

THE ORGANIZATIONAL PERSISTENCE MODEL OF IT&C EMPLOYEES. A LONGITUDYNAL STUDY

PhD Thesis Summary

THESIS MOTIVATION: *IT&C employees are known as active drivers of their career, interest that challenges the companies to create frames for enabling them to make the best out of their job or development path. The present study aims to show organizations and employees, the dynamic behind their collaboration, with focus on the factors that are important in the organizational persistence versus decision to leave. 795 IT&C Romanian employees participated in a 3 wave's longitudinal study for 1 year and a half that collected data about their initial intentions of starting collaboration within an organization, career decision making self-efficacy, organizational experience and developed intentions. The results validate the 7 factors structure of the Organizational Integration survey also for the Romanian IT&C employees and show through a structural model, the mediating role of developed intentions between performance, career and organizational integration, and turnover decision; the model proved to be gender invariant. Findings from this study offer relevant implication for theory and research on human resources development and retention practices, and bring insights from an east European country with an accelerated growth of IT&C industry.*

Keywords: *organizational employee persistence, longitudinal study, career decision making self-efficacy, structural equation, turnover, information and technology industry (IT&C).*

INTRODUCTION

Romanian's IT&C industry

The country with the highest number of the IT&C specialists from Europe is Romania, and in a worldwide top it is estimated to be on the sixth place. This industry had an accelerated growth and currently became the second contributor to the country's GDP; it is expected to be in the next years, the locomotive for Romania's economy (ANIS, 2015). Research and design activities or outsourcing services are the main fields where the Romanian IT&C employees bring their contribution. This country became an attractive destination for many multinational companies that appreciate the high quality of the deliverables, the availability of the advanced English speakers IT&C specialists and the best costs involved (ANIS, 2015). In this positive economic environment, hundreds of companies with Romanian or international capital, are designing their human resources practices for winning the recruiting and retention race for talents. Working in a Romanian IT&C company often brings benefits that are above other industry's average and financial stability. Most of the organizations address within their compensation and benefits package, the following needs: professional and career development options, performance driven compensations, work-life balance benefits, travelling and international exposure, leading technology tools, teambuilding activities and nice working environments with strong socialization and participative culture. However the turnover rates are reaching 17% according to a Manpower study, mainly due to the brain drain phenomenon – Romanian specialists are choosing to work abroad, or to the internal industry competition. Considering the high costs of recruiting IT&C specialists, the effort to train them on the technology needed and the high demand of this workforce in the

job market, makes turnover and retention a priority for all the managers and IT&C companies strategy.

Employee Turnover

The world is now interconnected more than ever before and the human resources practices need to be adapted for a healthy management of this personnel mobility: employer branding, onboarding, performance and development, retention, benefits and compensation, are just some processes impacted by this globalization trend. The differences due to culture specific, industries, organizational environment or personality traits are constantly discussed when the turnover phenomenon aims to be properly understood. In order to discriminate between pseudo knowledge and the validated scientific one, we've reviewed several turnover models developed since March and Simon (1958) proposed understanding this phenomenon in a rationale way, as a result of the employee costs and benefits balance sheet. The literature is very generous in meta-analyzes that summarize the studies done for identifying the turnover causes (Griffeth, 2000; Joseph, 2007; Holtom, 2008) or the decisional process behind the action of changing the job (Mobley, 1977; Steers & Mooday, 1981; Hom and Griffeth, 1995; Lee and Mitchell, 2001). However there is no universal acceptance of one unique approach that can assure cross-cultural understanding of the phenomenon, explain meaningful its causes and the possible management practices that can assure high control and predictability. Still, due to the high costs of replacing the employees that quit, the impact on the organization's personnel morale or the projects know-how drain, plus the possible risks assumed by the employees that resign - uncertainty on how the new collaboration will be, the efforts for integrating in the new environment, the efforts to build career perspectives in a new environment, justify the interest to continue the scientific research of this phenomenon, in new environments and cultures (Holtom et al., 2008). The current paper defines the *turnover* concept as an employee's subjective choice to change its current employer. As Mobley stated in 1977, the *decision to change the job* is a results of some cognitions with emotional weight – *intentions to quit*, that in time, if the circumstances are not changing, can be translated in the action of quitting. Many studies present the “intention to quit” as a surrogate factor for the turnover decision itself (Joseph et al., 2007; Tanova et al., 2008; McKnight et al., 2009). Since intention to quit is a proximal precursor for turnover and a distinct factor, we will consider them as separate factors in our longitudinal study, avoiding any erroneous approach by interchanging these two variables.

