



**"BABEŞ-BOLYAI "UNIVERSITY CLUJ-NAPOCA
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-PhD Long Abstract-

The Dissertation Subject :

**Causes and Conditions Affecting Employees Voluntary Turnover
Intentions :An Internal Marketing Approach – The Case of Hi Tech
Employees in Israel**

Supervisor PhD Research: Prof. Dr. Gheorghe-Alexandru CATANĂ

**Co-ordinating committee members: Associate Professor Dr. Bacila
Mihai, Associate Professor Dr. Dabija Cristian, Lecturer Dr. Nistor Voicu,**

Submitted by: Mrs. Limor Kessler Ladelsky

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Keywords: voluntary turnover intention in Hi-Tech companies, internal marketing, personal resources, organizational culture, commitment, personal values, organizational values.

Chapter I: Theoretical Perspectives

Preview

The literature review reviewed the relevant literature and from it the research questions and hypotheses were derived.

The first part involves a review of the literature discussing the dependent variable. **The second part** presents a review of the literature relevant to the independent variables, namely, employee personal resources and organizational conditions, internal marketing, employee job satisfaction, employee loyalty, motivation at work, employee commitment, and external environment variables: job market supply and demand fluctuations. **The third part** reviews the issue of additional research variables and previous studies which have been conducted in this regard focuses on models of decision making and risk in voluntary turnover decision making. **The fourth part** presents variables associated with the dependent variable and independent variables, as well as other relevant variables which may affect the depended variable and might be intervention variables. The causes for voluntary turnover will be also presented.

I.1. The Dependent Variable - Voluntary Employee Turnover

The notion of turnover refers to individuals' transferring into and out of organization, though generally, the research interest in the issue focuses on Employee Turnover (Price, 1977). The phenomenon has previously been studied, without distinguishing between known turnover types, yet through the years, the research literature has differentiated between voluntary turnover, which stems from the employee's decision to withdraw, and turnover which stems from organizational/workplace decisions (Shaw, Delery, Jenkins, & Gupta, 1998). The common research classification is based upon the nature of the turnover intention initiator, thus, the two types of turnover are as follows:

- (1) Voluntary Turnover
- (2) Involuntary Turnover

The issue of employee voluntary turnover has been extensively research, while attempting to justify and understand the phenomenon. Voluntary turnover is a specifically timed event, characterized by a physical and formal disengagement by a

member of the organization, stemming from his desire (Mobley, 1982). Various researchers involved in the issue perceive employee voluntary turnover as a negative and dysfunctional phenomenon (Staw, 1981; Peled & Xin, 1999), while others argue that voluntary turnover is effective both for the individual and the organization (Dalton & Todor, 1982; Muchinsky & Morrow, 1980). The negative aspects of employee voluntary turnover as revealed by several studies considering the phenomenon as negative, include damage to organizational efficiency i.e. the degree to which organizations achieve their goals (Hom and Griffeth, 1995), investment of time and money in recruitment and training of new employees, high costs due to turnover of key personnel, and damage to the manufacturing process and its quality, as well as in training period needed for new employees. Employee turnover also negatively affects those remaining in the organization, inter alia, resulting in decreased job satisfaction, increased work load; weakened organizational commitment, also affecting social coherence. Other studies, however, argue that voluntary turnover is beneficial both for the individual and the organization. The positive aspects considered are establishment of promotion opportunities for remaining employees, and allowing for new employee intake, who may contribute copious knowledge, action strategies, and new ideas. Optimal turnover varies from one organization to another, depending upon the circumstances affecting the balance between employee preservation costs and turnover costs (ibid). Researchers have defined turnover as beneficial for the organization as Functional Turnover, while detrimental turnover was defined as "Dysfunctional Turnover". Turnover of low performing employees may enhance organizational efficiency (Schwab, 1991). Therefore, "Functional Turnover "occurs when a negatively evaluated employee voluntarily withdraws from the organization, while "Dysfunctional Turnover" occurs when a positively evaluated, contributing employee, whom the organization would prefer to retain, voluntarily withdraws (Blau & Boal, 1987). Abelson & Baysinger (1984) refer to "Dysfunctional Turnover" as a situation where "the optimal balance between employee turnover costs and employee preservation costs is violated". In this respect, organizations have a goal: to reach a state of optimal turnover, which will balance the involved costs. "Dysfunctional Turnover" may, in part, be functional as well. In terms of the organization, turnover of employees whom the organization prefers to preserve is expensive, but may not necessarily be detrimental to general organizational effectiveness. Furthermore, coping with turnover may be cheaper than

preventing it. The extent of damage to the organization, if any, is determined by turnover extent, and the quality and commitment of the withdrawing employees (Dalton, Todor, & Krackhardt, 1982; Muchinsky & Morrow, 1980).

I.1.1. Voluntary Turnover Intention (VTI)

VTI is “a conscious and deliberate willfulness to leave the organization” (Tett and Meyer 1993, p. 262). It is thinking about quitting one's current organization and it is the best and most immediate predictor of turnover. In other words turnover intentions are defined as a conscious, psychological motivation to withdraw from an organization (Ibid). In addition, they represent thoughts of changing occupation or searching for new employment prospects. Price & Mueller (1981) portrayed the mode in which various factors affecting turnover may accurately predict turnover behavior. In any case, turnover intention was identified as the most effective turnover predictor, as researchers proved that these were consistent with actual turnover (Bedeian Newman, 1978; Mobley, Homer, & Hollingsworth, 1991; Kemery & Pizzolatto, 1974). Furthermore, there is a strong body of study that has confirmed the relationship of turnover intentions and actual turnover behavior (Lee & Mowday, 1978). Fishbein & Ajzen (1975) identified the most effective human behavior predictor as intensity of intentions to commit a certain behavior (ibid; in Abrams et al., 1998). Several studies indicate that the explained variance percentage of actual turnover and turnover intentions is greater than 50% (Meyer, 1993; Lee & Mitchell, Vandenberg et al, 1999; Chatman, 1991; Steel & Ovalle, 1984; Tett & Meyer, 1994). (p. 10)

The review show that different classical theories explain voluntary turnover intention [as Linkage Model (Mobley, 1977), Met Expectations Model (Porter and Steers 1973), Organizational Equilibrium Model (Mano 1994, March and Simon, 1958), Expanded Model (Mobley, Griffeth, Hand, and Meglino), Career Anchors Theory (Schein, 1978), Multi-Route Model (Steers and Mowday, 1981), Obsolescence theory (Ang and Slaughter 2000); Economic Models, An Integrated Model Price and Muller (1990) etc]. While Meta review shows that no theory explains VTI from more special perspectives as marketing perspective.

I.2. Independent Variables

Organizational Conditions

The organizational conditions variable consists of the environmental conditions variable (perceived alternative employment to the current work), organizational culture variable and work values.

I.2.1. Perceived Alternative Employment to the Current Work

Employees' turnover intentions are not enough to cause actual withdrawal from the workplace. The environmental conditions influence this intention. If an employee has not obtained an alternative job, or if he or she is concerned he may not find such, he may choose not to leave. If the employee has other occupational alternatives, or if he is aware of them and believes that he may engage in another, more suitable occupation, only then will he realize his intentions to withdraw from the organization. The individual assesses the occupational environmental, also considering the benefit he may gain from transferring to an alternative job. In other words, alternative occupations' degree of attractiveness is assessed in relation to his current occupation (Vroom, 1964; Mobley, Griffeth, Handand & Meglino, 1979). The employee's awareness of the costs involved in withdrawal from the organization (alternative occupation, rewards) may affect his degree of organizational commitment (Allen & Meyer, 1990; Van Dick, 2001).

