

UDC 331

DYNAMIC INTERPLAY OF FACTORS IN EMPLOYEE TURNOVER DECISION AT GARMENT MANUFACTURE

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ABSTRACT

Employee turnover has always been a problem within many organizations. Besides costing organizations highly, turnover rate shows an increasingly trend. This study aims to understand the dynamic of interplay factors in post-intention period in order to better treating employees with turnover intentions. Our research is a qualitative research using interpretive approach. It was conducted qualitative by case studies on two garment factories located in sub district of Klari, Karawang, West Java, Indonesia. Data have been collected by interviewing six supervisors at garment companies. They must have skills of patterning, cutting, and sawing, these will be delivery to their production line consisting of 40 staffs. Research findings show, firstly, that the pattern of interplay employee turnover factors is not the same from time to time. The driving and restraining factors are always changing. Secondly, that turnover decision is a very dynamic process. This study may also help companies in providing the information in decision-making for employment.

KEY WORDS

Turnover, turnover intention, interregnum period of turnover, Indonesia, dynamic process.

Although employee turnover has received much attention in research (Cotton & Tuttle, 1986; Mitchell *et al.*, 2001; Ton & Huckman, 2008), it is still problematical for many organizations dealing with turnover problems. Research has, for example, shown that voluntary turnover damages organizational performance (Shaw *et al.*, 2005), even though some argue that a 'right' level of turnover is also healthy for organizations. Turnover costs are high. In the US, it costs about six to nine month salary per every employee leaving an organization. Moreover, organizations also suffer from productivity loss and burdened with costs of hiring and training new employees (Boushey & Glynn, 2012). Replacing a leaving employee costs an organization one-half to five times the salary of that employee (Robison, 2008). The costs are much higher when a high performing employee was layed off, whereas underperforming employees stay (Lawler, 2014; Rothausen *et al.*, 2015). Heavily burdened by the facts, empirical data from US (Robison, 2008) and Indonesia (Watson, 2014) show that annual turnover rate tends to increase over time.

The employee turnover has impact not only on organizations, but also on employees themselves. As mention above that turnover may costly for organizations financely and productivityly. It also impact on the employee leaving his/her job. He/she would face problems in the new job or company. He/she takes times for adaptation to e.g. new environment, working condition, engage in new colleagues. While his/her former colleagues left may have difficulties in tackling the abandoned job (Mitchell *et al.*, 2001).

Confronting the turnover problems, increasing number of research has been conducted in order to understand reasons or causes why employees leaving their jobs (Mitchell *et al.*, 2001); Porter & Steers, 1974; Ton & Huckman, 2008; Tziner & Birati, 1996). As a result, understanding about turnover (also turnover intention) may be much better, including factors influencing employee intentions to leave an organization (Semmer *et al.*, 2014). However, there is still a need to make a careful investigation into a period where an employee has an intention to leave but not leaving the organization yet, a period that we would like to call interregnum period. This is a crucial period where an intention may turn into actual turnover or not (to stay), which is a number of factors play their roles in the turnover decision.

The former researches emphasize on turnover intention must become actual turnover. But we assure there is a possibility that turnover not always take place, due to the interplay of different factors. Therefore, this study tries identifying the different factors that push and/or pull employees' turnover intention, eventually, the employee makes decision to leave the job or stay in the company.

In such an analysis, a logical model such as of Mobley *et al.*, (1978) is important but we argue here it is as inadequate. The model is unidirectional and impartial in assuming employees always be rationally when making their decisions. The decision process is involved in some reasons, may be rationally, that is much more rather than such an assumption. Thus a decision to stay or to leave the job (the organization) should be influenced by dynamic interplays factors and what their impacts on individual, group of work, and the organization. So that, understanding the interregnum period, which is the aim of this paper is, deemed critical, particularly, in preventing the high performing employees leaving from their organizations.