Turnover's Antecedents within IT&C industry

In the last years the turnover literature was enriched also with studies that aim to define the turnover frame within the IT&C industry (Acton et al., 2002; Enns et al., 2006; Tremblay et al., 2008, Alias et al., 2014; Lounsbury et al., 2014), but most of them were conducted in the western countries. Joseph et al. identified in their meta-analyze (2007) the following categories of turnover determinants, most common investigated in 31 IT&C studies: (1) the desire to change the job – e.g. job satisfaction, career satisfaction, engagement level, (2) the easiness with which someone can change the job – e.g. the perception of alternatives within the job market, (3) active searching of a new job – e.g. active searching for another job, (4) individual characteristics – e.g. personality traits, social demographic factors, motivation and specific needs (5) work related factors – e.g. job performance, role ambiguity, job autonomy, work-life balance, (6) organizational factors – human resources practices, career perspectives, socialization culture, social support. In accord with this results, we will verify if *career decision making self-efficacy*, social demographic factors like *age*, *gender*, *study level*, *experience length*, and the *organizational experience* with its socialization practices, performance and career development process, or the work-life balance, answer to the need to understand the turnover process also for the Romanian IT&C employees. Similar

with the Job Embeddedness Theory (Tanova et al., 2008), the current analytic approach advocates that an integrative approach with individual and organizational factors should be more comprehensive in explaining the turnover process.

The Organizational Model of Employee Persistence, developed by Shari L. Peterson (2004), is the theoretical frame from which we investigate how the turnover process is lived by the Romanian IT&C employees. If until now this approach was successfully validated in the American retail industry (Peterson, 2007), government managerial employees (Peterson, 2009), and in a Korean conglomerate (Joo et al., 2015), we are aiming through this research to check if this integrative model fits to the east European IT&C employees with execution and managerial roles. After reviewing high appreciated turnover model (*Mobley’s turnover model* (1977) that explains the intentions to quit as a result of a process triggered by lack of job satisfaction, *the integrative model of turnover determinants* - Hom and Griffeth, 1995, *the unfolding model of turnover* proposed by Lee and Mitchell, 2001, which see the job and personal life embedded in one construct that determines organizational persistence, *the socialization models*) an integrative perspective that considers both individual specific factors and organizational variables seems to be the most comprehensive approach in understanding the turnover process.

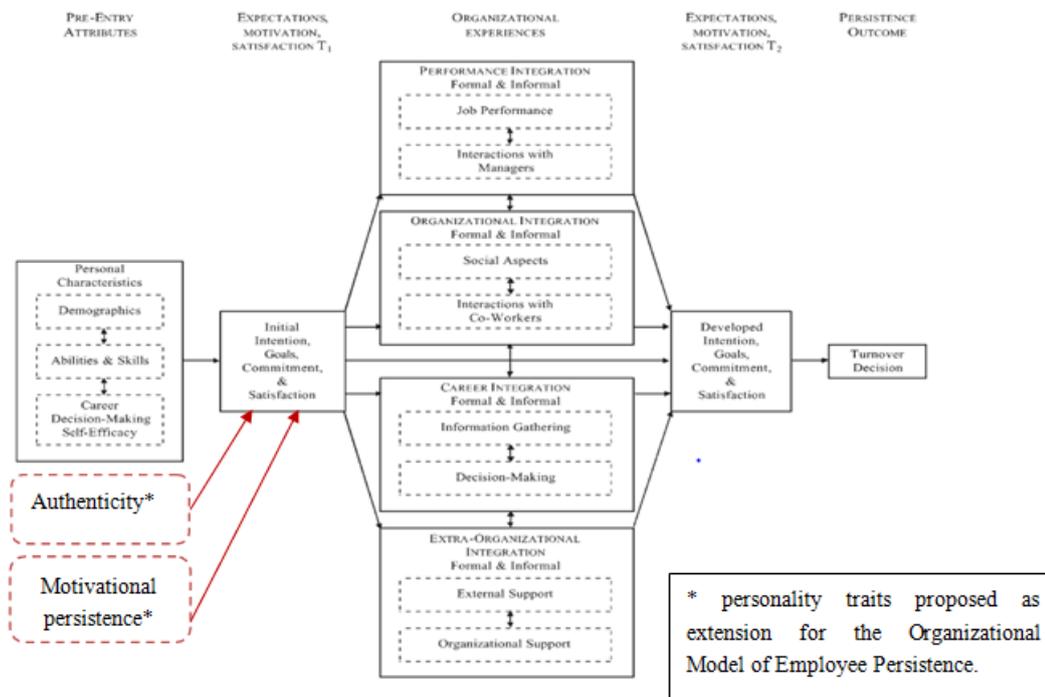


Figure 1: The extension of Organizational Model of Employee Persistence, Shari L. Peterson, 2004