"Assessment of alternative prospects is defined as an individual's consideration of the rewards offered to him by various alternative organizations, while weighing the likelihood of acceptance to each." (Cartsen & Spector, 1987; Hulin, Roznowski, & Hachiya, 1985) Empirical studies confirmed the assumption that an employee's tendency to maintain his current job declines as the number of occupational alternatives on hand grows. Yet if he is not aware of the alternatives, not only will his tendency to remain in the organization increase, he will, through a rationalization process, establish views to enhance his tendency to maintain his job (Mobley, 1982). Altogether, assessment and perception of occupational alternatives consist of an employee's acknowledgement of occupational alternatives available for him, his likelihood to obtain them, and the benefit to be drawn, in relation to his current job. Occupational alternatives constitute a variable which may affect an employee's

turnover tendencies, and may also intensify the connection of voluntary turnover and employee's organizational and personal conditions.

I.2.2. Organizational Culture

In their attempts to define the term *organizational culture*, scholars have provided an array of concepts. Deal and Kennedy (1982) saw it as the set of dominant values espoused by an organization. They posited that these "core values" determine organizational activities ranging from deciding what products get manufactured to how workers at various levels are treated. Peters and Waterman (1982) regarded the organizational culture as the set of values that help "in unifying the social dimensions of the organization" (p. 106), and lead to financial stability. Organizational culture has been referred to as the rules of the game for getting along in the organization, or as the ropes that a newcomer must learn in order to become an accepted member. Wallach (1983) referred to corporate culture as "the shared understanding of an organization's employees - how we do things around here" (p. 26). As mentioned, organizational culture has numerous definitions, and although there is great interest in researching it, researchers still are not in agreement regarding one clear definition. However, many researchers have based their descriptions on the actual principles of culture itself (Crichton, Paige, Papademetre & Scarino, 2004; Pettigrew, 1979; Rashid Sambaivan & Johari, 2003; Rousseau, 1990; Schein, 1985; Wood, 1989). These principles range from fundamental assumptions through values and behavioral norms to actual patterns of patterns of behavior that form the core identity of people (Rousseau, 1990).

Edgar Schein (1984, 1985, and 1992) defined organizational culture, and other researchers (e.g. Chatman et al., 1994; Waterman, 1993 and Hofstede (1991) seem to agree with him that organizational culture is "a pattern of shared basic assumptions and beliefs invented, discovered, or developed by a given group" in the process of learning how to deal with problems of external adaptation and internal integration that have worked well enough to be considered valid. This culture with its beliefs and values is imparted to members of the organization, as the "correct way" to address those problems, and helps group members define their perception of the organization and its relationship with the environment, thus emphasizing the importance of employees in maintaining organizational culture.

Edgar Schein's (1983, 1984, 1985, 1990, 1992, and 2004) abundant research into the concept of organizational culture is perhaps the most widely cited. In order to understand the culture of an organization, Schein (1992) argues that culture is a pattern of basic assumptions about behavior within the organization and extrapolates this to suggest that there are three levels of culture. **The first level** contains the visible artifacts such as an organization's architecture, work practices, and technology. Schein called it the tangible outcomes and the intangible products. These represent the surface level of culture and are the easiest aspects to define. **The second level** contains the faiths and values that govern behavior; these elements can be analyzed by identifying the manifest and espoused values of the culture. The most difficult level of culture to penetrate is the **third level** which contains the underlying assumptions of the organization's workforce.

In their Competing Values Framework, Cameron and Quinn (2004) describe four organizational cultures deriving from two sets of values: (1) internal focus and integration versus external focus and differentiation, and (2) stability and control versus flexibility and discretion. Based on these dimensions of organizational effectiveness, four organizational cultures emerge: adhocracy, clan, hierarchy, and market. **Adhocracy** cultures emphasize creativity, innovation, and agility; **clan** cultures emphasize collaboration, team building, and human development; **hierarchy** cultures emphasize control, rules, consistency, and efficiency; **and market cultures** emphasize competition, market share, profitability, and customer focus (Cameron & Quinn). Many researchers have used this framework to examine culture in organizations. Several key studies have linked the four organizational culture types to effectiveness of conflict resolution types (Jung, 2003), implementation of appropriate knowledge management solutions (Ribiere, 2001), leadership style and effectiveness (Masood, et al., 2006), effect of total quality management (Boggs, 2004), and the adoption of information technology solutions (Twati, 2006).

Two common models and their associated measurement tools were developed by O'Reilly et al. (1991) and Denison (1990).

Daniel Denison's model (1990, 1997) links an organization's culture to bottom-line results and provides a measure of the organization's progress toward achieving a high performance culture and optimum results (Denison, 2008).. The Model asserts that

organizational culture can be described by four general dimensions – Mission, Adaptability, Involvement and Consistency.

Within these components, the results display where the organization falls on two continuums: internal or external focus, as well as flexible versus stable environment.

Although organizational culture has been studied in organizational and management literature since the 1980s, there no agreement has been reached on the optimal way of **measuring organizational culture** (Ashkanasy et al., 2000; Cooke & Lafferty, 1987; Glisson, 2007; Hawkins, 1997; Martin, 1992; O'Reilly, Chatman, & Caldwell, 1991, Rousseau, 1990): quantitative, qualitative, or a combination of both (Ashkanasy et al. (2000; Rousseau, 1990). Hawkins (1997) maintains that a triangulation method combining qualitative as well as quantitative data is needed to understand organizational culture, because while quantitative data provides a standardized means of culture assessment, qualitative data provides a deeper and richer contextual meaning to describe organizational culture. In earlier studies researchers concluded that organizational culture is partly responsible for turnover intentions (Carmeli, 2005).

I.3. Service Culture Models

Service Culture Model

The concept of service culture first appeared in Grönroos' (1990) work 20 years ago. As a specialized culture within the broader concept of organizational culture, service culture is defined as a culture which appreciates good service, and where providing good service to both internal and ultimate, external customers is considered a natural way of life and a most significant value (Grönroos, 2007, pp.418). According to this definition, service culture does not only refer to organizational practices but also to manners, values, and the organization's behavior of and that of its employees. An organization's strong service culture will develop the employees' positive attitudes toward providing good service to customers (Grönroos, 2007). Zeithaml, Bitner and Gremler (2009) further point out that this very rich definition has three main implications for employee service providers. First, service culture exists when there is an appreciation for good service. Second, good service is given to both internal and external customers. Indeed, not only do organizations need to care for their external

customers but they are also required to pay more attention to their service employees (internal customers) who play a crucial role in service delivery. Finally, within service culture, good service is a way of life and is provided naturally as it is an organizational norm. It becomes part of the employees' attitudes and behavior regarding the provision of good services to customers (Zeithaml, et al., 2009). However, there is some confusion in the literature between service culture, service climate and service orientation.

1.3.1. The Relationship between Culture and Turnover

Studies of perceptions of organizational culture and labor turnover are less common, **indicating a gap in the literature**. Positive perceptions of organizational culture correlation to longer length of employment were found in a study of university graduates with learning disabilities (Madaus, Jiarong, & Ruban, 2008).

Organizational culture affects organizational behavior and may be proposed as an potential moderator. In earlier studies researchers concluded that organizational culture is partly responsible for turnover intentions (Carmeli, 2005).

