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## Process Models of Employee Turnover during 1975-1995: A Review

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### Abstract:

*Employee turnover has been one of the most widely investigated organizational phenomena and to understand turnover a number of models have been proposed from time to time. Turnover models can be basically classified as, content model (explains why employees leave) and process model (explains how employee leaves). The current study deals with the early process models of employee turnover to enlighten the past of the current complicated process models. To understand the history of process turnover models, the study reviews some of the articles on selected models given between 1975-1995. After first process model of Mobley's (1977), bundle of process turnover models were given but unfortunately none has been universally accepted.*

**Key words:** employee turnover, turnover model, process models

### Introduction

Turnover is an important phenomenon that has invited a number of studies from decades (e.g. Lee and Mitchell 1994; March and Simon 1958; Mobley 1977). In order to understand the complex phenomenon of turnover multiple models has been studied. (Hom and Griffeth 1995).Based on Barnard (1938) theory, March and Simon (1958) put forward the first model of

employee turnover, which introduced the theory of ‘organizational equilibrium’. According to this theory, members participate in the organization as long as inducements, such as pay, match or exceed the employees inputs and that the perceived desirability (equated with job satisfaction) and perceived ease of movement (equated with number of alternatives) are two primary factors that influence employee turnover (Lee and Mitchell 1994). Many models have been developed to explain turnover since the original model of March and Simon (1958). Some of the most notable early studies of turnover models are such as Farris (1969), who listed some of the core or key reasons towards turnover; Porter and Steers (1973) who proposed that met expectations were the central issue in employee turnover, which stands for a congruence between what newly hired employees expected and what they actually experienced in the organization. This leads toward satisfied employee, which would decrease the probability of quitting. Most of the early research attention was given to **content models** (e.g., Porter and Steers 1973; Farris 1969, March and Simon 1958), which focused on the reasons “why” employees voluntarily left the organization. Traditional employee turnover models (content models) were criticized for their low predictive validity, rarely explaining more than 25% of the variance in employee turnover (Maertz & Camplion 1998). These findings made Porter & Steers (1973) to call for a greater emphasis on the withdrawal process of employee turnover. In response a number of **process models** of employee turnover were studied, to explain “how” employees arrive at their decision to quit the job (Gauger 2001). Developing methods to assess that how the process goes on leading to employee turnover helps researchers and managers understand why individuals choose to leave their organization (Lee and Mitchell 1994, 85). Whereas in real life, knowledge of the process that employees take prior to leaving the organization will also help managers to identify the symptoms in advance

and if possible can take actions to cease or delay the employee turnover.

Mobley's (1977) "Intermediate linkage model" was one of the first process models introduced and served as a template for the development of future process model. This model explains the process by which a dissatisfied employee arrives at a decision to leave the organization (Hom *et al.* 1984, 141). At the same time, Price (1977) introduced another process turnover model i.e., causal model, which claims that intent to quit and perceived alternative opportunities determine turnover whereas job satisfaction influences turnover through its effect on intent to quit (Boswell *et al.* 2008, 196).

Mobley *et al.* (1979), gave a more comprehensive process model suggesting that there are four principal determinants of the decision to quit, namely job satisfaction, expected utility of alternatives roles within the organization, expected utility of alternative roles outside the organization and non-work values and roles, which in turn are influenced by a number of individuals, organization and environment factors (Boswell *et al.* 2008, 196). Further, Steer and Mowday (1981) proposed a dual sequence, in which intentions to quit may lead directly to quitting or may trigger a search for alternatives. Hom *et al.* (1984) proposed a revised intermediate process model, suggesting two decision paths: once the employee decides to quit the job, s/he either directly resign or search the alternatives and compare with the present job. Some other remarkable contributions in the history of process models are such as, Sheridan and Abelson (1983)-cusp-catastrophe model; Jackofsky (1984)-integrated process model; Hom and Griffeth (1991); Price and Mueller (1981 & 1986); Lee and Mitchell (1994), some of them will be discussed in detail latter in the article.