This theoretical model was selected due to its longitudinal approach and the employee – organization interdependency perspective. The turnover decision can be seen as a subjective choice of an employee to change its current employer, which results after a longitudinal dynamic between its personal characteristics and the organizational experiences encountered. The Organizational Model of Employee Persistence stresses the importance of the human resources practices that can sustainable foster the integration and the persistence of an employee within an organization. Through its organizational experience: performance

practices, career planning, organizational integration and work life balance, the company can offer significant reasons for enabling the employee engagement and persistency.

The organizational experience is surprised by the “*integration*” concept proposed by Peterson (2004) that reflects the dynamic between the *initial intentions* of an employee that starts the collaboration, his expectations and willingness to be part of the organization, and the support offered by the company through its processes and culture. These intentions are evolving in time after being exposed to the organizational experience; if the employee perceives a matching between its expectations and the organization’s routine, then the developed intentions should show high engagement and organizational persistence.

Career decision making self-efficacy is „the degree to which individuals have confidence in their ability to gather information and make decisions about their careers” (Peterson, 2004, p.219). For IT &C employee, career decision making self-efficacy can be translated as an individual characteristic that guides like a compass the active process of finding one’s career place within the generous job market specific to the IT&C industry.

Performance integration refers to the employee perception that it’s work contribution brings value add to the business ‘objectives and to the people he/she works with. This perception is based on previous work experiences and the feedback received from peers and managers.

Organizational integration captures the social interactions with coworkers and managers, beyond the regular day to day working experiences. Celebrating achievements, helping each other in working together or in a personal matter are just few examples of behaviors surprised by this variable.

Career integration “reflects the extent to which employees perceive organizational fit based on opportunities for career information gathering and decision making” (Peterson, 2004, p.222). In other words, it’s referring to the possibilities to be promoted or grow through job enrichment or cross move within the company and how much transparency and support the organization offers in this regard.

Extra - organizational integration considers the practices that a company promotes for work-life balance and how much support the employee receives from his/her family in regards of job demands.

Motivational persistence and the organizational experience

Constantin, Iarcuczewicz, Constantin, Fodorea and Caldare (2007) differentiates between the qualitative aspects of motivation – the motivational engagement’s orientation (motivational involvement), and its quantitative aspects, namely the force or the strength of a person’s motivation (motivational persistence). This theory proposes the concept of motivational persistence in order to define the “set of skills that helps individuals to reach their goals”. Starting from the assumption of the Functional Theory – Ford (1992), Kafner (1999) and Pinder (1998), that claims that work motivation is better represented as a process involving two psychological interconnected systems – choosing the goal and the effort for achieving the goal, Constantin proposes the concept of motivational persistence (Hojbota & Constantin, 2009) defined as a “stable trait of the conative system, a person’s susceptibility of persisting in his/hers motivation and making efforts to achieving a personal goal”. In other words, persistence can be defined as a voluntary sustentation of the actions orientated towards a certain goal despite the obstacles, problems or damps. Neumann, Finlay- Neumann and Reichel (1990) defines motivational persistence as “a person’s ability to overcome obstacles and to be perseverant in searching solutions for problems despite hostile circumstances”, while Wise (1996) saw it as “the ability to resist the temptation to quit when a sustained effort is needed”, and Miceli & Castelfranchi (2000) defined it as “the quantity of time a person

spends with a task”. Meier & Albercht (2003) evaluate persistence as “an observable behavior that determines a person to not give up easily and to make a prologue effort when the tasks become difficult”, underlining that some theories treat persistence as a function of motivation, (Tinto, 1992) and others as a key element of individual motivation and not as a behavioral intentions (Bean, 1982). Wise (1996) developed a situational model of motivation and performance in assessment from the perspective of task persistence and Meier & Abrecht (2003) approached persistence as a part of a behavior oriented toward a certain goal. Others focused on identifying and analyzing factors that can be associated with persistence: locus of control (James, 1984), personality (McGiboney & Carter, 1993), vocational success (Staw & Ross, 1980), emotional intelligence (Eysenck, 1953), neurotic impulses (Eysenck, 1953).