In order to present our research findings, this paper is organized as follows. First, we will provide a short theoretical framework that becomes the basis of our work. Second, we will proceed to explain our methodological approach in doing the study. Third, we will present the research findings. Finally, we will draw our conclusion and recommend a couple of points for future research.

LITERATURE REVIEW

Approaching Employee Turnover Behaviour in the Interregnum Period

Employee turnover studies explain the movement of employees across the boundaries of organizations due to certain reasons coming from or outside of the employees themselves. If the [driven] forces that cause turnover coming from the employees themselves, the turnover becomes voluntary. Whereas, the organizations lay off their employees is called involuntary turnover. Whether of a turnover is voluntary or involuntary, turnover decision process is considered as a dynamic process (Steel & Lounsbury, 2009).

Most studies on employee turnover focus on employees leaving their organization because of their own desire (Sousa-Poza & Henneberger, 2002). These studies provide a good understanding of the causes and process of voluntary turnover, which will impact on organizational ability to develop better workforce planning. The understanding includes of employees' turnover intention. Based on this understanding on what causes turnover intentions, factors causing employees make actual turnover or they have an intention to leave are still relevant for investigation.

In understanding the causes of employee turnover (see e.g. Kim, 2012). However, the studies did not come up the factors playing roles after turnover intention appears, the factors will be in a dynamic interplay that push or pull the intention, before the employees make decision to leave the company.

An opening case reported in Rothausen *et al.*, (2015) may show this perfectly. The flight attendant in case took 20 years before finally quitting his job. If one's level of confidence to act emerges, it would be in certain attitudes and behaviors of the employee. Sometimes it appears in a form of deviant behaviours interfere the performance of individuals, groups or companies where the employee works. Yet not all post-intention behaviours are negative. Mobley *et al.*, (1982) depicted the situation as a rather simple logical thinking process which we do not agree. We take a depiction of Rothausen *et al.*, (2015) showing that it is a dynamic and richer than that of Mobley's. Rothausen *et al.*, (2015) used terms of identity and well-beings to study why workers decided to leave or to stay in the organization. Their findings suggest that if there are threads of worker's identity and or well-beings in their organization, the worker will decide to leave the organization, vice versa.

Semmer *et al.*, (2014) used variables of job satisfaction, organization commitment, Intention to quit, and motivation for quitting explaining the workers have push motivation and or pull motivation before deciding to leave or to stay in their organizations. Thus their study suggest that workers maybe left or stayed in their organizations because they have push

motivation and/or pull motivation, it may be overly simply. In addition, the variables of job satisfaction and organization commitment can be used to respectively estimate turnover or turnover intention of workers.

Currently, there is imbalance between the causes of turnover intention and results of turnover intention. Mitchell *et al.*, (2001) develops a model depicting the behaviour of employees after having turnover intention. However, in this study, the focus is addressed to employees leading to the actual turnover. The employees who remained after noticing the turnover intention of their colleague will be discussed later on. Because the existing model have not been discussed in depth on the problems and effects that occur, then the situation and motive influencing of turnover intention of employees (in) decision is more important (Maertz & Campion, 2004).

The decision to leave an organization is caused by many things that are not the same among employees. The decline in job satisfaction as a determining factor for the employee to consider leaving their positions. The most direct predictor of turnover is turnover intention. Since, Turnover intention is defined as employees' plan to leave their existing employers. One of the factors (which is) considered to influence the turnover is turnover intention, because of job satisfaction (Gupta-Sunderji, 2004; Jha, 2009; Kim, 2012; Semmer *et al.*, 2014).

This is an indicator directly to the actual turnover. If the organization can predict the employees with turnover intention, the management can determine the likelihood when employees leave the organization. This will help organizations to reduce the overall turnover and will, as well, help managers to take appropriate company policies for employees having a turnover intention. The policies (which is) made for turnover problem without knowing the certainty of the cause and process the employee turnover will make it inefficient. A research from Mobley shows that the process sequence of turnover is the order of the process of thinking [thought process] of quitting, intention to seek, and intention to quit (Mobley *et al.*, 1978).