1.3.2. Work Values

General values expressed in the context of work are known as work values (Elizur et al., 1991; Ros et al., 1999) and are organized according to their order of importance (Elizur, 1984). These values serve as grounds to the criteria used for evaluating work aspects and the work's outcome (Chen & Choi, 2008).

Like personal values, work values are beliefs pertaining to desirable end states (e.g. autonomy at work) or behaviors (e.g. working with people) (Ros, Schwartz & Surkiss 1999). Work values are developed through the influence of culture, society and personality (Gahan & Abeysekera 2009). Individuals regard work values to be significant in shaping their individual expectations of work, their response to specific situations at work and their performance in their role at work (Black 1994).

As previously recognized, employees are considered to be internal customers as well (Grönroos (1981, p.237, for example). They have their personal values, and seek for those that respond to their own and are in congruence with the organizations` values. Thus, it is logical to conclude that when internal customers' needs change, and the organization, namely, the providers, fail to adapt; internal customers may become

dissatisfied and terminate the relationship (Beverland et al. 2004). From that point quitting the organization is certainly a logical scenario. In this study values of internal customers, who are actually the employees will be measure by the Work Value Questionnaire (WVQ) (Elitzur et al, 1994).

I.4. Personal Resources

Personal resources are aspects of the self that are generally associated with resilience and to individuals' sense of their ability to control their environment and influence it (Hobfoll, Johnson, Ennis, & Jackson, 2003).

Various studies indicate that the level of skills or personal resources of an organization member, partially explain his degree of organizational commitment to workplace or his/her leaving intention. For example, in research carried out on young employees population in *kibbutzim*¹ in Israel, Leviatan (1998) found that employees with greater personal resources have lower voluntary turnover intentions.

I.5. Organizational Focus on Need Fulfillment

In a research that conducted by Leviatan (1996, 1997) it was found that in Kibbutzim in them the need fulfillment of the members employees (namely, the material compensation mainly) is the main interest and maybe the only one (as a tool to create commitment) the voluntary turnover intention (mainly of the members employees with the highest resources) will increase. In the research carried out by Leviatan (1996, 1997), it was found satisfying the material needs of the employees is the prime concern of the employers and may be the only tool used to engender employee commitment. Thus, the voluntary turnover intention of employees with the greatest personal resources will increase.

¹ Kibbutz (pl. Kibbutzim) is a a pioneer form of settlement based on both socialism and Zionism - a collective community in Israel which was originally based on agriculture, Today, Kibbutzim engage in various aspects of the economy, including industries and Hi-Tech enterprises. Some Kibbutz members work in the Kibbutz and some work outside it. Recently, many Kibbutzim have been privatized and changes have been made in lifestyle. A member of a Kibbutz is called "Kibbutznik".

I.6. Organizational Focus on Values and the Effect on Voluntary Turnover

Value expression differs from views expression, and constitutes the basis upon which the individual acts regarding various situations. While views constitute a more or less constant attitude toward a certain situation, event, or object, values express the extent of preference or importance attributed to a certain situation, event, or object. Individual satisfaction increases when one believes in the values common in one's surroundings. Environments whose values correspond with the individual's goals and values allow their fulfillment. In case the values of the environments do not correspond with those of the individual, and do not enable the individual to act according upon his or her values, fulfillment of important goals is obstructed (Sheldon & Elliot, 1999).

It is very likely that the outcome of placing an individual whose values do not correspond with those of the organization's value will be negative, both for the individual and the organization. In those cases, not only will the employees' welfare be at risk, but they may also be less committed to and productive for the organization (Finegan, 2000). The congruence of individual and organizational values yields positive outcomes both for the individual and the organization, which are manifested in various objective parameters, such as high satisfaction, motivation, commitment, less turnover intentions etc [(O'reilly, Chatman & Calwell (1991) according to Hofstede (1998)]. In a congruent environment, many individuals share a belief in the same values, thus providing support and reinforcement to needs fulfillment. Work place value congruence and personal value fulfillment formed as a consequence of likeness , bears positive effects on individual satisfaction (Sagiv & Schwartz, 2000). Value congruence tolerates a social system and organizational culture facilitating the interactions of the individual required in order to achieve his goals (Meglino & Ravlin, 1998). Employee commitment to the organization emerge due to identification with workplace values and to the congruence between workplace values and those of the employee (Porter, Steers, Mowday, & Boulian 1974; Steers, 1977; Schein, 1992). In research done by Leviatan (1996, 1997) it was found that in kibbutzim that were value oriented, the best employees remained because of their identification with kibbutz values and they disregarded alternatives and temptations from the labor market.

This research is interested in checking whether the finding of the Kibbutzim as a working system (where some work outside the Kibbutz and others inside the Kibbutz) is also valid in Israeli Hi-Tech companies among Hi-Tech employees (programmers, engineers, etc). In these companies a high voluntary turnover rate exists, especially of the best employees, and organizations seek to prevent this voluntary turnover due to the high employee turnover costs to the organization.

I.7. Job Satisfaction

Judge and Hullin (1993), organizational behavior researchers, argued that employee job satisfaction is linked to nine rudiments. They stated that employee job satisfaction has a positive correlation to (a) motivation, (b) job involvement, (c) organizational citizenship, (d) organizational commitment, (e) life satisfaction, (f) mental health, (g) job performance, and negative correlations to (h) absenteeism and (i) turnover rate (Judge & Hullin, 1993). Researchers agree that the lack of employee job satisfaction in an organization leads to problems of absenteeism, lack of commitment, and an increase in turnover rate. Employee job satisfaction is a good predictor of retention

of a highly skilled and experienced workforce in an organization (Alexander, Lichtenstein, & Hellman, 1998; Hellman, 1997). A certain study revealed that the job satisfaction variable is negatively related to turnover tendencies (Carmeli, 1991; O'Reilly et al., 2005). Furthermore, it was found that it is one of the variables determining voluntary turnover (Borda & Norman, 1997; 2004; 2006). Turnover models suggested a complex process, indicating that job satisfaction is related first and foremost to turnover intentions. In other words, if job satisfaction is sufficiently low, the employee will develop an intention- behavior of job withdrawal (Yeith Chen et al., 2004; Appelbaum et al., 2003; Freund, 2005). The intention may lead to a search for activities (Mano-Negrin & Tzafir, 2004), which may result in turnover, if yielding the desired outcomes (Spector, 1977).

The most widely held approach for evaluating causal relationships in voluntary turnover is based on the traditional model first proposed by March and Simon (1958) which sought to improve the understanding of the linkages between job satisfaction and employee turnover. While Mobley's (1977) model builds on the earlier work of March and Simon and attempts to determine linkages between satisfaction and

turnover. This method is well documented in contemporary literature (Jackofsky, 1984) and shows that the model can be replicated across industries to yield consistent results. However, the narrow scope of limiting the design to only evaluating the linkages between job satisfaction and employee turnover may be short-sighted and not provide a comprehensive perspective of the true, fundamental causes of employee turnover. To address this, Hulin (1991) supported expanding the research from its focus on job satisfaction and turnover to broaden the scope—in general theory and research on attitude-behavior consistency (Lee & Mitchell, 1994, p. 56). This second, broader method considers additional withdrawal behaviors such as transfer, sabotage and absenteeism in addition to voluntary turnover in an attempt to link the psychological motivations and the actual behavior of voluntary turnover. The only shortcoming of this approach is that it still does not account for all potential aspects of the thought process leading up to the act of voluntary turnover intention to leave workplace (Ibid). It was found that job satisfaction and affective communication are mediated by the intention to leave the organization (Hall and Moss, 1998; Hsu, *et al.*, 2000; Steel, *et al.*, 2002).

