al*., 2018) [54].

Another area of research is transformational leadership who can dissuade their subordinates from making quits decisions (Waldman *et al*., 2015) [66] by motivating them towards higher job loyalty (Reina *et al*., 2018) [49]. Further, managers also 'feel psychological ownership towards their subordinates' (Hom *et al*., 2019) [20] and behave *territorially* guarding them against any poaching (Gardner *et al*., 2018) [15].

Leader humility is another area where employees who perceive their supervisors to be humble experience higher job satisfaction and are less likely to quit (Owens *et al*., 2013; Ou *et al*., 2017) [47, 46]. However, if there exists a conflict among top management team then it would diminish the good effect of leader humility and may even promote higher turnover among middle managers (Ou *et al*., 2017) [46].

"People quit their bosses, not jobs" is a quite popular maxim but converse is also true. Employees also quit if their supervisor quits (Ng and Feldman, 2013) [44] to avoid uncertainties in workplace (Shapiro *et al*., 2016) [55]. Li and co-researchers (2020) showed that when high performing manager left, the collective turnover of the unit increased at a higher rate till another competent manager joined the unit. Table 4 presents these recent studies which emphasises that leadership has a larger role in turnover process.

Table 4: List of studies on Leadership and Turnover

Author & Year	Population	N	Findings
(Dulebohn *et al*., 2011)	Multiple Studies (K = 203)	46477	This meta-analysis revealed that leader behaviour and perception, follower characteristics, interpersonal relationship characteristics, and contextual variables explain most variable on LMX quality.
(Schyns and Schilling, 2013)	Multiple Studies	57	This meta-analysis strengthened that destructive leadership diminishes employee well-being and individual performance and increases turnover intention and counter-productive behaviour.
(Ng and Feldman, 2013) [44]	Diverse Employees	338	It revealed that direct link between employee and perceived supervisor embeddedness is mediated by organisational trust.
(Owens *et al*., 2013) [47]	Undergraduate Business Students	164	Using diverse and multiple sample it developed and validated measures of leader humility.
	Undergraduate Business Students	236	
	Undergraduate Business Students	124	
	Health-care Employees	511	
	Commercial Sector Employees	263	
(Owens *et al*., 2013) [47]	Undergraduate Business Students	144	It investigated the vitality of leadership humility in predicting employee performance.
	Health-care Employees	704	Job satisfaction and employee engagement mediates

Author & Year	Population	N	Findings
			relationship between leader humility and employee retention.
(Waldman *et al.*, 2015) [66]	Chinese Employees	375	It investigated link between transformational leadership and employee turnover showing that it weakens quit intentions.
(Mathieu and Babiak, 2015)	Public & Private Organisations	74 & 423	Involving 74 supervisors and 423 subordinates showed that B-Scan 360 (a corporate psychopathy measure) score is a better predictor of employee attitudes (job satisfaction, turnover intention, work motivation and job neglect) over and above three leadership styles model.
(Shapiro *et al.*, 2016) [55]	NA	NA	It proposed a theoretical model for leader departure and it effect on turnover intention of subordinates by incorporating quality of relation with supervisor and organisation, turnover contagion and organisation-wide development climate.
(Dulebohn *et al.*, 2017)	Multiple Studies	33	This meta-analysis explored liking (affect) as main variable against LMX and found that liking is separate and vital construct explaining additional variance.
(Ou *et al.*, 2017)	Top Management Teams	43	Extending leader's humility to increase job satisfaction thereby discouraging subordinates to leave, it revealed that fault lines or conflict occurring in top management teams can drive higher turnover in middle managers due to increased dissatisfaction.
	Top Executives	313	
	Middle Managers	502	
(Seo *et al.*, 2018) [54]	NA	NA	Showing that not all LMX are same it proposed five configurations of differentiated LMX relationships each having distinct effect on collective turnover.
(Gardner *et al.*, 2018) [15]	eLab panellists	88	It explored the psychological ownership and territorial behaviour of leaders towards their subordinates. Leaders defend their subordinates through persuasion and nurturing depending upon their felt psychological ownership, defection expectation and subordinate value thereby reducing turnover instances.
	Web Research Participants	562	
	HR Managers	253	
(Reina *et al.*, 2018) [49]	Company Directors	126	It examined how leaders' behaviour cause subordinate reaction prompting them to leave by exploring role of emotional engagement over and above job satisfaction.
(Zhou and Li, 2018)	Chinese Hospital Frontline Staff	157	It supported the evidence that leader humility can facilitate deep acting and alleviate turnover intention.
(Mesdaghinia *et al.*, 2019)	Multiple Organisations	153	It explored the effect of Leader Bottom-Line Mentality and Unethical Pro-Leader Behaviour of employees and showed employees with high morality were more likely to quit.
(Carter *et al.*, 2019)	US Army (Junior Officers)	11270	Junior officers having good SAT score under strong leaders showed better retention. If leaders shared same location or undergraduate institutions, such junior officers too showed better retention.
(Jiang *et al.*, 2019)	Chinese Biopharmaceutical company employees	119 & 397	Comprising of 119 leaders and 397 team members it showed that turnover intention in leaders hinders team performance but leader self-sacrificial behaviour is negatively correlated with their intention.
(Li *et al.*, 2020)	US Hospitality Company	6357	Focusing leader succession influence on subordinate turnover, when high performing leader left, the turnover rate increased till another competent leader joined.