METHODS OF RESEARCH

Our research is a qualitative research using interpretive approach. It was conducted qualitative by case studies on two garment factories located in sub district of Klari, Karawang, West Java, Indonesia. Klari is populated by quite a number of industrial factories, including garment industry. Supervisors play a critical role in ensuring the completion of production targets in many industries, particularly garment. The supervisors have a big responsibility for garment production successfully. They must have skills of patterning, cutting, and sawing, these will be delivery to their production line consisting of 40 staffs. Thus, these skills to be an attractive point of the other factory to offer the supervisors better facilities and higher salary if they work for the competitor factory. Also, sometimes, there is stereotype behaviour of supervisor. The supervisor is male and his production line is women, it makes him uncomfortable to work with.

We met factories' managers and chiefs (super ordinates of supervisors) to discuss this research's purposes related to turnover intention and to get permission for interviewing some supervisors. From this point, there were six supervisors (of two factories) selected to be interviewed, they were as the key informants for this study. However, when approaching them to get information about turnover intention might they have, two of them refused to be interviewed. Their reason was they were afraid of offending their chiefs or managers even their friends. Therefore, we tried again to find the others to replace them. However, we still made conversation with them about factory's labor lives. Soon and later, they pointed out their other friends could be interviewed to explain turnover intention for our research, but it took time for the two other supervisors. This case's supervisor consists of four females and two males, finally we got. Three of the supervisors have the intention to leave but still working, and one had previously left her job but returned to work at the same company, later on.

In-depth interviews were conducted, at least four times, for each supervisors and it took one to two hours per interview. The interviews were conducted after they worked, usually at the house of the supervisors or a nearby food stall. We also conducted interviews to two super-ordinate persons of the supervisors, one from each factory to find out what their responses to their supervisor turnover intention. Observations were also conducted at the factories, in order to have more understanding of the supervisor behavior that has turnover intention. All interviews and observation were transcribed verbatim. Qualitative thematic analysis was conducted to generate themes. The themes were analyzed to find out patterns of meanings in explaining dynamic influences in the turnover interregnum period.

As this paper is only a piece of the overall project, what is presented in this paper does not contain all the themes generated from our research. Only a fraction of analysis is presented here. We use only three cases in this piece of work.

RESULTS AND DISCUSSION

Supervisors in garment companies, our case companies, particularly, intend to leave their job several times, not only once. Factors causing the turnover intentions are not the same every time, although some factors are constantly turn in. Our findings show that the different factors come into play, pushing and pulling the turnover intention towards final decision to quit or to stay. If the pull factors are stronger, they have the other factors that can neutralize the intention to leave and prevent employees from leaving the company; vice versa with the push factors.

As every employee may be confronted by different set of factors and the pattern of interplay between them, we will, therefore, present our findings based on cases of individual employees involved in our research. We expect that by providing more comprehensive picture we could contribute new explanations into the existing body of [turnover] knowledge.

Case 1: Supervisor "LS"

Respondent "LS" lives approximately 30 km from her working place. Every day LM takes about 1.5 hours - 2 hours to the plant (factory) by public transportation. LS leave at 6.00 AM after completing household chores. LS spend daily costs around Rp. 50,000 for transportation and food, due to short time for breakfast and lunch. LS has been working in the garment company for seven years.

The working conditions had once sparked a desire to leave the company. Finding a closer location to work becomes the main consideration. However, anxiety around working at a new place, especially concerning social relationships and acceptance from new peer group, had been a great concern for her. Therefore, LS rethought and decided to still stay at the current company, despite the troubles around the long distance.

The current salary of LS is Rp.5.000.000. There are other companies that offer twice of her salary. The temptation made her as a supervisor to rethink of leaving the current company. There were again, however, considerations such as being afraid of changing companies may not necessarily allow her got suited well to the new conditions. In addition, LS considered that she and her family still have a sufficient living with the current amount of her salary. These factors reduced the desire to leave the company.