I.8. Emotional Variables (Commitment, Loyalty, Motivation)

In this section three emotional variables were reviewed:

Commitment: The most common multi-dimensional model is the Three Components Model of Organizational Commitment (Allen & Meyer, 1991): *Affective/Emotional Commitment* which related to emotional identification, the individual's association and involvement in the organization, *Continuance/Instrumental Commitment* which related to organization turnover costs (Allen & Meyer, 1996; p. 253). *The continuance/instrumental commitment dimension* refers to a commitment which stems from awareness of costs stemming from employee turnover. Employees who characterized Continuance Commitment will remain in the organization due to their obligation to do so, and because of the profitability of such an act (Allen & Meyer, 1990, p. 253). The **Normative Commitment** dimension (Allen & Meyer, 1990) reflects the obligation of employees to remain in an organization, which stems from a sense of commitment. Employees characterized by a firm Normative Commitment will remain in the organization due to a feeling of necessity (Allen & Meyer, 1990, p. 253). Every component of the model is preceded by anticipatory set factors, and bears various implications.

Loyalty: Research points out many advantages that a company gains as result of the customer loyalty. Customer loyalty is the major factor that impacts on the profitability and growth of companies (Javalgi et al, 1997). Not only do loyal customers enhance the profitability of the company but they also cover the cost of dealing with less loyal customers (Heskett et al., 1994). An increase of 5% in the number of loyal customers leads to approximate 75% growth of the company's value (Lee et al., 2003). The more loyal customers spend more on the products and services of the organization to which they are loyal and they encourage others to purchase from the organization and believe that the product they are purchasing is worth the price they are paying for it (Hirvelä, Fecikova & Takala, 2004). Loyal customers are inclined to purchase through various purchasing channels (traditional ones and the internet) which boosts their acquisitions and decreases marketing expenses (Duffy, 2003). In this research the reference is to the employee as a customer: internal customers of the organization. Therefore, the importance of the review of the literature on employee (as a customer) loyalty to the organization/workplace

Motivation: The literature shows there is a correlation between motivation and voluntary turnover as follows: according to Herzberg's Two Factor theory when the two factors, motivator and hygiene are fulfilled, turnover is lower (Herzberg 1968). Another relevant motivational theory is the theory of needs, according to which when an individual's needs are met at an organization, turnover is lower (McClelland 1961). Turnover models of job design suggest that job characteristics (skill variety, task significance, task identity, autonomy, and feedback) determine job satisfaction which in turn influences turnover (Hackman and Oldham 1976, 1980). Researchers point to work motivation as a predictor for employee turnover intention (Richer et al., 2002), as motivational sources have been found to influence employee turnover. Thatcher et al. (2006; 228) found that intrinsic motivation mediated the effect on turnover intention. Lee & Mitchell (1994) consider additional withdrawal behaviors such as transfer, sabotage and absenteeism in addition to voluntary turnover in an attempt to link the motivations and not just the intention to quit but also the actual voluntary turnover behavior.

1.9. Loyalty

Net Promoter is a management tool that can be used to measure the loyalty of a firm's customer relationships. The "Net Promoter Score" is a customer loyalty metric developed by (and a registered trademark of) Fred Reichheld, Bain Consulting Company, of which he was director and a he is Bain Fellow. It was introduced by Reichheld in his 2003 Harvard Business Review article "One Number You Need to Grow" (Reichheld, Frederick 2003). Reichheld (1996) outlined the importance of customer loyalty for a company. Hence, it seems that the combination of these two loyalties can dramatically drive future company profits. Reichheld 1996, explained that a company must use simple, yet effective methods to measure both customer and employee loyalties consistently or risk alienating both groups. Samson (2006) explained the viral or cascading nature of both positive and negative word of mouth. Samson stated that the Net Promoter Score is a good method of measuring word of mouth for a company which can predict increase in profits. Wangeheim and Bayom (2007) studied the impact of word of mouth on customer lifetime value calculation for companies. Based on multiple regression analyses, the authors found that customer word of mouth has a dramatic effect on new customer acquisition. Positive word of mouth also extended the length of time that customers continue to use a company's goods or services. In both instances, customer lifetime increased.

Neisser (2007) posited that customers have more power and more choices than ever before. Customers who feel they have been mistreated now have the opportunity to influence their friends and family in more ways than ever before. Through the power of the internet, a chagrined customer can create a viral campaign and do substantial damage to a company's reputation. Neisser (2007) pointed to Net Promoter Score as a new market research tool for companies to use to assess customer loyalty, but also pointed out that the key is really the company's internal commitment that then derives the scores, more than the scores themselves. Thus research [e.g. Reichheld (2003); Morgan and Rego (2006); Keiningham et al. (2007); McGregor (2009; van Doorn, Leeflang and Tjjs (2013)]; used the Net Promoter Score to measure company customer service performance.

1.10. Job Market Supply and Demand Fluctuations

Low and high labor turnover are strongly influenced by labor market forces in the external environment. It is management's task to adapt to the quantity of available labor at a given time and the demand for it at the time. This adaptation, which will result in a fluctuating volume of available labor over time, is one of the short-term instruments available to the players in the labor market (retailers or other industries).

External opportunity refers to the availability of alternative, attractiveness and attainability of employment in the environment. The interaction of supply and demand forces in the economy must be taken into consideration when measuring external opportunity. The availability is mainly about the number of opportunities outside the organization. The attractiveness refers to the pay levels of such opportunities. Last but not least, attainability is defined by the possession of the skills required for the job (Mueller & Price, 1990: p. 321). Thus numerous higher paid jobs for which a worker is qualified should produce greater turnover.

Although perceived alternatives is often used as a proxy for labor market conditions, research has found that objective measures of the labor market, such as unemployment, predict turnover better than subjective perceptions (Hom et al., 1992).

1.11. Voluntary Turnover Risky Decision Making

Decisions are risky in terms of their different potential outcomes, uncertainty about the expectation of potential outcomes, and the inability to control the outcome (Highhouse & Yuce, 1996; Singh, 1986; Sitkin & Pablo, 1992). Turnover decisions include all three of these characteristics. Leavers may or may not find an alternative, and alternatives vary in their desirability. It is difficult to calculate with certainty the odds of attaining desired outcomes associated with alternatives, and there are certainly elements outside the individual's control that determine whether potential outcomes are attained. Turnover decisions also involve both positive and negative outcome expectations. Positive expected outcomes associated with leaving might include new experiences or better pay. Negative expected outcomes might include loss of valued relationships at work or loss of benefits associated with seniority. Turnover decisions also seem to involve sufficiently significant outcomes to influence decision-making. Outcomes such as job satisfaction, life satisfaction, financial situation, and family

situation are all potentially influenced by turnover decisions. Thus, turnover decisions generally contain all the elements of risky decisions. **Risky decision making** was found to influence voluntary turnover (Harren, 1979; Scott & Bruce, 2010) this effect beside a review on this variable was discussed in this section.