3.5 New perspectives on Social Network and Turnover

Analysis of social networks in turnover literature is scanty but in recent years turnover scholars have started taking a renewed interest (Hom *et al.*, 2019) [20]. In a study on Chinese citizens, Hom and Xiao (2011) [22] showed that guanxi networks help in promoting job loyalty and can be as diverse from family, friends and workplace ties to even political connections. Similarly, Vardaman and colleagues (2015) showed how network centrality may influence quit decisions. Ballinger and co-researchers (2016) demonstrated how employees with 'high eigenvector centrality in networks' are not only more likely to stay but they also 'act as gatekeepers', bridge or connectors 'controlling the flow of information' among disparate employee groups and their presence reduce collective turnover of the group. Table 5 shows the list of recent studies the effects of social network on turnover.

Table 5: List of studies of Social Network and Turnover

Author & Year	Population	N	Findings
(Hom and Xiao, 2011) [22]	Chinese high-tech firms	417	Guangxi networks promoted job loyalty among Chinese employees moderated by high-commitment HRM.
(Vardaman *et al.*, 2015)	US Teachers	145	It showed how turnover intention translated into actual turnover or weaken through network centrality or friendship networks.
	US Nurses	183	
(Ballinger *et al.*, 2016)	Employees of	1600	A strong relationship exists between structural holes and

	Multinational Organisation		turnover and social networks reduces turnover.
(Gloor *et al*., 2017)	Managerial Employees	866	Conducted an email based analysis of social network and found significance variation in network structure and use of language 5-4 months prior to their actual departure. Employees about to quit showed lower closeness centrality and lesser conversations.
(Zhang *et al*., 2019)	Chinese Employees	298	It showed that work and non-work related social media had improved effect on job satisfaction, commitment and turnover intention.
(Yuan, 2019)	Chinese High-Tech company Employees	104 & 20	It found that employees who are weaker in network centrality are found to be less committed and more likely to leave.
(Yuan *et al*., 2016)	Chinese Employees	104	It showed that action network predicts promotions and resignations better than social networks.
(Tang *et al*., 2019)	Chinese pharmaceutical Supply chain professionals	325	Exploring social media connectivity (SMC - use of social media after work hours for work purposes) it revealed that SMC increases employee exhaustion and turnover intention of employees while work-life balance lessens effect.
(Autrey *et al*., 2019)	Undergraduate Students	140	It investigated the presence of "connector" in a group and found that individuals in groups with no connectors had higher turnover intention.

3.6 New perspectives on Personality Traits and Turnover

The average correlation between turnover and 'big five personality' like agreeableness (-.7), conscientiousness (-.15), emotional stability (-.17), extraversion (.02), and openness to experience (.13) is collectively quite modest (Rubenstein *et al*., 2018) [50]. But personality traits lacking a firm grounding in theories has remained a neglected despite being acknowledged for its influences (Hom *et al*., 2019) [20]. In a major paradigm shift, Zimmerman *et al* (2016) has tried to address this gap by using 'cognitive-affective units' (CAUs) as primary constructs to explain how personality traits influence some antecedents of turnover. They have identified five CAUs - *encodings, expectancies and beliefs, affects, goals and values,* and *competencies and self-regulatory plans* (Zimmerman *et al*., 2016).

Owing to *encodings*, proactive personality may take unsolicited job offers as an opportunity (Zimmerman *et al*., 2016) and quit via path 3 of the unfolding model (Lee and Mitchell, 1994) while neurotics may feel more dissatisfied and are more likely to quit. Owing to *expectancies and beliefs*, those with open to experience may find long term stay costly and are more likely to turn enthusiastic leavers (Zimmerman *et al*., 2016). However such employees under *goals and values* may experience better job fit in innovative cultures or those higher on extraversion would assimilate better in team-oriented cultures (Zimmerman *et al*., 2016). Though employees on higher agreeableness may feel stronger normative forces affecting their stay or quit decisions, *affects* may make them high on constituent forces, making them more satisfied and likely to remain stayers (Zimmerman *et al*., 2016). Owing to *competencies and self-regulatory plans*, conscientious employees are more likely quit via path 1 while neurotics via path 2 of the unfolding model (Lee and Mitchell, 1994).

Cognitive-affective framework to personalities is a substantial theoretical development asking for a greater involvement of traits into turnover theories and models.

Table 6: New Perspectives on Personality Traits and Turnover

Author & Year	Population	N	Findings
(Zimmerman *et al*., 2016)	NA	NA	It created a theoretical model using the Cognitive-Affective Processing System to show how psychological differences affect turnover.

4. Implication of the Study

The present research documents new perspectives in the six correlates of turnover. We saw reconceptualisation of commitment, and a series of study on commitment profiles, job satisfaction change and trajectories, job search stages, feedback and self-regulatory mechanisms, leadership inculcated with embedding theories, 'gatekeepers' of social network and use of cognitive-affective units.

These new developments will not only help turnover students to update themselves, it will also encourage them with opportunity to revisit some older turnover theories and models. Apart from helping them choose more relevant topics for further research, current work encourages them to include dynamism for a more robust research study.

The practitioners who create policies for combating turnover, the current work will provide with deeper perspectives on job satisfaction, commitment, social networks and personalities, encouraging them to benefit from new developments in the field and incorporate them into their overall retention framework.

5. Limitation and Conclusion

Though we have included only six correlates in our study, the number of correlates seeing new developments are more. Scholars can take up more topics like job performance, ease

of movement, or collective turnover to further their understanding.

Whether turnover correlates are old, often-used or under-used in turnover models, the new developments show that turnover scholars need to be on their toes and keep updating themselves. These developments are not only important and new in their own right, they are also prompting to revisit some well-established theories and models of turnover. Moreover evidences from collective cultures like India, where such researches are still lacking, are much needed.

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