The article is a review of process models of turnover proposed within the period 1975-1995. The purpose of this article is to provide the historical context for the process

turnover models and to show how the models have become more complex with time. Keeping in mind the introduction of the first process model i.e., Mobley's intermediate linkage model in 1977 and limitation of the study the models given within the period 1975-1995 were only considered. Finally, five models have been selected to be discussed in the study viz.,- (1) Mobley (1977)-Intermediate linkage model , (2) Steers and Mowday (1981)-Turnover Model, (3) Sheridan & Abelson (1983)-Cusp-Catastrophe model, (4) Jackofsky (1984)-Integrated process model, and (5) Lee & Mitchell (1994)-Unfolding Model of Turnover. Our rational for choosing to discuss these five models is that they represent a departure from March & Simon's work and other traditional models. In other words, they all gave something new to the history of turnover research, such as Steers and Mowday (1981) introduced role of available job and organization information, non-work values, job performance; Sheridan and Abelson (1983) recognized turnover as discontinuous function of two control variables and so on.

### **Need of the study:**

Turnover models are classified into content and process models. Content model focus on why employees leave whereas process model focus on how employees leave. Turnover models are a means of integrating knowledge gained from studies of turnover behavior. Individual content and process models have been discussed and examined in a number of studies in past. But till now no such study has been found where history of early turnover models has been discussed systematically. Hence, this study has made an effort to understand turnover research during 1975-1995 and assemble them all on a single platform.

### **Objectives of the study:**

The objective of the study is (a) to discuss the process models of employee turnover during 1975-1995 and (b) to analyze the development on the studies of process models.

### **Research Methodology:**

The study is a review article of early process turnover models, based on secondary data in the form of articles and books. The study was aimed to explore the history of process turnover models and its increasing complexity, with time. To conduct the study, five models introduced between 1975-1995 were considered; as the actual history of process turnover model starts in 1977 with the introduction of Mobley (1977)-Intermediate Linkage model. To identify the available articles for these models and other complementary studies, online databases and search engines were used. The content of the articles were thoroughly studied by the authors, so that it can be assembled in the best way possible without missing vital information for the models.

### **Discussion:**

In order to understand the history of early process turnover models, five models were selected which seems to bring revolutionary change in the way employee decision to stay or leave the organization was studied. Vital details of selected five models are discussed below, in chronological order:

#### **(1).Mobley (1977)-Intermediate Linkage model:**

Responding to the poor predictive validity of traditional models and failure of early research to provide an understanding of the psychology of withdrawal process, Mobley (1977) introduced Intermediate Linkage model to explain the process by which a dissatisfied employee decides to leave the organization (Hom *et*

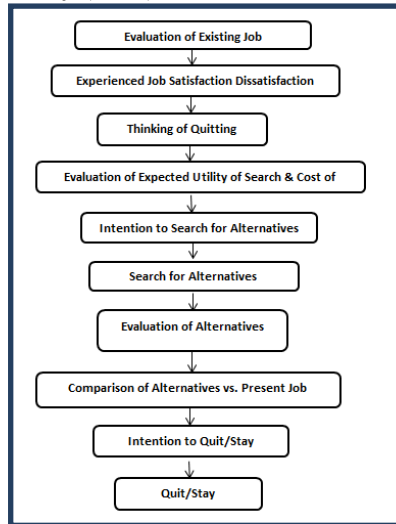
*al.* 1984,141). He proposed that a withdrawal decision process takes place between job dissatisfaction and quitting. (Gauger 2001) and highlighted the variables that link job attitude (job dissatisfaction) with actual turnover. He pioneered an extensive explanation for the psychological turnover process.

According to the model, (see Figure 1) the process starts with the (a)*evaluation of existing job* followed by emotional state of (b)*satisfaction or dissatisfaction* of employee with the job. Job dissatisfaction leads to (c)*thinking about quitting*, which in turn may lead to (d) *evaluations for the expected utility of searching* for another job (for example, evaluating the probability of finding a job within the same salary range) and *cost of quitting* (for example, loss of excellent annual bonus, health benefits). If perceived possibility of finding a comparable job is quite high and the costs of quitting is not much, employee will proceed for the next step i.e., (e)*intention to search for alternatives* followed by (f) *actual search for alternatives*. If alternatives are existent, (g) *evaluation of these alternatives* are made to find the best one among them. Afterwards, a (h) *comparison of the best alternative is made with the present job*. If the comparison favors the alternative, behavioral (i) *intention to quit* will be stimulated, followed by the last step of (j) *actual quitting*.