The problem is taking care of her children taken into serious consideration. LS is a female supervisor. The long hours of work, including traveling time, have so far caused her difficulty to have a quality time with the family. Therefore, LS thought to leave the company again. But after having a time to rethinking it again, for example, the possible costs of taking children for schools and for other purposes, LS came into anxiety. LS think that a good future for the children cannot be guaranteed if she leaves her current job. This is a critical point to decide to quit the company or not. As a female supervisor, her consideration about her family is on top priority. She feels that the family is her primary responsibility.

Ability to constantly adapt to new conditions is also a problem facing the supervisor. She thinks of spending time a lot to adaptation to new environment, to new colleagues, to chief etc, when getting job at the other factory. She is worry about that. In addition to

technical skills, possessing skills that allow LS to be better managing group members is important for a supervisor. A supervisor should have a strong mentality when facing different behaviors of group members and other colleagues. Changing of the clothes/bags models or production deadline to be shortly brings about, so far, a work stress for her as well. She often becomes stressful, not merely because of the targets to be achieved but also her subordinates (line member) who should be directed. She needs, in one side, to coordinate her line members that usually take time for, on the other side, she and her production line must finish the job on time (or as production deadline). This creates the high pressure of work.

Stress caused by achieving the target always occurs. However, once it is passed, she is satisfied. The stress that suppresses physical and mental fatigue leads to a desire of leaving the company, but bearing in mind of the responsibility for her family, she postpones leaving her job at unspecified time. High-pressure job leads the supervisor to think of quitting the job. If a supervisor is under pressure, he/she would cause a tension among line members. The conflict with sub-ordinates would create a less comfortable relationship that may further lead to stress. The role of chief (superior) who acts a friendly companion and provides protection will reduce the pressure to all turn to work again. In this situation, Chief is not only as a formal leader in the office but also as a friend at outside the office. Many problems can be consulted to the chief so that the supervisor may feel more comfortable at work. Due to such roles, companies are usually worried if a supervisor moves to another company, because it will cause group members to lose their role model. We depict the dynamic interplay of those factors and the behaviour LS towards turnover in picture below.

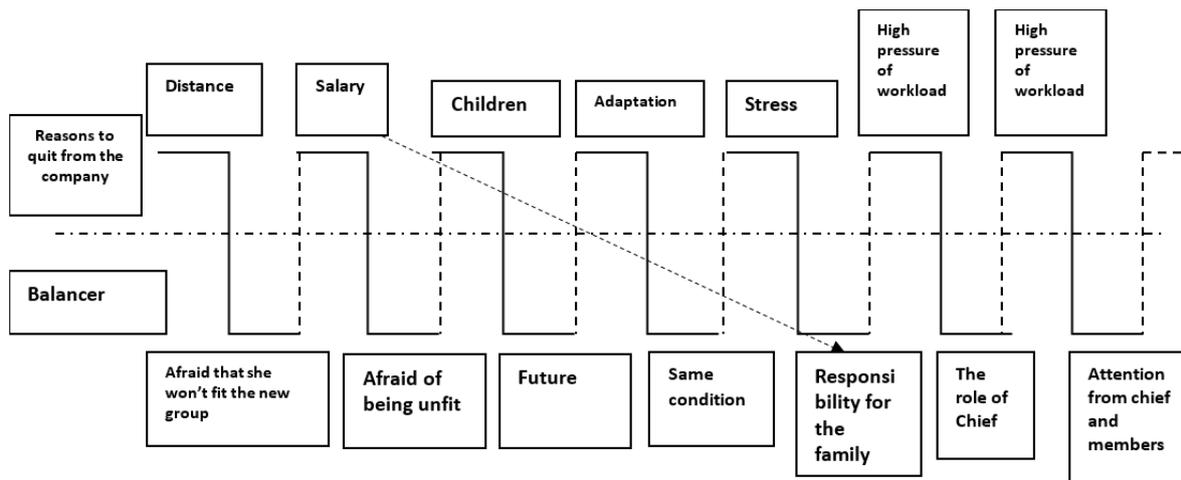


Figure 1 - the Dynamic of turnover intention of supervisor behaviour "LS"

