

IMPACT OF EMPLOYEE DEVELOPMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND TURNOVER INTENTIONS IN AUTOMOBILE INDUSTRY, TAMILNADU

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Abstract: *Employee turnover intention refers to the withdrawal from the company. The turnover intention is directly related to the overall job satisfaction of the employees of the organization. Greater job satisfaction means a lower employee turnover rate and Lesser job satisfaction means a greater employee turnover rate. This research aims to investigate how employee development practices can influence the employee's intentions to leave the company. This research is important because it will explore employees' expectations about various employee development practices available to them, as it is generally known that a majority of organizations have reduced spending on the employee development practices. In this research, a descriptive research method is adopted which will target the population of the Automobile industry mainly the employees belonging to Tamil Nadu firms. The method used is the survey questionnaire and there are four district participants involved. The findings of this research suggested that, once the employee development practices are provided the employee is estimated to stay with the organization for more than 5 years. The findings of this research also revealed that, when the employees are provided with employee development practices, they had increased opportunities and a raise in their organizational citizenship behavior which can again be a critical factor in the lower employee turnover rate. Lastly, this research also suggested that when proper employee development is provided greater prevalence was given to overall job satisfaction.*

Keywords: *Training and Development, Job Satisfaction, Turnover Intention, Employee Development, and Organizations.*

INTRODUCTION

Employee Development is a process of helping employees progress in their careers by acquiring new skills. Its goal is to improve the existing knowledge of your employees and help

them to develop new ones, all to support business goals. Management's ability to wisely use workforce knowledge, skills and behaviors is considered a predictor of success. Managing through continuously developing and retaining the skilled workforce is also very important to gain a sustainable competitive advantage (Pfeffer, 2005). In other words, when the organization encourages developmental opportunities, employees become motivated and put their efforts into improving organizational performance. According to (Rothwell and Kazanas, 1989) Investing in employee development means preparing and equipping the workforce of the organization with new knowledge, skills, abilities, and other characteristics that make the employee more capable.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

(Organ 1988) defines OCB as Individual behavior that is discretionary, not directly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.

Organizational citizenship behaviors proceedings in which human resources are agreeable to go above and outside their prescribed role necessities. Therefore, it is very important to develop Organizational citizenship behaviors in the employees of organizations (Matin et al., 2010).

TURNOVER INTENTIONS

According to (Aguenza and Som, 2012), the success of organizations can be determined by the retention ratio of their employees.

Organizations need to retain their talented and highly educated staff especially when the turnover ratio is very high (Anitha et al., 2016).

Bester (2012) stated that intentions to turn over come first before people leave the job. (Fishbein and Ajzen, 1975) described turnover intention as the behavioral intention of an individual which is also known as conation, in their framework of planned behavior to leave the employ of the organization.

STATEMENT OF THE PROBLEM

Automobile industry employees possessed certain specialized skills and are found to have more chances of changing their jobs (Dinger et al., 2015). So, these trends have made the situation more complex for human resource managers to attract these qualified and skillful professionals and retain them for longer periods (Carayon et al., 2006; Joseph et al., 2007).

Retaining employees may prove to be more difficult as all the automobile industries due to competition are offering high salaries with fringe benefits. Therefore a good employee has no shortage of job offers, So all these automobile industries are facing the problem to retain their employees.

To minimize this turn over the principal requirement is the satisfaction of the employee from his/her work which may help him to be affixed to the same industry for a longer period. This could be achieved by motivating the worker with attractive work packages, and future business progress projects, by creating a suitable learning environment, and by getting an insight into his/her inspiration about the industry.

How to develop a comprehensive HRD strategy for employees of the automobile industry in Tamilnadu for raising affirmative perceptions regarding employee development that may positively result in work-related variables like organizational citizenship behavior, and turnover intentions. Following the problem formulation detailed above, this thesis enhances the understanding of the above-mentioned phenomenon by answering the following questions:

- Impact of employee development on organizational citizenship behavior. Impact of organizational citizenship behavior on turnover intentions.
- Organizational citizenship behavior mediates the relationship between employee development and Turnover Intentions.