In actual, the model was not presented as a lock-step sequence that all employees experience identically, though researchers often tests the model as such. Whereas, in the model few employees might skip some step or may experience a different order of steps. (Lee and Mitchell 1994) The model was less concerned with the determinants (or causes) of job dissatisfaction than with its consequence on actual turnover decision. Mobley suggested several models that might explain causes of dissatisfaction but he favored no particular satisfaction model. (Hom *et al.* 1984) A major contribution of this model was to suggest that job attitudes(job satisfaction) are most directly related to withdrawal cognitions associated

with the decision to leave and only indirectly related to actual turnover process. (Mowday *et al.* 1984)

**Figure 1: Mobley (1977) Intermediate Linkage Model**



Source: Mobley (1977) p. 238

The model has attracted a large body of empirical tests, such as Coverdale and Terborg, 1980; Hom and Griffeth 1991; Hom, Griffeth and Sellaro 1984; Miller, Katerberg and Hulin 1979. (Ramesh, A. 2007) The empirical support for the model has been mixed. Antecedents to turnover were related to one another as generally theorized, the predictive validity for actual turnover has been quite weak i.e., 0-5% of explained variance (Hom and Griffeth 1991; Hom, Griffeth and Sellaro 1984) (Lee and Mitchell 1994) Nevertheless, the model's great value is its rich description of psychological process between job dissatisfaction and turnover (Lee and Mitchell 1994). Initial studies of this model found that thinking about quitting has a direct impact on intention to search and that intention to search has a direct impact on intention to quit, as observed in Coverdale and Terborg 1980; Miller, Katerberg and Hulin 1979; Mobley, Horner and Hollingsworth, 1978) (Ramesh, A. 2007, 10).

A simplified version of Mobley's (1977) model was tested by Mobley, Horner & Hollingsworth (1978).

Mobley et al. (1979) gave an expanded model of turnover, which was expansion to the earlier intermediate linkage model. The model suggests that actual turnover is a result of job satisfaction, expected utility of alternative roles within the organization and outside the organization, and non-work values and roles. These determinants are in turn influenced by a very large number of labor, organization, job and person variables. Unlike Mobley (1977), this model was less concerned with intermediate linkage between the various constructs of decision process than with complex relationships between various job and non-job related factors that can influence the initiation of the decision process (Mowday *et al.*, 1984).

Subsequent models enhanced Mobley's model and among them one such established theoretical alternative was Hom *et al.* (1984).

## **(2)Steers & Mowday (1981)-Turnover Model:**

Turnover Model incorporated all prior piecemeal of turnover models into a comprehensive process models of employee turnover. Steers and Mowday (1981) proposed that the sequence discussed below leading to an employee's decision to eventually quit/stay (see Figure 2). (1)(a.) Individual values and job expectations, conceptualized as met expectations, (b.) organizational characteristics and experiences, conceptualized as an individual's "experienced organization reality" (Steer & Mowday 1981), and (c.) job performance levels influence an individual's affective responses to job and organization, including job satisfaction, job involvement and organizational commitment. (2) Affective responses could lead to: (a). change the situation which in turn will influence the individual's attitude, or (b) influence the employee's desire to stay or leave, mediated by a variety of non-work influences such as pregnant,



spouse's job etc. (3) Desire/intention to leave can (a) end at actual staying or quitting, or (b) initiate search behavior leading to a more attractive job opportunities. Those individuals involve in searching behavior mostly leave an organization only after they find another job (Lee and Mowday 1987, 722).

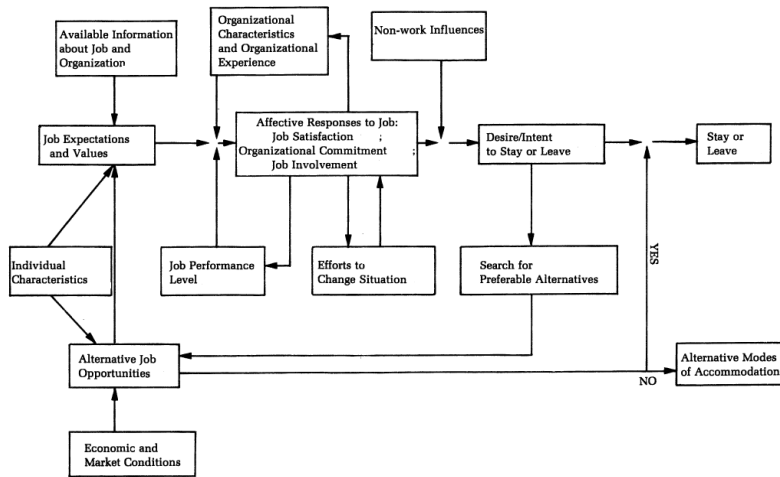
They also hypothesized that job expectations and values are influenced by- (a) available information about job and organization, conceptualized as "degree of complete information". (Steer and Mowday 1981, 243), (b) individual characteristics, and (c) alternative job opportunities. Further, alternative job opportunities were seen as influenced by (a) economic and market condition, and (b) individual characteristics (Lee and Mowday 1987).