Authenticity in the organizational environment

In literature, authenticity hasn't drowned much attention and was often integrated in studies about identity. Recently, due to its impact on a person's development and well-being, it started to be the main focus for many researchers (Ilas, 2005; Goldman and Kernis, 2003; Harter, 2002; Sheldon, Ryan, Rawsthorne & Ilardi, 1997).

Ashton & Lee (2007) included authenticity in their model of personality as a sixth factor due to its associated concepts: loyalty, positive values, honesty and sincerity. In literature it is associated also with promoting a positive experience, positive personal development, loyalty towards self (Rogers, 1965).

In 2008 authenticity was presented as a dispositional trait that could be understood from a tridimensional perspective which involves a low level of self-alienation (a strong feeling of identity consistent with the strongest beliefs), an authentic living perspective according with this identity and refusing the external influences when they are against a person's own beliefs (Wood, Linley, Maltby, Baliousis and Joseph 2008). Thus, we say about a person that is authentic when she knows its identity and beliefs (low level of self-alienation), acts in accordance with it (high level of living authentic) and leaves other's opinions out if these are not according with his/her beliefs (low level of accepting other's influences). When a person expects to be discriminated or disconsidered because of his/her experiences or stereotypes, he/she will most likely reveal himself/herself as little as possible and he/she will manifest a low level of authenticity (Shelton, Richeson, Salvatore and Trawalter, 2005). If individuals perceive a threat to their status they will display less authenticity in their social interactions, manifesting behaviors opposed to the expected stereotypes (Kaiser & Miller, 2001). Shelton, Richeson & Vorauer (2006) noticed that analyzing own actions would induce sometimes censured behaviors in relations with others. Individuals will avoid behaving naturally, if they would think that their behaviors would determine others to perceive them negatively. In professional environment, if the employee expects to interact with persons with a higher status he/she might manifest compensatory attitudes and behaviors. For example, in a performance review session, a woman may believe to be evaluate by a sexist male managers, and thus, she would avoid behaviors that would confirm female stereotypes (Kaiser & Miller, 2001). Professional opportunities and development are connected to hiding at the workplace. If a person cannot manifest his/her true self in the organization he/she is a part of, he/she could invest an extra energy to pretend, consuming more psychological resources on the way and feeling and feeling more stressed than in authentic displaying contexts. Individuals tend

to manifest in accordance with the others expectancies, being less focused on the tasks and less performant. In this context, there are big chances they will think about changing their job.

METHOD

Goal: We are aiming to disentangle the employee-turnover's predictors and their dynamic in time, for the Romanian IT&C field. In order to reach this goal, were questioned 795 IT&C specialists on individual difference variables and organizational ones, in 3 waves over 1 year and a half. Consecutively, was tested the factorial validity of the Organizational Integration questionnaire, the relationship of its factors in time and their mediating and predictive role, selecting the best structural model.

Procedure and Sample: Based on a multifocal strategy of promoting the research's goal within different IT&C professional sites (e.g. the Romanian IT Industry site for Software and Services), media environments (e.g. a Romanian Recruiting IT dedicated TV show) and technical events (e.g. CODECAMP), 795 IT&C employees answered online to the first wave questionnaires of the longitudinal study. The participants were asked to think back to their initial intentions, career decision making efficacy, organizational experience, some individual demographics (age, gender, study level, function, period of employment in the current position/in the company/on the market, company type and their number of employees) and mention some details about their evaluation process: how often an evaluation takes place and their most recent performance review. Each respondent gave a nick name and their email address for further participation to the next waves of the study. Employees were sent a link to complete additional questionnaires after 6 months (Time 2; T2) and 1 year and a half (Time 3; T3). If an employee failed to answer to T2, they were still invited to participate in T3.