Case 2: Supervisor "UM"

Physical exhaustion is a factor often experienced by our second supervisor. The supervisor often feels tired not only because she must direct her line members (subordinate), but sometimes she has to directly assist her group members in the sewing process when the production target has not been achieved yet. This reason sometimes stimulates a desire to leave her job. But when the target reached, she feels proud, satisfied and pleased. The feeling creates a spirit back to reach the next target, thus the desire to leave the company decreased.

The company is, however, very demanding. It has always underlined the importance of meeting production target in accordance with buyer demands. If there is a delay, the order may be cancelled or it gets fined. Therefore, the target must be achieved according to schedules. The situation is there are workers who have high-speed sewing skill, but also workers with average sewing skill, within one production line or group. The responsibility of supervisors is to motivate them to work accordingly the schedule. Sometimes, the pressure

in achieving the required targets on schedule creates an intention to leave the company, but the sense of responsibility as a supervisor prevent her to do so.

Group cooperation in achieving the target is very essential because of working in a garment company is as teamwork. Conditions of every member of the group are varying, in terms of performance. This may be due to their (formal) education. Organizing the different line members' education background becomes a hard work. On one hand, this situation may make the supervisor to be stress, confronting with the orientation towards production targets whereas her member lines are fewer skills. The other Lines are supportive (higher skills), on the other hand, may raise her spirit in reaching the target.

When the company asked for changes in products based on buyers' demand, the supervisor had to teach a new design to her group member. The changing model, sometimes, is arduous. Each model sometimes requires different skills and supervisors must keep up with any changes. This condition creates pressures for the supervisor. Being under pressure, she led again to the desire to quit. However, when subordinates have ability to cope with the new model, by quickly acquiring new skills from training, it makes happy relieved the supervisor. Therefore, over time, she gained her spirit back. Working in such conditions, the supervisor has routine activity every day. That is, she always leaves home early and gets back home late in the evening.

In addition to another problematic situation is her domestic life and family problems become her responsibility. If the problems were difficult, they would definitely affect her work performance. In this such situation led her to be lazy and unmotivated to work sometimes. The chief gave a support to her in handling her problems; it also came from her group. Their supports might make her to be productive again.

Nevertheless, being a supervisor is a pride. Not everyone can get into this position. According to UM, as a supervisor should be at any degree compensates pressures coming from the aforementioned problems, and this made her thinks twice about leaving the company.

As additional information, in this particular case, prior to working at the current company, our respondent previously worked with other companies. She had two times moved to the other companies. At first company, she worked as a contract-based employee. The contract finished and she had to find another company and got the contract-based employment again. This employment gave no guarantee of a long-term employment status; she quitted the job when the current company offered her the long-term employment status. We locate all the influencing factors into our template identifier of push and push factors as depicted below.