Steers & Mowday (1981) shows one similarity with Price's (1977) -Causal model is that they both talks about interaction between intent to leave and opportunities for the final decision to stay/quit. Apart from that, Steers and Mowday made the model not only more complex than previous models but also more advanced. Unlike Mobley (1977), Steers and Mowday (1981) is very detailed about the determinants of job satisfaction and other affective responses. One noteworthy difference between these two models is that Mobley advocates intention to quit follows search for alternatives, whereas Steers and Mowday (1981) theorizes that search for alternate follows intent to quit (Lee and Mowday 1987, 724). The latter model is similar to expanded version of Mobley (1977).

A number of studies has tested this model have shown partial support for the model (e.g., Hom, Griffeth & Sellaro, 1984). Lee and Mowday (1987) tested the complete Steers & Mowday model and reported partial support. Most of the antecedents to turnover in the process were related to one another, and the intent to leave explained 6 percent of the variance in employee turnover. Nevertheless, the model has given several unique aspects, such as recognition of job

attitudes (organizational commitment & job involvement) other than job satisfaction in turnover process; introduction of job performance levels as an influence on affective responses; introduction of new individual, job and organization related constructs and such.

**Figure 2: Steers & Mowday (1981) Turnover Model**



Source: Lee and Mowday (1987): 723

### **(3).Sheridan & Abelson (1983)-Cusp Catastrophe model.**

Catastrophe theory, a branch of mathematics, offers a phenomenological model for describing a variety of discontinuous events in the physical, biological, behavioral sciences and others had been used to explain the employee turnover model by Sheridan & Abelson (1983) & Sheridan (1985). The purpose of these studies was to extend the application of catastrophe theory on the employee withdrawal process. Bluedorn (1982a) defined withdrawal as a reduction in the employee's socio-psychological attraction or interest in the work organization. Employee withdrawal is associated with dysfunctional employee behaviors such as declining performance, frequent lateness, absenteeism, strikes and culminating in voluntary turnover/terminations. In other words, there are different stages of withdrawal behavior.

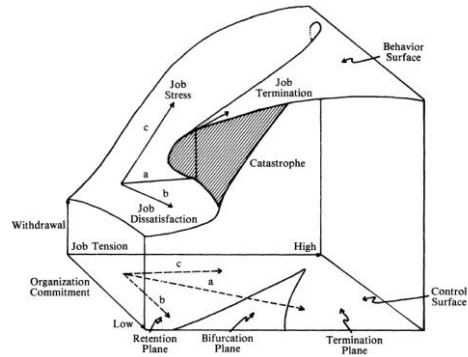
It is to be noted that, original model was given by Sheridan & Abelson (1983). Sheridan (1985) further extended the model with some new control variables and more detailed withdrawal behavior outcomes.

The model explains how a continuous change in control variables, such as job tension and exchange commitment (Sheridan & Abelson 1983) and job tension and group cohesion (Sheridan 1985) affects the discontinuous change in withdrawal behavior, such as from retention to termination state of behavior. The model suggests that withdrawal, to the point of termination, is not a continuous linear function of any control variables.

In cusp-catastrophe model, there are two surfaces (see Figure 3) viz., behavior surface and control surface. *Behavior surface* describes set of three paths that shows the movements of individuals with withdrawal process.

Path “a” –shows transition from retention to termination. Model says employee follow “delay rule” i.e. tend to stay in one particular state of retention for as long as possible. Increase in job tension leads to job stress and decline in commitment leads to job dissatisfaction. Thus, when job tension increases and commitment declines, it brings employee to a level known as hysteresis zone (represented as a fold in the behavior surface). This region represents a state of disequilibrium in which the employee is about to change from retention to termination.