Based on the respondents answer, the evaluation process within their companies takes place two times per year – at 6 months when the intermediate performance is assessed and the employee receives feedback regarding their work and development progress, and after one year, when the final performance rating is assessed and the planning of the new year projects and roles starts. Considering this empirical time intervals reported by the participants, confirmed also by Kammeyer-Mueller et al. (2005) and Boswell et al.'s (2009) researches on turnover time shifts, we've proposed an extension of the Organizational Persistence model - measure a T3 moment after 1 year and a half to surprise the possible effect of the performance evaluation on the intentions to leave cognitions.

In the second wave of the longitudinal study, 667 of the respondents (83.8%) assessed their organizational experience, developed intentions, their recent performance review. All the participants from T1 - 795 (100%), answered to the third wave of the longitudinal study and reported the organizational experience, developed intentions, recent performance review and if they've changed their job since they've participated to the study (1 year and a half). Based on a lottery draw results, 2% of the participants received personal development books or tickets to attend a soft skills training, and all of them had the possibility to ask recommendations for improving the quality of their CV from a specialized recruiter.

The majority of the respondents (599) came from multinational companies (14 came from public institutions and 178 from Romanian capital companies), were males (500) and had the age between 20-30 years old (interval considered representative for this young professional category in Romania). 45% were software developers, 34% testers, 6% support IT specialists, 6% IT managers and 9% other roles (like business analyst, data base specialists), 93% had either master (51%) or faculty degree (42%). 397 participants are still working for their first employer (20 have more than 10 years experiences in the same

company and in the job market and the majority – 142, has between 1 and 3 years’ experience with the same employer and work experience overall).

Instruments: The *initial intentions*, *career decision making self-efficacy*, *organizational experience* and the *developed intentions*, were measured with the Organizational Integration Survey developed by Shari L. Peterson in 2004 and validated on the American managerial retail population (2007) and governmental institution’s managers (2009). As we’ve used this questionnaire in an east-European country, in a new industry – IT&C and on a different type of participants – with execution functions mainly, we’ve performed a factor analysis to validate this instrument in the current study. The survey had 72 items that proved reliable internal consistency in all the three waves of the longitudinal study, for the overall scores - 0.94 (T1), 0.95 (T2), 0.90 (T3), and also for its factors – performance, career, organizational and extra-organizational integration (work-life balance). The *decision to leave* was assessed through one item “*In the last one year and a half, since you’ve attended the study, did you’ve changed your job? Yes/I thought several times about it/No.*” This questionnaire was translated by a professional translation office and with the support of five Psychology experts, the Romanian version was translated back to English and the consistency was reviewed.

ANALYSES

We’ve analyzed the data collected from those 795 employees using descriptive statistics to investigate the participants characteristics, Confirmatory Factorial Analyses (CFA) to validate the Organizational Integration survey structure and its gender invariance within our study and we’ve tested the theoretical model through structural equation modeling (SEM). SPSS® version 23.0 for Windows and AMOS 16 were the statistics softwares used.

RESULTS

Confirmatory Factor Analysis (CFA)

Using Confirmatory Factor Analysis (CFA) we tested four potentially viable models: M1 (proposed 8 correlated factors), M2 (7 correlated factors, Peterson, 2007), M3 (our 7 correlated factors model) and M4 (6 correlated factors, Peterson, 2009). The results of the CFA are presented in Table 1.

Model 1 (M1) includes 8 factors: initial intentions, performance integration, organizational integration, career integration, extra organizational integration, organizational experience overall, CDMSE, and developed intentions. Model 2 (M2) refers to the same factors that Peterson found in her 2007 retail research: initial intentions, performance/career/organizational/extra organizational integration, organizational experience overall and CDSME. M3 is similar with M1, without the integration experience overall as this holistic factor doesn’t permit enough flexibility in results analysis. M4 proposes a 6 factors approach, similar with Peterson’s results obtained in 2009’s government institutions research: job performance, interactions with managers, interactions with co-workers, work-life balance & career integration together, CDSME, social aspects.

Table 1. Primary goodness of fit and comparative indices

<i>Model</i>	χ^2	<i>df</i>	<i>GFI</i>	<i>RMSEA</i>	<i>IFI</i>	<i>CFI</i>
M1	13151.89**	2400	.67	.075 [.074 - .076]	.66	.66
M2	11235.10**	2068	.69	.075 [.073 - .076]	.66	.66
M3	11164.26**	2351	.72	.069 [.067 - .070]	.72	.72

M4	10520.70**	1750	.69	.079 [.078 - .081]	.67	.67
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Notes: * $p < .05$, ** $p < .01$.