I.12. Causes of Voluntary Turnover

The literature review points to a large spectrum of causes that lead to voluntary turnover intention, such as: organizational, off- the-job factors, external factors, leader contribution and personal reasons. After carefully reviewing the literature in the field, and in relation to the research goals, Kessler- Ladelsky& Catana, 2013 got to the following structure of the causes affecting voluntary turnover intention:

A) **Organizational causes** as: (1) HRM related (no retention strategies, no distributive justice; no reward system or fairness of rewards; the relative pay scale. (2) Organizational culture and policies (as internal marketing) (3) Job related causes (such as role conflict/ambiguity, work overload, work exhaustion, role conflict, job characteristics and job type). The model in the literature (See Figure 1) was extended to examine the effect of demographic variables (such as education gender, age, origin, marital status, education, average salary), and career opportunities, role stressors etc. (4) Leadership contribution (communication, emotional question etc.)

B) **Extra organizational causes** such as: individual related reasons and, respectively, labor market related.

- **Individual related causes:**

- (1) **Psychological causes:** Perception of the fairness of rewards relative to contribution, attractive alternative job opportunities, internal processes, career expectations and job fit, job – personal quality of life fit, high achievement need, and personality type;

Individual causes such as gender: It was found that women have higher intentions to leave (Baroudi and Igbaria, 1995; Igbaria and Chidambaram 1997). On the other hand, Niederman & Sumner (2001) also examined gender differences amongst IT employees in terms of job satisfaction, turnover intention, and turnover behavior and job search activities, and found the variables to be similar across genders.

(2)Labor related market: Alternative employment availability, type of compensation, ease of movement and the relation to availability of alternative opportunities, market supply and demand.

The literature review led to the following general research model:

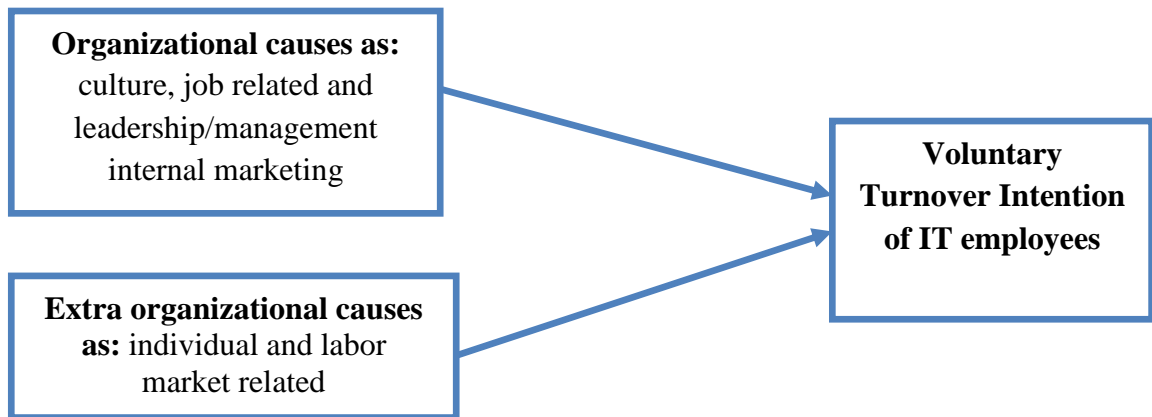


Figure 1: The Research Model

* Groups of causes affecting voluntary turnover intention (based on literature review)

Source: personal design, based on Kessler- Ladelsky& Catana, 2013

This model developed into a detailed research model that shows the reader all the correlations and effects that were included in the hypotheses and examined in the research.

Chapter II: Research Methodology

The Research Hypotheses

Seven research hypotheses with sub hypotheses some of which emerged from the literature and were examined in the research, as follows:

For the quantitative part:

Hypothesis 1:

It will be found that personal resources and organizational conditions affect voluntary turnover among Hi-Tech employees (beyond the variables of gender, age, origin, marital status, education, wages) as follows:

- H1.1: High personal resources of IT employees will reduce voluntary turnover intention
- H1.2: Needs fulfillment oriented organizations will raise voluntary turnover intention.
- H1.3: Organizations that are values oriented will reduce voluntary turnover intention
- H1.4: Environmental conditions decrease voluntary turnover intentions (beyond variables gender, age, origin, marital status, education, and wages).
- H1.4.1: It will be found that occupational alternatives constitute a variable which may affect an employee's turnover intentions. The greater an employee believes that there are alternatives to his or her current work the more voluntary turnover orientation will exist/develop.
- H1.4.2: It will be found that organizations that promote work values reduce employee voluntary turnover intention. The more an organization promotes work values employee voluntary turnover intention will be reduced.
- H1.4.3: It will be found that organizational culture affects employees' voluntary turnover intentions differently (beyond variables of gender, age, origin, marital status, education, and wages).
- H2: It will be found that the degree of personal resources affect turnover intention differently when the organization is need or value fulfillment oriented (beyond variables of gender, age, origin, marital status, education, and wage).
- H3: It will be found that turnover risk decision making has a moderating effect on the relationship between the emotional variables (including commitment, loyalty, motivation) and voluntary turnover intention as follows;
- H3.1 It will be found that the risky decision making variable will moderate the connection between voluntary turnover intention and loyalty to the workplace/organization

- H3.2 It will be found that the risky decision making variable will moderate the connection between voluntary turnover intention and motivation to contribute in the workplace/organization.
- H3.3 It will be found the risky decision making variable will moderate the connection between voluntary turnover intention and commitment to the workplace/organization.
- H4: A negative effect exists between internal marketing and voluntary turnover intention among Hi-Tech employees in Israel, namely: Internal marketing has a negative effect on voluntary turnover intentions among IT employees in Israel (beyond the variables of gender, age, origin, marital status, education, and wages).
- H5.1: It will be found that employees' job satisfaction is associated negatively to voluntary turnover intention.
- H5.2: It will be found that job satisfaction has an indirect affect on voluntary turnover intention.

For the qualitative part:

- H6: The IT employees who leave voluntarily are employees whose performance is high and the best qualities (the best employees)
- H7: Employees' voluntary turnover will happen because of the lack of internal rewards (organizational causes) and not because of extra organizational causes.

Research Population

The research was done on IT employees including programmers, engineers, developers etc in Hi-Tech companies in Israel, who have worked in this sector for at least three years prior to the study and managers working in Hi-Tech companies in roles such as CEO, Chief of Technology and Development Manager during 2012/2013.

A Mixed-Methods Paradigm, the Research Method and Approach

Alpert (2010) explains that the mixed methods approach (combining qualitative and quantitative approaches) enables researchers to expand their tools and observation points, and to develop new viewpoints and interpretive bases of qualitative research, enabling a multi-dimensional and multi-system investigation.

The mixed methods approach was found to be the most appropriate methodology for this study aiming to present a robust body of data through triangulation of the data from the different research tools that would assist in advancing the conclusions and raising the generalization potential of the data.

The mixed methods used here include: qualitative research, quantitative research and triangulation.

Research Design

In Phase I, Questionnaires were put together and validated through a pilot study. After the quantitative data was analyzed, phase II included semi structured interviews which were conducted on 7 IT employees and 7 IT managers that were randomly sampled from the quantitative research population. The questionnaires and interviews were conducted between November 2012 and December 2012 and February 2013 to July 2013. After receipt of the completed questionnaires, the research population consisted of 170 IT employees and 140 managers in Hi-Tech companies.

The following table summarizes the research paradigm, research tools and methodologies according the different groups which constitute the research population (employee and managers in the Hi-Tech Sector).