**Figure 3: Cusp- Catastrophe model (1983) of employee turnover**



Source: Sheridan & Abelson, 1983:421

Until and unless these measures of control variables have not reached to hysteresis zone, employees stay showing various other withdrawal behaviors.

Path “b” – shows low job tension but declining commitment, gives job dissatisfaction but since there is little job tension it does not reach to the hysteresis region.

Path “c” –shows high job tension but high commitment, which gives job stress to employee but since it did not reached hysteresis zone, it does not lead to termination.

When trace of the fold of hysteresis zone is projected on control surface, it is named as bifurcation plane. The model hypothesizes that when an individual approaches the fold region, control variables which have been changing slowly and smoothly till now, even small changes in these variables can result in discontinuous change from retention to termination i.e., termed as divergence property (Sheridan & Abelson, 1983). On either side of the bifurcation plane is retention & termination plane and altogether they constitute *control surface*.

Sheridan(1985) explains the three plains from the figure as follows:

Bifurcation plane- low density region represents a disequilibrium, where both staying and quitting is possible for employee.

Retention plane- high density region, where employee staying in the job is highly probable.

Termination plane- high density region, where employee leaving the job is highly probable.

Overall, the model suggests that withdrawal till the job termination is not a continuous linear function of either tension or commitment. Whereas, terminations occurs as a discontinuous change in withdrawal behavior only after the bifurcation level has been exceeded.

To support their study, Sheridan & Abelson (1983), conducted a study on nursing employees and almost all the hypothesis were accepted. Also, to show it's superiority over continuous linear model, they conducted a test and declared that catastrophe model has higher predictive ability (overall 84%) than continuous linear model (overall 70%) Sheridan (1985) also reported higher predictive accuracy i.e. 86% for new employee compared to 58% predictive accuracy for a linear interaction model.

No doubt, this model offers is more than the prior models and also, it gives a different direction from traditional model linear thinking to recognizing turnover as a discontinuous dynamic phenomenon.

#### **(4) Jackofsky (1984)-Integrated Process Model**

It is a conceptual model (see Figure 4) which attempted to integrate the job performance with the turnover process. Alike many other process models (e.g., Mobley 1977; Mobley, Griffeth, Hand & Meglino 1979) this model has taken the concept from ease and desirability of movement hypothesis from March & Simon (1958) (Jackofsky 1984, 75). March & Simon's model specified that employee turnover is influenced by two major factors, 'perceived desirability of movement' operationalized as job satisfaction and 'perceived ease of movement' operationalized as number of extra organizational alternatives perceived (Morrett *et al.* 2001). This model predicts job turnover,

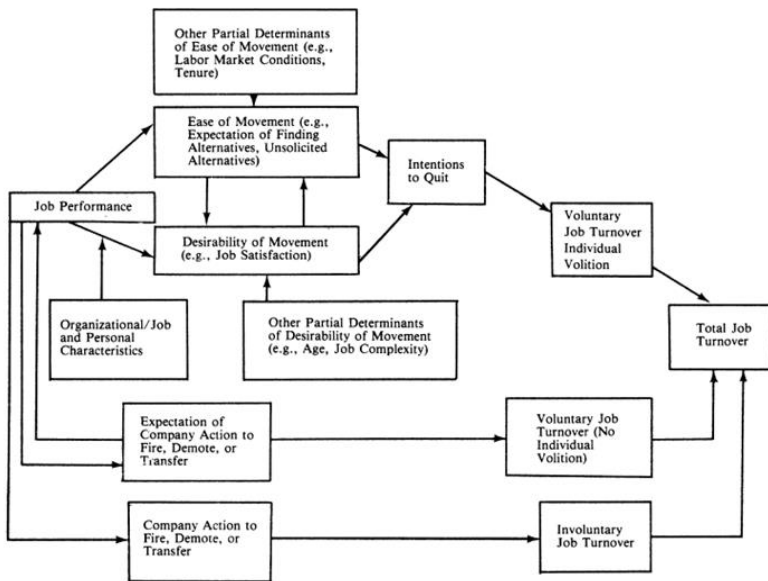
which includes movement between and within organizations, rather than predicting organizational withdrawal.