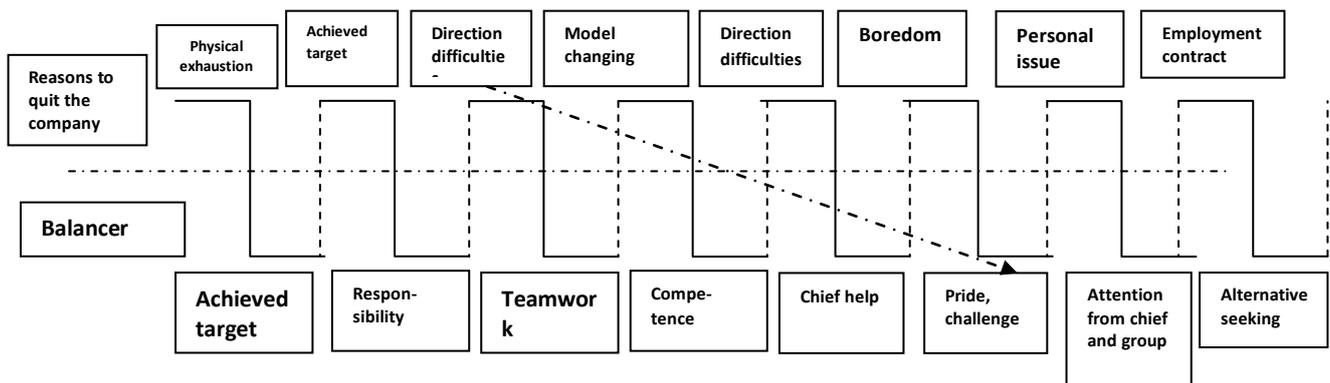


Figure 2 - The Dynamics of turnover intention behaviour of supervisor "UM":

Case 3: Supervisor "YK"

No employee can cope well with a overloaded work, including supervisor YK in our research. She expects to have a manageable of rational workload. A rational target may challenge worker to reach a better performance, in one hand. The very heavy workload may,

on the other hand, lead to a low performance. The fact is that many employees, like her, are exhausted with daily work routine that is overloaded. Not to mention problems of working with colleagues who are either equally committed or arrogant boss or less salary. These may often cause employees experiencing mental fatigue, because those problems causing inner conflict within their minds.

The increasing level of stress can somehow lead to be better performance as stress to any extent helps employees to direct available resources and efforts to meet work requirements. A Higher job standard enables to create a healthy stress that stimulates greater efforts. YK considers that this should, however, be at a point that employees can cope with. Overly stress will interfere work performance. In this situation, employees may not prevail their work, they become desperate, and consider to quit. For YK, substitution of chiefs (superior) might mean the change of leadership styles and this can be a negative experience. She experienced working under a chief who lacked of proper education and tended to use rude and hurtful language in communication. This situation created an inconvenient work atmosphere that almost drove her to leave the job. She was, however, aware of quitting the job might not be the solution. She was afraid of meeting a similar leadership style in a new job, like the one she was experiencing. Hence, she decided to deal with that inconvenient situation.

Domestic life and problems at home could also be another problem. If the problems are particularly many and difficult to solve, they would affect her work performance. Such situation had led YK to become unmotivated to work. Such condition might be understood by her superior, and the chief would ask the reasons why she is unmotivated. Attention either from the chief or her line members might relieve her from the pressure.

YK found that some workers are difficult to be organized and sometimes disobey instructions. They would defy their superiors. This troubling behaviour, however, may also be stimulated by the inability of a superior in adjusting his/her leadership style with the nature and character of subordinates. As a leader in a production line, YK considered that she needed to learn to cope with such situation. There are also many helpful job instructions provided by her chief.

Like any employees, YK faces her work routines every day. She goes to the company every morning, does her works, takes a break, and later goes back home. When she is tired, she feels she feels it all boring. In combination with constant pressures towards meeting production targets, thinking of quitting the job could come anytime. Being in such situation, she, however, felt that she had no strength to quit. She, therefore, tried to change her mind overcoming the boredom instead, thinking that not many had a chance to work, and especially being a supervisor. She must seize this opportunity to make the maximum results. This case shows that workload and demands to meet the target of orders from buyers and the boredom level of the workers may create problems and a major challenge for the supervisor. The supervisory skill training can provide a solution to this problem.