Overall, all models achieved only a poor or marginal fit to our data, with the only indicator reaching acceptable value being *RMSEA*. Although showing only a marginal fit, M3 achieved the best values for all indicators. Thus, it seems that our seven correlated factor model is the most representative solution.

Invariance analysis

The invariance of our model across genders was tested using CFA. The first model (M1) is the baseline model (no constraints), the second model (M2) implies constrained structural weights, while the third model (M3) has constrained structural covariance. Table 2 presents the CFA results. All models obtained a good fit to the data, with neither $\Delta\chi^2$ nor ΔCFI pointing out a decrease in the model fit as constraints were added. Thus, our results support the invariance of our model across genders.

Table 3. Goodness of fit statistics for tests of the invariance of the model

Model	χ^2	Df	$\Delta\chi^2$ (Δdf)	RMSEA	CFI	ΔCFI
M1	5.75	2	–	.043 [.000 - .090]	.98	–
M2	8.35	9	3.6 (6)	.000 [.000 - .039]	.98	.00
M3	8.50	15	0.15 (6)	.000 [.000 - .013]	.98	.00

Notes: * $p < .05$, ** $p < .01$.

Structural Equation Model

The structural equation model (SEM) was used to test the theoretical model. It confirmed the mediating role of developed intentions between performance, career and organizational integration and turnover decision. This model is presented in the Figure 2.

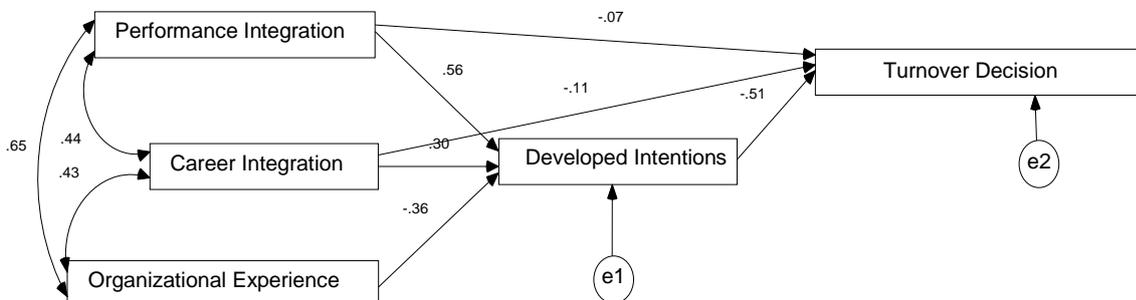


Figure 2. The proposed partially mediated model

In order to verify if a partially mediated or a fully mediated model is the most appropriated one, we also tested a fully mediated model were career and performance integration are also directly linked to turnover intention. The indices for both models are presented in Table 2.

Table 2. Primary goodness of fit and comparative indices for the two models

<i>Model</i>	χ^2	<i>Df</i>	<i>GFI</i>	<i>AGFI</i>	<i>RMSEA</i>	<i>NFI</i>	<i>CFI</i>
Fully mediated	23.39**	3	.99	.94	.093 [.060 - .129]	.98	.98
Partially mediated	2.41	1	.99	.98	.042 [.000 - .113]	.99	.99

Notes: * $p < .05$, ** $p < .01$.

The results show that both models are adequate, but the partially mediated model tends to be superior (AGFI and RMSEA values are better). Thus, the results support the partially mediating role of developed intentions between performance, career and organizational integration, and turnover decision. None of the individual characteristics or the initial intentions was confirmed.

CONCLUSIONS

A possible explanation for the results might be that the Romanian IT&C industry is in a continuous very dynamic grow and constantly changing. The employees are still exploring their limits and discover themselves as part of the industry; their career development and performance are the catalysts that make this development possible. Turnover might be an even more dynamic phenomenon depending on different aspects, in different circumstances and in a different way for every person. Considering the participants characteristics, we could say that these results are reflecting more the IT&C employees in their 20-30 years, still with no family responsibilities. They value more the professional development and qualitative social interactions at work, but when considering changing the job, the performance and career opportunities are arguments they will consider in their decision. It might be needed a greater level of stability in the industry in order to establish a holistic pattern for the Romanian turnover. The IT industry is currently so high in demands for talents and good performers that the employees do not feel the need to make long- term plans. Often they live in the moment and take each day as it comes; they consider the career opportunities that are available in a certain moment and their present needs in making a career decision. Most of those employees are still young and need to develop a career that confirm their skills and abilities and their professional identity; in doing so, they need also to be part of a satisfying environment in terms of social integration and interactions.