Other than that, Jackofsky model also have three obvious differences with March & Simon's model. First, in present work, perceived ease of movement is influenced by extra-organizational as well as intra-organizational alternatives (Jackofsky 1984, 75). Whereas, in March & Simon's work intra-organizational alternatives is given as precursor of 'perceived ease of movement'. Second, Jackofsky hypothesized that performance have an impact on perceived and desirability of movement. Some additional partial determinants are also given a place in the model, such as personal characteristics on the ease of movement side. Third difference is of the source of motivation to leave a job or an organization. March and Simon states that job dissatisfaction is a direct motivation to withdraw, whereas the current model argues that motivation to leave may come from either job dissatisfaction or from alternative (or ease) side of the model. An employee may feel motivated to leave if an unsolicited job offer is offered. Lastly, voluntary turnover (with or without individual volition) as well as involuntary turnover is also a part of the study.

However, a major approach taken in this model is how performance is related to turnover. Since, some of the earlier studies found negative relationships such as, Giese and Rutter (1949); Farris(1971); Stumpf and Dawley (1981) and others found a positive relationship such as, Price (1977); Allison(1974); Bassett (1967). Whereas, some studies found a sign of 'no relationship' between performance and employee turnover, such as, Martin, Price & Mueller (1981). In the model, performance is hypothesized to have a relation with- (a) voluntary turnover (individual volition) through its precursors, i.e., perceived desirability (job satisfaction) and perceived ease of movement (perceived alternatives) , and (b) voluntary (no individual volition) and involuntary turnover, discussed below:

(a) This model argues to have an indirect relationship between job performance and job satisfaction/dissatisfaction, where job satisfaction impact desirability of movement, which in turn effect intent to quit and voluntary turnover (with individual volition or free-will). It hypothesizes that with the involvement of certain moderators job performance is related to turnover. Moderators include job related stimuli, such as performance related reward, leader behavior, individual differences. For example, good job performance leads to equally good reward (moderator) followed by job satisfaction

**Figure 4: Jackofsky (1984) Integrated Process Model**



Source: Jackofsky, 1984: 78

Also, it hypothesizes that relation between job satisfaction and voluntary turnover is mediated by job performance. Since it's easy for a high performer to actually quit if dissatisfied, makes the relationship between satisfaction and turnover stronger than for low performer (Jackofsky, 1984:79).

Further, it is hypothesized that performance and ease of movement (or perceived alternative employment) has a direct

and positive relationship. High performers or star employees are believed to always have offers from competitors, which makes easy for them to leave.

(b)The model hypothesizes performance to have impact on involuntary turnover, since low performers can be transferred or fired( forms of involuntary turnover) (Wanous, Stumpf & Bedrosian 1979). Apart from that, low performance can lead to voluntary turnover (but with not employee's free will), because of expected threat of company action. Though such turnover might be called as involuntary, since it's not an individual choice to leave, they leave to avoid negative remarks in his career (Jackofsky, 1984).

Undoubtedly, the most remarkable effort of this model is to focus on the role of job performance in actual turnover in detail. Also, rather than just using the ease of movement, as a variable interacting with other job attitudes to decide actual turnover, like all other prior models, it made a point that it can also be a source of motivation for employee to leave.

### **(5).Lee and Mitchell (1994)- Unfolding Model**

Unfolding model of Lee and Mitchell (1994) is a representation of four possible decision paths, which may lead to employee voluntary turnover of employees. The research on prior models (e.g. Mobley, 1977; Steers & Mowday, 1981) had explained only a small portion of variance of actual employee turnover (Lee & Mitchell, 1994). These facts suggested that many employees leave the organization in ways not specified in prior models (Lee and Mitchell 1994, 56). Lee & Mitchell proposed unfolding model, which suggests paths that employees use to leave, that have not been discussed in the literature.

The model is based on Beach's (1990) generic decision making model, *image theory*, to understand the turnover decision process made by employee. Image theory says that people are constantly bombarded with information or decision options or alternatives (e.g. job offer) that could bring changes



in behavior (i.e. leaving for another job), however, the status quo or present state (continues current job) continues. To accomplish this, two-step decision process is followed: (a) Screening, which ascertains whether new information or options easily integrate into a set of three specific images: value, trajectory and strategic image. Value image is value and principles that defines a person; trajectory image is set of goals individual is willing to achieve; strategic image is the set of strategies to be used to achieve these goals. Options which do not fit with these three images are screened out. This is termed as 'compatibility test'. (b) From surviving options, best alternative is chosen (if more than one alternatives). Those bests are/is compared with status quo, to choose better among them. It is termed as 'profitability test' since choice is made for the option which maximizes the benefit.