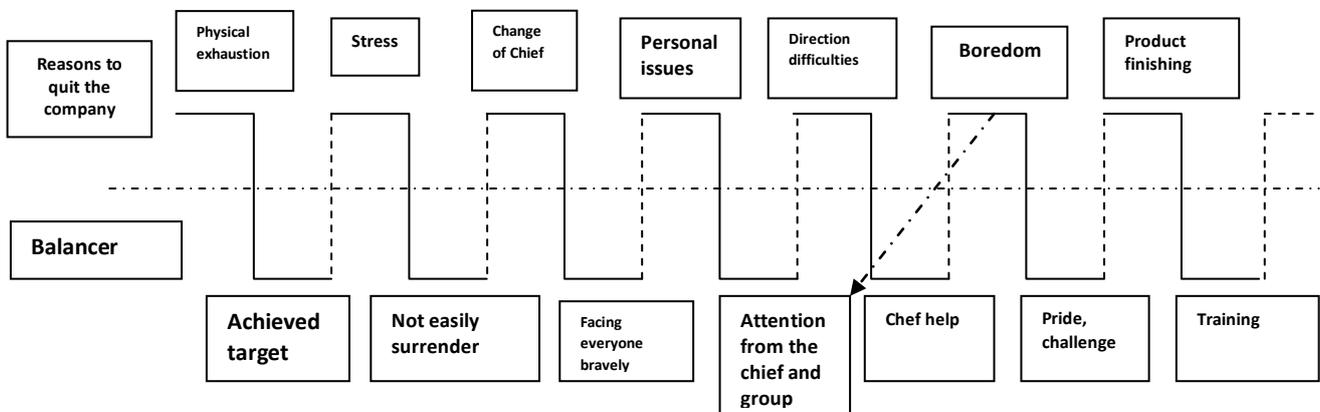


Figure 3 - The Dynamics of turnover intention of informant "YK"

All the key informants above make, finally, their decision to stay in the organization. Their main reason is the same that they work for their family lives and matters, whereas they think that working problematic getting them to be challenges should be handling in daily life.

Research findings above show that when someone has turnover intention cannot directly make decision to leave the organization for another job. He/she faces many kinds of consideration related to his/her job/life or his/her team work (production line members) or the organization. On contrary, the other organization offers the job with interesting facilities may he/she have when working with it. There is “the internal processes of individuals considering turnover” (Rothausen *et al.*, 2015)

Therefore, it can be said that there is something push to keep him/her staying in the organization, but at the same time, there is something interesting to leave for another organization. These situations are called push-pull turnover motivation as explaining (Semmer *et al.*, 2014). They define push turnover motivation as “a movement away from one’s job, which implies that the perceived costs and benefits for staying”, and pull turnover motivation as a reasonably positive attitudes toward one’s job and one’s organization and as the “withdrawal framework,” which implies the perceived job alternative is more interesting reason to leave (Semmer *et al.*, 2014). Meanwhile, many researches on turnover intention resulted in term of a linear process, when the individual has turnover intention must leave the organization (Tsai, & Wu, 2010).

This study indicates the consideration for leaving or staying may be based on pull and push motivation as shown in figure above that the Turnover Behaviour takes place in the Interregnum Period. Eventually, the key informants made their decision to stay in the organization. This means that turnover intention not always to be real turnover. Nevertheless, the turnover intention behaviour has impact on the individual, group (team work) and the organization.

Turnover Intention impacts on Individual

An employee cannot make a decision whether he/she keep his/her working in or leaving the organization. The job for the employee is a choice of life that is for not only his/her life but also for his/her family. In such situation, he/she is in critical situation giving a strong surprise to individual cognitive system that is he/she must rethink of the situation faced and make a decision to leave or stay in. In the other words, turnover intention may bring about the employee in confused situation to make decisions, thus the employee cannot focus on the job then declining his/her productivity. However, the employee who has turnover intention may work enthusiastic in order to the job can be done well. It can be covered up his/her turnover intention not to be seen by others.

All models of turnover process begun with low level of job satisfaction and organizational commitment as well (such as Gupta-Sunderji, 2004; Jha, 2012; Kim, 2012; Semmer *et al.*, 2014). From this study the employee has turnover intention not because job satisfaction or organizational commitment but the family matters or desire to be more successful is the reasons. Moreover, when the employee who has turnover intention must not make it to be real turnover (leaving from the organization).