NEED OF THE STUDY

The research conducted in the automobile industry at Tamil Nādu is very few and there is a wide area of interest for the researchers.

Therefore, it is suggested to study the employees' perception regarding organizational investment for their development and its relationship with different job-relevant variables like employee development, organizational citizenship behavior, and turnover intentions.

The establishment of the guiding principles for developing the strategy to reduce turnover intentions will be a significant contribution to the area of human development. It will be equally beneficial for the practitioners of the automobile industry to use the same for retaining their employees.

Each factor will be explained separately to highlight the importance of the employee and its ultimate impact on the employee's turnover intentions, as an amalgamation of various factors of employee development ultimately will influence organizational citizenship behavior.

RESEARCH GAP

During the review of the literature, literature acknowledges certain openings for further research in the literature of under-discussion variables (employee development, organizational citizenship behavior, and turnover intentions).

These variables and their relationships have been discussed by many researchers but the existing literature is less explored in the context of employee development, organizational citizenship behavior, and turnover intentions specifically.

There is also little support of empirical evidence confirming the relationship between employee development, organizational citizenship behavior, and turnover intentions. The direction of relationships is ambiguous as well. Though the relationships of these variables have been supported by numerous research in isolation, there is no comprehensive model examining these relationships as a whole.

So, this research was an effort for exploring the concept of employee development. In the social exchange theory context, this was also an attempt to devise a comprehensive model for explaining the contributions of employee development of employee job outcome variables (organizational citizenship behavior, and turnover intentions).

OBJECTIVES OF THE STUDY

To Study the Training and Development Opportunities and Turnover Intentions in Automobile Industries in Tamil Nadu.

To study the Demographic variables on Training and Development and Turnover intentions.

To discover the factors of employee development and to identify the various demographic factors of employees that influence their opinion on employee development.

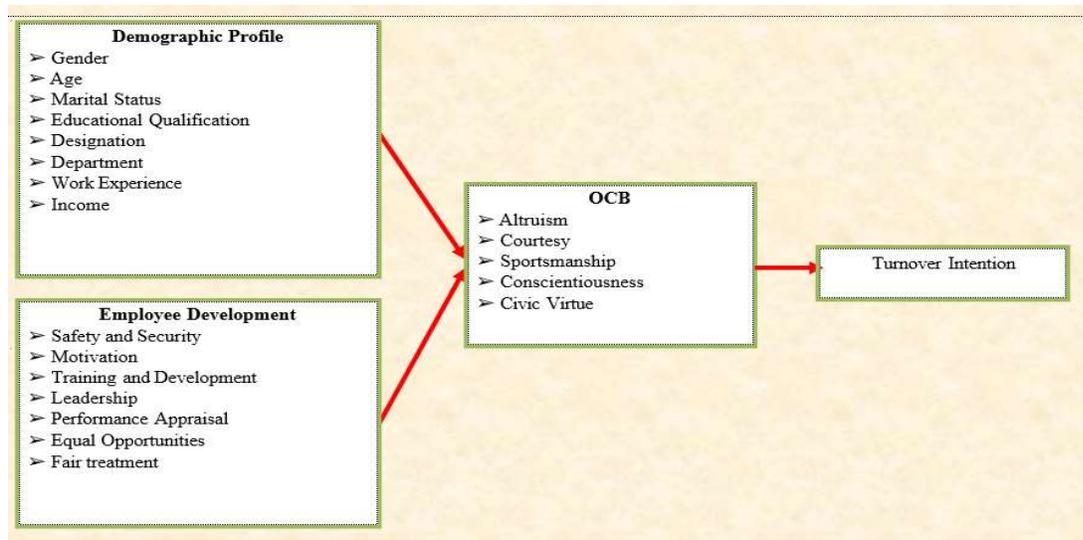
To determine the various demographic factors of employees that influence their opinion on organizational citizenship behavior.