Lee & Mitchell (1994) proposed four paths, discussed below (see Figure 5):

Decision path 1: It starts with some sort of unusual job related, organization-related or personal events (such as, pregnancy, corporate takeover and such), which is called as *shock* to the system. Shock causes the employee to search for his/her memory for prior decision or rules, referred to as *script* or *decision frame* (Donnelly and Quirin 2006, 60). In other words, a script is a plan of action based on past experiences or social expectations. If the plan of action or script was appropriate in the past, then the script is enacted instantly. *For example, an employee missed the promotion (shock) and he decided to leave the job if missed the promotion again (script). Hence, if missed the promotion again, the employee enact the script and quits automatically.*

If no script is found, then employee shifts to other decision paths. Decision path 1 takes some but very little mental deliberation (Lee *et al.* 1994, 64). Further, Lee *et al.*, (1996) proposed that an expected and non-work related shock initiated path 1.

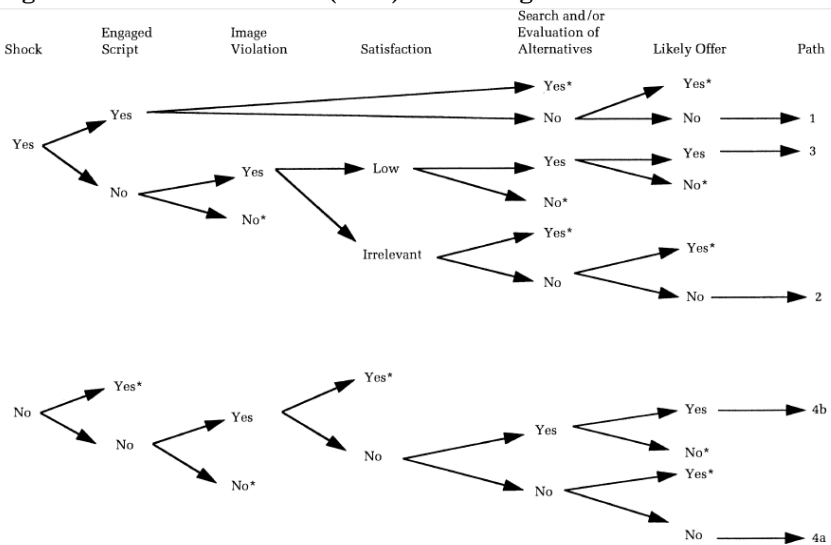
Decision Path 2: Shock to the system occurs, but no script or plan of action is available for the shock, which engages employee in further mental deliberation and he thinks about meaning of shock for the employee and his job. The individual evaluate how well the shock integrates or fits with his images i.e. value, trajectory & strategic images (Compatibility test in image theory) (Donnelly and Quirin 2006, 62). If the shock is not compatible with any of the images, image violation occurs and individual will either change the image or leave the organization. However, if it fits the employee will stay.

For example, a woman who become pregnant unexpectedly (shock), may check whether her images of being competent mother (value), having a career (trajectory) or continuing in her sales position (strategy) is not violated. In case none of it is violated, she will stay (Lee *et al.* 1994, 66).

Path 2 most likely occurs with a negative organizational shock, and it is considered to be so negative that instead of looking at job alternatives employee decide to quit. (Lee et al., 1996: 28) The entire experience in decision path 2 may develop into the script, which can be used for similar shock for decision path 1 (Lee *et al.* 1994)

Decision Path 3: Like decision path 2, shock elicits a search for script and in absence of one, individual evaluates the compatibility or fit between shock and his/her images.(Compatibility test) .A judgment of “not compatible” produces some disaffection with the job and unlike path 2 this prompts a search for alternatives. Given alternatives in hand, employee evaluates the fit of his images with the specific alternatives.

**Figure 5: Lee and Motchell(1994)-Unfolding model of turnover**



<sup>a</sup> This figure includes the changes to the unfolding model added for the present study.

<sup>b</sup> An asterisk (\*) indicates that the route is not classifiable and that it represents a theory falsification—a way in which an individual could leave an organization that would not be part of one of the model's paths.