Turnover Intention impacts on Group/team work

In every organization there are many group or “group grape” where employees at the level of work make a group for any reason. Such as, in a factory where production line stick together in a group for jobs to be done on time. Hopefully they work with little defect product.

The employees who has difference background bring about a potential conflict but also togetherness in the group. When a member of the group has a trouble in finishing the job, the other member will help the one, so that they can keep their productivity as a group. Or when a member get sick, the other will look after him/her, thus it may motivate the member to get well soon. Or when the group gets a threat from external team, they will fight together. In addition, the trust of group to individual employee positively impact on turnover intention (Balkan *et al.*, 2014). Such situation get them in high interaction, in turn, this is their cohesiveness lead to them as if a family.

Also, if the member has turnover intention, even not telling to others, it can be seen from his/her behaviour changes in the workplace, such as look like being stress, the job not to be done in time, or sometime working accidents to be happened. For time being, the changes may affect his/her work itself and influent the group's productivity. This is a potential conflict for the group. In fact, the employees spend their time much more with their peers than with their supervisor. So that, for example, a difference perception on fishing the job can be a conflict among them. In sum, the impact of group or teamwork may be a push motivation of turnover intention.

Turnover Intention impacts on Organization

The organization must be on target and standard of production written in the buyer contract. The supervisor of production is responsible for the target and standard. Therefore, one has to handle the production lines to attain the goal. When the supervisor has turnover intention, he/she still has responsibility for the production as stated in the contract. Thus, he/she must maintain his/her performance to do so. Nevertheless, Effects of employee turnover (Thomas, 2015) are:

Table 1 - Effect of employee turnover

The Effects	%
Increase Work Load	63.33
Training And Development Cost	63.33
Others Job Opportunities, Salary	53.33
Loss Of Skilled Employees	53.33
Decreased Productivity	40.00
Management Frustrations	40.00
Problems In Team Work	36.67
Clients Needs	30.00
Other Employees Attitude	26.67
Low Work Progress	20.00
Delayed Work	16.67
Loss Of Company Status	6.67
Total	100

These effects should be concerned, as them experienced by many organizations, since the organization management has to keep its performance in order to maintain its excellence services to its customers. Human resource practices, as a leading sector, in this such situation, may overcome the negative effects on the organization due to the labor turnover intention. Organization or Performance Management is significantly related to staff turnover intention (Long *et al.*, 2012). These effects should be concerned, as them experienced by many organizations, since the organization management has to keep its performance in order to maintain its excellence services to its customers. Human resource practices, as a leading sector, in this such situation, may overcome the negative effects on the organization due to the labor turnover intention. This is because Organization or Performance Management is significantly related to staff turnover intention (Long *et al.*, 2012).

CONCLUSION

Our case studies show that in all cases the desire to leave a company, or turnover intention, came not only once but it may be repeatedly. This repeating intention to leave is due to the interplay of different factors, coming from both inside and outside of the work environment. We have tried to capture and depict the interplay of the factors in in previous section, even though we are aware that other factors might still be not mentioned or identified by the case supervisors in our research.

We identify the turnover decision factors into push and pull factors. Push factors are the reasons that lead the supervisors to think of quitting their job, although they have not left the job yet, at least until the time the interviews took place. Pull factors are the balancers that

to neutralize the push factors and make the supervisors decided to keep stay at their jobs. We try to put the factors into sequence to show the dynamic interplay of them, although we realize that the positions of factors in our sequential model of interplay may not be representing the real-time dynamics. Also, we try to describe the turnover intention impacts on individual, group, and organization.

We certainly need a further work in order to come up with a nicer model of the dynamic interplay of the factors, including to better naming the factors and/or classifying them into simpler categories. The current analysis must be refined with more care so that the model may be better representing the “realities” of the working supervisors and at the same time being more sensitive to the existing understanding around turnover decisions. We however have been able to show that there are still many things happening after an intention to leave is visible. There are also other processes taking place at the interregnum period that is not part of this paper.

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