To identify the influence of employee development on organizational citizenship behavior among employees in the automobile industry.

To find out the influence of organizational citizenship behavior on turnover intention among employees in the automobile industry.

To examine the mediating effect of organizational citizenship behavior between employee development and turnover intention among employees in the automobile industry.

FRAMEWORK OF THE STUDY



REVIEW OF LITERATURE

Price (1977) Turnover refers to the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization the employees who are dissatisfied with their jobs are more likely to leave the organization than satisfied employees.

Muchnik (2000) Strengthening the job satisfaction of employees helps decrease turnover intentions. Fast food franchises are trying to provide training to their new and existing employees.

However, fast food franchises have a high turnover rate as they hire young employees who leave their job and move to another.

DiPietro (2003) It has been suggested that in the fast food sector turnover rate of hourly and salaried employees was more than 150% annually (Ebbin, 19994). It is a big challenge for the training department to assure that training is producing the desired outcome and delivering a return on investment in the fast-food sector.

Rahmam, Naqvi, & Ramay, (2008) The research studies on the fast food sector suggested a positive relationship between customer satisfaction and profits over time. Earlier research recommended that there is a negative relationship between job satisfaction and turnover intentions. A study conducted in the private sector of Saudi Arabia suggested that there is a negative relationship between training and turnover intentions.

Jehanzeb et al. (2013). These studies have also signified that the availability of training and education programs are significant factors in enhancing job satisfaction and reducing turnover intentions of employees. (Bartlett.1999) Similarly, a study recommended that training has a positive relationship with job satisfaction and organizational commitment, which later impact employee retention (Lam & Zhang).

Vigneshwaran, D., Mohankumar, S., & Vimala, B. (2022). The intention drawn attention in the context of employee attrition, with a focus on its antecedents. A related aspect that requires attention is the outcome of the intention to where little research has been done, especially in the Indian context. The present study explores social benefit support, personal factors, work-family conflict, and work-life balance as results of the intention to exit These factors become critical in the context of women because employees who want to exit can become less productive or even dysfunctional for the organization. Interviews and a questionnaire-based survey were used in this research. The survey was conducted using software professionals with less than four years work experience, with results based on 650 responses. Total find out infinite population -1200, Confidence levels =95%, Margin of Values = 2.5%, Select Sample Size=650, Quota sampling the first results show that, as assumed, the intention to quit leads to lower performance The first results show that, as assumed, the intention to exit leads to lower performance. This woman is understood to the social support, personal factors, work-family conflict, and work-life balance clear pattern of the organization. Furthermore, exploration using structural equation modeling shows that performance orientation mediates the relationships between the intention to exit and social support, personal factors, work-family conflict, as well as between the intention to exit and the balance.

RESEARCH METHODOLOGY

To explore the impact of employee development on organizational citizenship behavior and turnover intentions in the automobile industry based on the demographic profile, employee development, and organizational citizenship behavior and to find out the outcome of turnover

intentions a descriptive research design is employed by the researcher. The research is conducted on employees in the automobile industry in Tamil Nadu through a well-designed questionnaire.

This descriptive research design is employed to explore the relationship between research variables (employee development, organizational citizenship behavior, and turnover intentions).

PILOT STUDY

Sample Size 50 Employees			
S.No.	Variables	Item	Reliability
1	Employee Development	53	0.88
2	Organizational Citizenship Behavior	24	0.84
3	Turnover Intention	5	0.90

VALIDITY

S.No.	Variable	Table Value	Calculated Value	Result
1	Employee Development	0.273	0.304 to 0.648	Valid
2	Organizational Citizenship Behavior		0.321 to 0.527	
3	Turnover Intention		0.297 to 0.489	

POPULATION

S.No	District	Company	Population
1	Chennai	TVS Motor Company	1500
		Ashok Leyland	2758
2	Chengalpattu	Mahindra & Mahindra Ltd.	2500
		Ford India Ltd.	2300
3	Kanchipuram	Renault Nissan	1800
		Hyundai Motor India Ltd.	2200
4	Tiruvallur	Citroen India	1400
		Hindustan Motors	1800

Total	16258
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SAMPLE SIZE DETERMINATION

By using Yamane (1967) formula, sample size determination is derived by using the error value of 0.05. In this formula 's' is the sample size, 'N' is the population size and 'e' is the level of the acceptable error, 95% is the confidence level.