Source: Lee et al., 1999: 451

Even if one of the images is not a fit, the alternative is dropped, whereas it survives for the next stage of judgment if it fits with all three images.

Next, either one or more than one alternative survived the last stage of judgment is compared to the experienced position (or status quo) and the one providing maximum benefits is chosen (Profitability test) (Lee et al. 1994, 67).

*For example, a woman has been mentally harassed by the boss (shock), produces some disaffection with the job (misfit between images & shock). Hence, she starts looking for alternatives and when alternatives located, they are evaluated with respect to 3 images. One survive the minimum acceptable criteria (compatibility test) is compared to current employment situation. If current employment is better, she stays; otherwise she leaves. Decision path 3 most likely occurs with job-related shocks (Lee et al. 1996)*

Decision Path 4: This path begins with job dissatisfaction. Overtime, either the organization or the 3

images of the employee changes, such that job is no longer fits with the value or trajectory images. *For example, a woman (a mother) working in an organization is offered an excellent work-life balance policies but with time organization changed its work-life balance policies. This brings woman to a state where her value image (being a good mother) is violated which dissatisfies her followed by quitting the job.*

Due to lack of fit, it causes job dissatisfaction, which may be diverged into: (a) Direct resign, without considering the alternatives (Decision path 4A) (b) Initiation of job search, evaluation of alternatives compatibility and so on, just like decision path 3 (Decision Path 4B) (Lee *et al.* 1994).

Mitchell, Wise and Fireman (1996) tested the unfolding model and demonstrated that 63 percent of the sample followed one of the paths of unfolding model, which increased to 92.6 percent after specific modifications proposed by Mitchell *et al.*, (1996). Lee *et al.*, (1999) gave similar kind of results. In a study, Donnelly and Quirin (2006) extended the work of unfolding model by involving quitters as well as stayers (who thought to quit but ultimately stayed). The study demonstrated 86 percent of the sample leaving through one of the paths.

## **Conclusion:**

Till date, several models of turnover have been given; some explains why employees leave, some explains how employees leave. Yet, no universally accepted model for any of these is present. But some of the models have made some remarkable contributions to the area of employee turnover, which helped to understand the behavior of employees towards quitting and staying in the job. The present theoretical study discusses the early process models of turnover to enhance the understanding of the past for the future aspirants in the area. Due to limitations of study, period between 1975 and 1995 is only considered.

Mobley (1977)- Intermediate Linkage model, is the first process model discusses ,explains the process by which a dissatisfied employee leaves the job. It highlighted and linked all the variable comes in between the first encounter of job dissatisfaction and actual staying or quitting in the job. Second model discussed is Steer and Mowday (1981)-Turnover model discussed the role of job attitude, other than job satisfaction mediated by non-work influences. Steer & Mowday (1981) was one of the early turnover model responsible for the introduction of non-work variables and many other items, such as available information about job and organization, efforts to change situations. Third discussed model is Cusp Catastrophe model of Sheridan and Abelson (1983) explains how change in control variables affects the discontinuous change in withdrawal behavior. According to this model, change from retention to termination state of behavior happens only when a threshold value of control variables or bifurcation plane is reached. Jackofky (1984) Integrated Process model discussed how job performance is related to voluntary or involuntary turnover in detail and is the fourth model discussed in the study. Whereas, organizations or managers are not interested in involuntary turnover (i.e., dismissal, fire), so involuntary turnover part was not seen further in further studies. Last model discussed is Lee and Mitchell (1994)- Unfolding Model of Turnover proposed four paths, can be taken by employee leaving the organization. And the most revolutionary concept introduced by them was three of the paths are initiated by shock and not job dissatisfaction whereas, the fourth path was proposed to be initiated by job dissatisfaction. The paper investigated the past but further studies can be carried out on the recent turnover models, which can help to show the increasing complexity of models, if any, and the major differences between the early and recent models. Though the models discussed above have unique features but few commonalities found between these models were such as over emphasis on one single variable, which was a part of all

the studies i.e. job satisfaction. Most of the studies were conducted on nurses or hospital employees, such as Sheridan & Abelson, 1984; Sheridan, 1985; Lee et al, 1996; Mobley, 1997. All the studies considered same variables will influence employee to stay or leave, which may not be true, as supported by Mitchell *et al.* (2001).

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