Table 1 - Research paradigm, research tools and methodologies

		Employees	Managers
1	Paradigm	Mix Methods	Mix Methods
2	Methodology	Triangulation	Triangulation
3	Approach	Quantitative, Qualitative	Quantitative, Qualitative
4	Methods (Tools)	Questionnaires, Semi Structured Interviews	Questionnaires, Semi Structured Interviews

Data Analysis Methods

The Quantitative Research

Employees' Data

The employees' data was examined using parametric regression tests by analysis of variance and GLM (General Linear Models) including interaction. A multi variate analysis was used to analyze the connections and intensity in the model, as were described in the hypotheses. These were analyzed using SPSS. In addition analysis was done using EQS models (Structural Equation Modeling) by means of Amos software.

Manager's Data

The statistical methods were: non parametric tests as Mann-Whitney U Test by means of SPSS; the Wilcoxon signed-rank test [a non-parametric statistical hypothesis test used when comparing two related samples, matched samples, or repeated measurements on a single sample to assess whether their population mean ranks differ (i.e. it is a paired difference test)].

The qualitative research: The semi-structured interviews were analyzed using content analysis.

Chapter 3: Main Results

The Quantitative Findings

The Table below shows the coefficients of the findings for both the IT employees and the managers' samples.

Table 1: Summary of the coefficients results of the IT employees and managers in Hi-Tech companies to voluntary turnover intention prediction

	Dependent Variable	Voluntary Turnover intention IT Employees (Test and results)				IT Managers (Test and results)	
The hypothesis is	The independent/intervention variable	SPSS- GLM Univariate linear regressions - second stage		SEM by AMOS		SPSS- Mann Whitney	
		B standardize	P	B standardize	P	Mean	P

	Dependent Variable	Voluntary Turnover intention IT Employees (Test and results)				IT Managers (Test and results)	
The hypothesis is	The independent/intervention variable	SPSS- GLM Univariate linear regressions - second stage		SEM by AMOS		SPSS- Mann Whitney	
H1.1	Personal Resource	-0.31	0.54	0.18	1.000	4.5	0.024*
H1.2	Need fulfillment (organizational orientation)	-0.029	0.164	0.15 and via the latent variable internal causes -0.9	P<0.001	4.69	0.024*
H1.3	Value oriented (organizational orientation)	-0.461	0.000**	0.51 and via the latent variable internal causes -0.9	P<0.001	3.82 ⁴	0.92
H1.4	Environmental conditions						
H1.4.1	Alternative to current work	-0.063	0.392	----- ¹	----- ¹	5.46	0.000
H1.4.2	Work values	-0.112	0.27	----- ²	----- ²	>4	0.00**
H1.4.3	Organizational culture (Types)						
H1.4.3.1	Type A- clan	-0.001	0.803	----- ²	----- ²	----- ⁶	----- ⁶
H1.4.3.2	Type B- adhocracy	0.000	0.975	----- ²	----- ²	----- ⁶	----- ⁶
H1.4.3.3	Type C marketing	0.02	0.018*	-0.21 and via the latent variable internal causes -0.9	P<0.001	----6	----6
H1.4.3.4	Type D – hierarchy	0.008	0.405	----- ²	----- ²	----- ⁶	----- ⁶
H2	Need fulfillment* value oriented (interaction)	0.083	0.33	----- ³	----- ³	4.5	0.00**
H3	Turnover risk decision making as moderator VTI .Namely					5.63 ⁴	0.000

	Dependent Variable	Voluntary Turnover intention IT Employees (Test and results)				IT Managers (Test and results)	
The hypothesis is	The independent/intervention variable	SPSS- GLM Univariate linear regressions - second stage		SEM by AMOS		SPSS- Mann Whitney	
	moderator of:						
H3.1	Voluntary turnover and loyalty	-0.109	0.000** *	----- ¹	----- ¹	----- ⁵	----- ⁵
H3.2	Voluntary turnover and motivation	-0.426	0.000** *	----- ¹	----- ¹	----- ⁵	----- ⁵
H3.3	Voluntary and commitment						
H3.3a	Effective commitment	-0.033	0.001**	----- ¹	----- ¹	----- ⁵	----- ⁵
H3.3b	Normative commitment	-0.388	0.000** *	----- ¹	----- ¹	----- ⁵	----- ⁵
H3.3c	Continuance commitment	0.111	0.002* **	----- ¹	----- ¹	----- ⁵	----- ⁵
H4	Internal marketing	-0.285	0.000** *	0.41 and via the latent variable internal causes -0.9	P<0.00 1	5.18	0.000
H5	Job satisfaction effect on VTI	-0.344	0.000** *	-0.34 via -0.9	P>0.05	6.25	0.000
H5.1	Job satisfaction effect indirectly on VTI	0.508	0.000** *	----- ⁵	----- ⁵	----- ⁶	----- ⁶
H5.2	Job satisfaction effect on VTI while holding constant:						
H5.2.1	Loyalty	-0.438	0.000** *	----- ⁵	----- ⁵	----- ⁶	----- ⁶
H5.2.2	Motivation	-0.438	0.000** *	----- ⁵	----- ⁵	----- ⁶	----- ⁶
H5.2.3	Commitment	-0.438	0.000** *	----- ⁵	----- ⁵	----- ⁶	----- ⁶
H5.2.3 A	Affective commitment	-0.438	0.000** *	----- ⁵	----- ⁵	----- ⁶	----- ⁶
H5.2.3 B	Normative commitment	-0.438	0.000** *	----- ⁵	----- ⁵	----- ⁶	----- ⁶
H5.2.3	Continuance	-0.438	0.000** *	----- ⁵	----- ⁵	----- ⁶	----- ⁶

	Dependent Variable	Voluntary Turnover intention IT Employees (Test and results)				IT Managers (Test and results)	
The hypothesis is	The independent/intervention variable	SPSS- GLM Univariate linear regressions - second stage		SEM by AMOS		SPSS- Mann Whitney	
C	commitment		*				
N		170	170	170	170	140	140

Source: computed by author

$p \leq 0.05$ * $p \leq 0.01$ ** $p \leq 0.001$ ***

¹ It actually dropped from the model because it did not improve the indices

² was not confirmed in SPSS so wasn't entered into SEM

³ Was not entered because there was a limit in the amount of variables and connections that can be entered to SEM due to sample size.

⁴ The mean has to be > 4 and significant. If the level of significance was maximum 0.05 and the finding was greater than ,4 as in here then the hypothesis would be rejected.