Sample size determination is obtained using the Yamane (1967) formula, using an error value of 0.05. In this formula 'sample size', 'N' is the population size and 'e' is the acceptable error level, 95% confidence level.

$$\text{Yamane (1967) } n = \frac{N}{1+N(e)^2}$$
$$\frac{16258}{1 + 16258(.05)^2}$$
$$n = 390.34$$

By using this formula, the sample size is 391 only.

SAMPLING TECHNIQUE

A simple random lottery method is used to collect data from automobile industry employees. This is a kind of random model for preventing personal dependencies. So the lottery method is chosen. That is, all mutual fund investors are assigned a specific number. In addition, 430 automobile industry employees are selected at random. Whoever gets their hands on them can be considered the respondent. This is the concept of a simple random lottery method.

SAMPLING FRAMEWORK

Sampling frame work of the Research

Population	Distributed 391+39(10%)	Received	Not Received	Rejected	Accepted
16258	430	417	13	9	408

The population of the research is limited to 16258 employees in automobile industries. Questionnaires were distributed to a total of 460 employees in four Districts (Chennai, Chengalpattu, Kanchipuram and Tiruvallur). 10% demand increased and distributed. Questionnaire obtained from them 417; 13 questionnaires were not received from automobile industry employees. Nine questionnaires were rejected due to unsatisfactory responses and a total of 408 were accepted. But the study requirement is only 391, but more responses can be considered.

FINDINGS AND SUGGESTION

The findings of this research display that, there are adequate employee development programs given to the employees in the firms this can be confirmed by the 34% of research participants indicating that they had received employee development practices only before the period of 3 months. Moreover, Automobile Industries in Tamil Nadu firms are covering the training costs of the participants. A greater percentage about 46% of the research participants said that they had experienced the position raise after acquiring the employee development practices. According to the participants of this research, employees can work more than 5 years in the same firm in acquired employee development from the same firm marks by 26%.

The findings of this research also display that, the participants after obtaining the human resource development practices are very satisfied as they experience a raise in organizational citizenship behavior after development practices can reduce 46% employee turnover intentions. About 47% of the research participants displayed satisfaction with the opportunities for promotion they had experienced once received training and development from the firm. The participants are also greatly satisfied with the company's offering the training costs. After training and development, 51% of the research respondents were satisfied with their overall job satisfaction.

CONCLUSION

The turnover intentions of the employees working in the firm are impacted by the overall environment of the firm. The turnover intentions of the employees can create a change in the organization's culture as well. The employee turnover rate increases when the employees are not content with the facilities provided by their company or are simply not happy working in the company. On the other side, the employee turnover rate decreases when the employees are happy

with their work environments such as the employee development opportunities. This research aimed to focus on employee turnover intentions when they are provided with training and development opportunities. The results of this study indicate that once employee development practices is provided, it is estimated that the employee organizational citizenship behavior changes will stay in the organization for more than 5 years. Furthermore, Automobile firms are found to be conducting training regularly and also covering the training costs which can again lead to a less employee turnover rate. The results of this study also show that when providing HR development practices, they will get more opportunities and job promotions, which in turn may be a key factor leading to a reduction in employee turnover. Finally, the results of this study also show that when appropriate training and development, job security, motivation, leadership ,fair treatment are provided, overall job satisfaction will be more popular and reduce turnover intentions.

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