The partially mediating role of developed intentions between performance, career and organizational integration and turnover decision shows that performance integration, career integration and organizational integration have an important role in the process of developing intentions to leave a work place and thus the intention to quit leading to turnover. The results reinforce the processual characteristic of the turnover decision: the decision is spontaneous in few cases; the majority of the leavers develop their intentions to change the job with

significant time before, influenced by their performance (0, 56), the social interactions (0, 36) built with their colleagues and managers and their career opportunities within the company (0, 30). Employee performance is one of the crucial processes from the employee – organization psychological contract. It's the frame when the employee receives feedback, confirmation for which she/he is in the professional area, recommendations for development and improvement. This information together with the feedback from colleagues and stakeholders, calibrate the employee's perception of his performance and value, reinforcing the need to grow. A thoroughly on going performance process is recommended so that the employee can receive constant valuable feedback and updated career plan inputs.

Given the importance of organizational integration, companies should pay more attention to creating a career path for their employees and getting them more involved in the decisions that affect their career path. Also an alignment and a good fit between organizational values and personal values are important for good and long work collaboration. An environment that supports the professional development of the employee creates a good framework for professional integration as the employee can train the skills needed for the job, use them in an appropriate manner to achieve goals and have a high level of performance. In the IT&C industry is more obvious compared with other industries that the employee is in the driver's seat of his/her career, therefore the managers need to assume clear partnership in this development process. Career opportunity doesn't mean only promotion opportunities, but refers also to enriching one's job with additional responsibilities, functional change at a certain point, cross moves or project/technology changes. The IT&C employees are known by their need for cognition so their career should definitely address this need constantly.

A limit for our study might be the fact that we asked the participants to use their memories and remember themselves a while ago. This involves cognitive biases like enhancing the positive aspects of our memories and remembering things in a more positive light. The length of the questionnaire could be another point to reconsider in a next research initiative; 72 items imply consistent time that our IT&C participants recommended to compress. Future researches should consider as target group, employees that are just starting their job and follow them from 6 months to 6 months in the career development. An international lifetime longitudinal study project will help bringing more light in this burning turnover topic.

PRACTICAL IMPLICATIONS AND FUTURE RECOMMENDATIONS

Many studies highlighted the negative consequences of turnover for organizations: high pressure on the costs and budget assigned for recruiting, onboarding and development of the new employees (replacing a manager for example might cost even 200% of salary, O'Connell & Kung 2007), or on productivity and it has an indirect effect on the performance improvement and training of those employees who remain (Moynihan and Landuyt 2008).

We consider it is important to mention the cost of turnover also from an employee's perspective: leaving a workplace means leaving colleagues/friends, a well-known environment and a daily routine. The employee needs to invest time and effort in searching for a new job, adapting to a new environment, making new colleagues and friends, learning new procedures and find a way to restore the balance between work and personal life.

The practical implications for a model that helps predict turnover are strong in the area of employee integration (career integration, performance integration and organizational integration). It is important to notice when an employee is starting to have questions with his task, career plans or with the organization (in terms of relations with co-workers, colleagues, superiors), so that proper actions can be taken for retaining talents.

From the organization's point of view it is important to focus on internal factors because those are the factors in its control and can be easily changed or adapted to the employee's

needs. From the employee's point of view it is important to focus on the individual factor because knowing more about oneself makes it easier to define the right job and the right workplace. Also it is important to confirm if those factors depend on the industry or more on the different individual traits. We found that there is an invariance of our model across gender but there were big differences in terms of employee's age in our study that could be further investigated.

Another important factor in analyzing the employee's affective relations toward an organization or a job is timing. It is normal to have a high level of satisfaction and attachment at first and also it is normal for this level to decrease over time. A good strategy in handling this path is to educate newcomers in terms of expectations: this is something normal and it does not mean that they took a bad career decision (Boswel, 2005). Thus it is important for companies to be aware of those reactions and to make sure that during this period they apply good retention strategies according to the employees needs and the phase they are going through (presenting the career development opportunities, making the work environment a good one for performance and collaboration and being supportive for a work-life balance). This results should help also the employees actively take the role of career architects and check how in their company how they can build their chapel.

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