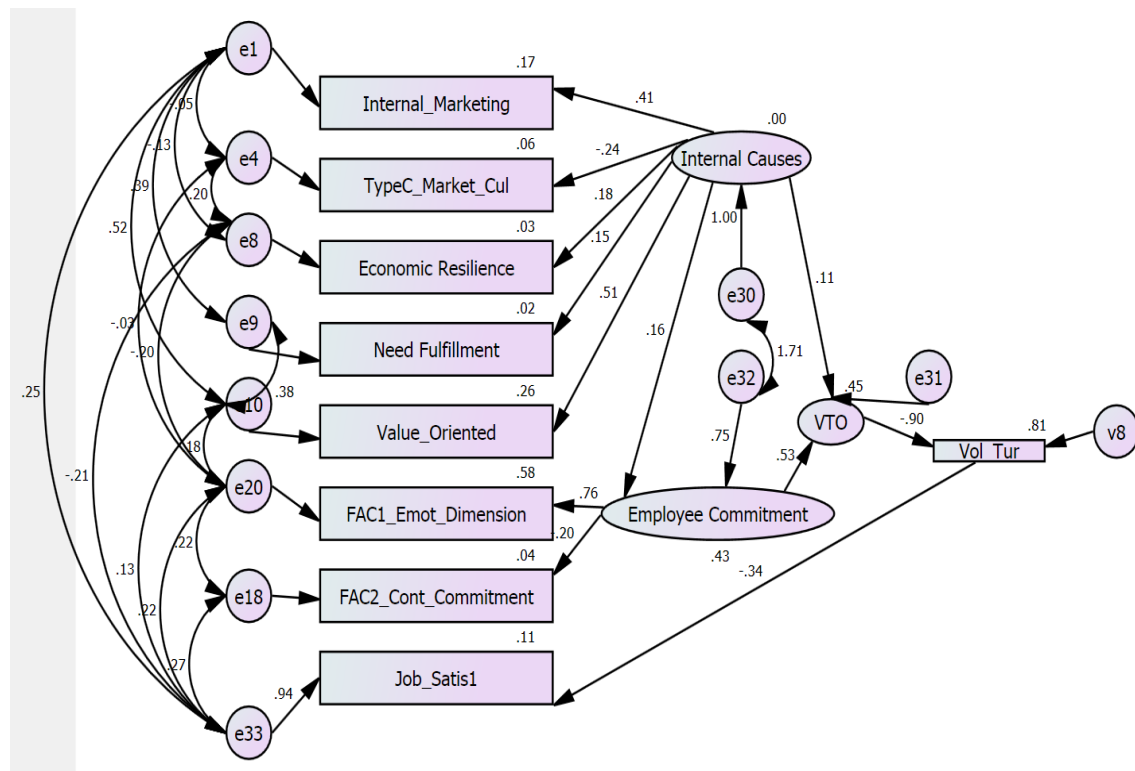
⁵ was not found significant

⁶ was not asked with the managers

The Qualitative Findings

The main quantitative research findings indicated that Hi-Tech companies that are value focused (in comparison to need fulfillment focus) were found among both IT employees and managers to decrease voluntary turnover intentions among the best IT employees. Additionally, it was found that in organizations with Type c marketing organizational culture – which are result targeted yielded increased voluntary turnover intention and that job satisfaction of IT employees negatively correlated to voluntary turnover and indirectly affected it. It was also found that internal marketing decreased voluntary turnover among Hi-Tech employees in IT companies. However this was through the creation of an emotional dimension (such as loyalty, commitment and motivation) and its development and implementation. This finding can also be seen in Figure 1 as follows:

Figure 1: The results of SEM Model by Amos



The main qualitative research result showed that IT employees who leave the Hi-Tech sector voluntarily are the best employees. In addition the results showed different perceptions between managers and employees in the causes of voluntary turnover. Employees believe that the main reason for voluntary turnover intention is the lack of reference to the employees as internal customers i.e., lack of a policy of internal marketing; while managers believe that voluntary turnover intention exists due to the economic situation of the company or in the labor market (as, recession , unemployment or growth ,etc.) and alternatives to current work in the labor market.

Chapter 4: Conclusions and Recommendations

The extensive research model was confirmed partially in the SPSS and AMOS hypotheses analysis.

The research findings show that promoting an internal marketing model can result in the retention of IT employees in the IT organization and thus prevent IT employee voluntary turnover intention.

It can therefore be concluded that this research finding shows internal marketing as a value based model which contains organizational values and is based on human, organizational, and personal values and emotional mechanisms and thus shows the power of the internal marketing in the organization to help it continue as a functioning body that retains its IT human capital and indirectly helps also in needs fulfillment. **The research findings** show internal marketing in a different light and in this sense the following issues:

- I. Among the reasons for voluntarily leaving found in the analysis of the research findings, organizational commitment emerged. It was found that in Hi-Tech companies, **employees' emotional commitment to the company does not exist, but rather, commitment is normative** (which develops in an employee on the basis of a psychological contract between the employee and the organization regarding their obligations towards each other) **and this significantly reduces the voluntary turnover intention. At the same time a continuous commitment** (arising from recognition of the costs that are associated with the cessation of that action, and accumulating "side bets" that may be lost due to ceasing activity and the scarcity of alternative employment, which increases the perceived cost of cessation of membership. These two commitments have a reverse effect in Hi-Tech. The research reveals that it is recommended that organizations invest in the development of IT employees' normative commitment to the organization as it was found to decrease voluntary turnover.
- II. Differences were found in the qualitative research between IT managers and IT employees regarding the reasons for voluntary turnover intentions of Hi-Tech employees usually, from the organization's perspective, it is managers' views that determine company policy, but in practice since employees are the object of study it would be beneficial to pay attention to employees' views, which in this study, have identified the main reason for voluntary turnover intention, as a lack of an internal customer approach towards them. As such, the introduction of an internal marketing policy is recommended. This was supported by the quantitative research findings and in the review of existing literature.

III. The findings lead to the conclusion that the reasons for IT voluntary turnover intention are mainly on the organizational level and from a marketing perspective. In the literature review, many different reasons for IT employees' voluntary turnover intentions were identified, including psychological, sociological, economical, managerial and marketing theories and perceptions. From the research it has emerged that the marketing issue is a factor affecting voluntary turnover intention among IT employees. Internal marketing is critical to an organization in order to achieve its objectives and is a significant tool in managing IT employees as customers and increasing the firm's profitability. The Marketing theories are important also in explaining employees' retention in an organization and the prevention of voluntary turnover intention, in creating employee commitment mechanisms and as a rule it is worthy that these theories, which include consumer behavior models, that are not included in classical literature on this issue will be included in this literature.

The Originality of This Research

The originality of this research is that it actually analyzes the behavior of the IT employees with regard to voluntary turnover intent in Hi-Tech companies, from the perspective of IT employees' as internal customers: when they are satisfied with the company's attitude towards them (due to the adoption and implementation of internal marketing policy and focus on the values that congruent to the employee) they remain committed and loyal to the company and when they are not satisfied (with the attitude and focus on need fulfillment only and with the organizational values) they develop intentions to leave and hence actual voluntary turnover occurs. This means that either a company has not adopted a policy of internal marketing incorrectly or, if this policy was adopted, it has not been implemented effectively. Thus, in practice the internal marketing policy "has not done its job". In the sense that it neither met employees' needs nor assisted in implementing appropriate values that match internal marketing philosophy or policy nor organizational culture of internal marketing and employees' values. The internal marketing policy (OIMP) was developed on the basis of the results that emerged from the research; therefore it is an innovation of this research,

This Research Limitation

This research was carried out with a sample of 170 IT employees. This sample may, in different times, of Growth in Hi-Tech, for instance, constitute a small proportion of the entire population of developers in the country and this may create problems with external validation (generalization). The reasons for such a limited sample was the lengthy approval processes required in Hi-Tech companies for the distribution and completion of questionnaires to IT employees because of the cost to the company. As the wage costs of IT employees are high this can be expensive for the company. To overcome this limitation, the hypotheses and model were tested on 140 IT managers in 140 IT companies (this, too, took time to get permission from companies, but was achieved with the assistance of the Israeli Research Unit of the Ministry of Economy). In addition, the research questions and hypotheses were examined using mixed methods i.e. qualitative and quantitative research with two populations simultaneously. Several statistical analysis methods were used to analyze the IT employee sample data.

The research was conducted on the IT sector population only - programmers, developers, software engineers and IT managers who works on Hi-Tech companies in Israel. Therefore, the research model is limited to IT population who work on Hi-Tech companies in Israel only with more than 50 employees (no startup companies or less than 50 employees) and some global companies (like Microsoft).

Beyond the limitation, the findings offer new insight into the causes of voluntary turnover intention and human capital retention for researchers, Human Resources and organizational development managers and consultants. It offers a new policy for handling and preventing voluntary turnover intention that is applicable to organizations in general and Hi-Tech companies in particular and its OIMP (Organizational Internal Marketing Policy). That policy was developed by the researcher on the basis of the results that emerged from the research. Therefore it is presented as original theoretical and practical innovation.

Future Research

Future research should focus on examining the causes of voluntary turnover intentions on a larger Hi-Tech population (IT employees and managers in Hi-Tech organizations but especially IT employees) in Israel and replicated in Hi-Tech companies abroad in order to compare the results with those found in Israel. This would allow for the validation of the model as an international or cross country model.

In addition, the present research found that an organizational culture *Type C Marketing* increases voluntary turnover intentions. Follow-up research should investigate whether Type C organizational culture could reduce voluntary turnover intentions when a policy of internal marketing (OIMP) is adopted by the organization/Hi-Tech company (Kessler–Ladelsky, 2014). In other words, does a Type C Marketing organizational structure increase voluntary turnover if it is not accompanied by an employee retention culture or policy (such as internal marketing - OIMP). Namely, does this variable ("internal marketing") moderate voluntary turnover intention

Finally, it would be useful to conduct similar or identical research on IT employees employed by outsourcing companies in comparison to in-house IT development staff, to discover whether the fact that they are employed according to a different employment structure affects their perceptions of the reasons for voluntary turnover intentions. In other words are the correlations between the studied variables different or similar or the results different or similar when the employees are employed as Hi-Tech company in-house employees in comparison to IT employees employed by a contractor company for Hi-Tech companies.

From Gap in Knowledge to Contribution to Knowledge

The gaps in knowledge that are filled in by this research, thus contributing to theoretical and practical knowledge, are:

- The main gap is that so far no research has been conducted on the influence of internal marketing on the intention to leave in general, and in the Hi-Tech sector in particular, in the constellation of comparing the findings of two samples of employees and managers, a quantitative and qualitative sample using SPSS, SEM by AMOS. This **has significant contribution to marketing**

literature as well as to literature concerning employee retention, commitment to the organization, voluntary turnover and the reasons behind it. Another contribution stems from the finding according to which internal marketing as a policy, the implementation of which creates supplier-customer relationships within the organization. Also, internal marketing increases commitment, loyalty and motivation by enhancing the relationship and emotional connection with the employees and satisfying their needs, and as a result helps connect the employees to the firm's business goals by increasing their performance and production, where focus on values helps in the implementation of an internal marketing policy. **This finding has both theoretical and practical implications**

- Findings in this study reinforced the claim in literature that organizations that emphasize values help to diminish the intention of their employees to leave the organization voluntarily. Also the research reaffirms the claim in literature that the more personal resources the workers have, the lower the tendency to leave an organization that places emphasis on values only as a means of creating employees' commitment (in comparison with emphasis on needs fulfillment alone as a means of creating employees' commitment). A difference of opinion was found (in SEM analysis as opposed to the findings in SPSS) regarding the fact that needs fulfillment in Hi-Tech increases leaving intentions and does not succeed in creating commitment among employees. This finding challenges the existing knowledge and contributes to it. In general, in the literature, these findings were taken from research among Kibbutz members (who work in the Kibbutz) where the hypothesis was that perhaps the same connection would also be found in business corporations, especially Hi-Tech companies. Indeed the connection was found. **This constitutes a contribution to the literature pertaining to the reasons underlying the development of the intention to leave in general, and among technology workers in particular.**

In other words, it was found that both employees and managers believe that voluntary turnover can be prevented among the top technological employees by means of instilling values, while fulfillment of material needs alone will not help. **This finding also has practical implications to Hi Tech companies.**

- An organization that promotes organizational values (as opposed to work values) will succeed in preventing employees' voluntary turnover, in comparison with an organization that promotes work values. This is an innovative idea for the literature which has thus far discussed work values only as a means of creating employees commitment.
- It was found that managers think the reason for leaving is economic motives, the economic market situation and the economic state of the company, as well as the attractiveness and alternatives of the employee in the work market. Whereas employees believe the reason is lack of appreciation, and not feeling worthy and the failure to relate to the employee as an internal client (in other words, not implementing an actual internal marketing policy). **It becomes apparent that this finding adds an analytic level to the literature.** The literature does not distinguish between the perceptions of the employees and those of the managers. Instead, the topic is addressed in general. This research shows that there is a difference in this issue. Likewise, in practical terms, it was found that Hi-Tech employees do not leave because of money or compensation, but because of the way the company treats, values and appreciates them, and a sense of feeling worthwhile.
- A contribution to the decision-making literature as a moderating risk variable, is the insight that Hi-Tech workers who quit because they are not the type to hesitate in taking risks, in comparison with other Hi-Tech workers within the same organization, who are afraid of taking risks. This finding contributes to literature which until now addressed the issue of employees who leave in general, and not specifically Hi-Tech employees regarding making voluntary turnover decision making. Moreover, it adds a **practical aspect to knowledge.**
- The study found that Type C marketing organizational culture, which is results and goal achievement oriented, increases voluntary turnover intentions, if it is not accompanied with an employee retention culture or policy (as internal marketing). This finding is innovative and adds a layer to knowledge since it is not a finding in any other study and in addition, it adds both a theoretical and practical aspect to knowledge and to the Hi-Tech sector in Israel .

- **The study found and thus reinforces what is apparent in the Hi-Tech market in Israel**, employees have no emotional commitment towards the organization (the connection between emotional commitment and voluntary turnover intention is not significant). In contrast, it was found that it is worthwhile for organizations to invest in developing normative commitment among its technology/IT employees, because it was found to definitely decrease voluntary turnover intention among **technological / development employees in Hi-Tech companies. This aspect also adds a practical aspect to knowledge.**
- In the literature it was found that satisfaction and voluntary turnover are mediated by emotional commitment. This research found that they were mediated by loyalty and in addition to emotional commitment in continuance and normative commitment. This is contribution to knowledge regarding the intervention variables which affect on voluntary turnover intention. **This finding contributes greatly to theory and the literature.**
- No research has been conducted simultaneously on differences in the perception of causes and processes of voluntary turnover among an employees' population as was done in this research. This adds another level to the Literature and renews it. Additionally no theoretical research model was found which resembles to this research model which refers to two populations. **This challenging finding adds a new level to the literature.**

In summary, the research adds a contribution to theoretical literature as it pertains to researching the system of retaining workers and the processes of preventing voluntary turnover intention in IT organizations, in the Hi-Tech field in Israel, and adds a practical contribution to Human Resource Managers and IT managers of Hi-Tech companies as it pertains to developing systems, mechanisms of preventing voluntary turnover intentions among IT employees in Hi-Tech companies in general, and in Israel in particular. The main contribution of this research to theoretical and practical knowledge is the Organizational Internal Marketing policy - **OIMP Model** that was developed on the basis of these research findings and offers Hi-Tech companies a policy of dealing with voluntary turnover of IT employees and especially their best employees.

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