

THE INFLUENCE OF ORGANIZATIONAL IDENTIFICATION, PERCEIVED ORGANIZATIONAL SUPPORT AND PROTEAN CAREER APPR ON TURNOVER INTENTION – A CASE STUDY AT SMES IN VIET NAM

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Abstract

It is obvious that employee turnover is of great importance to organizations. There are many reasons for this, among which are high costs in the recruitment and training of new staff. Organizational productivity is also one of the challenges that arises from employee turnover. In the case of SMEs, the cost of high turnover rate is even higher as employees with knowledge and competence are the key assets and it strongly affects the core business activities of the companies. However, the retention of qualified employees has become a challenge for SMEs' management in recent years.

There has been a huge amount of literature concerning turnover intention and investigations into its causes are abundant. The commonly-mentioned causes are low salary, workplace conflict, work pressure, boring routine task, etc. This paper is targeted at finding new concepts in literature regarding Turnover Intention and developing a new model of the influence of certain factors on turnover intention including Organizational Identification, Perceived Organizational Support and Protean Career Approach.

The research shows that there are positive influences of Organizational Identification and Perceived Organizational Support on Turnover Intention while Protean Career Approach negatively affects Turnover Intention. This offers practical implications for SME's management in the way that they should foster higher Organizational Identification and Perceived Organizational Support and pay particular attention to those with good Protean Career Approach by giving them higher expectation and brighter career vision.

Key words: SME, Organizational identification, Perceived Organizational Support, Protean Career Approach, Turnover Intention.

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1. Introduction

One way to better understand employee turnover in organizations is to examine the various literature reviews that have appeared over time. The first formal reviews on turnover are the work of Brayfield and Crockett (1955) and Herzberg et al. (1957), which both found evidence of a significant relationship between employee dissatisfaction

and subsequent turnover. Shortly after this, March and Simon (1958) introduced (a) the perceived desirability of leaving the organization and (b) the perceived ease of movement from the organization, which largely affect turnover. Lefkowitz (1971) pointed to (a) the employee's initial job expectations concerning the nature of the job; (b) job satisfaction; (c) the physical work

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environment; (d) financial compensation; (e) intrinsic aspects of the job; and (f) supervisory style and work-group dynamics as factors that influence turnover. Porter and Steers (1973) argued that satisfaction related to turnover; major influences on turnover found in person, job, work environment, and organization-wide factors, importance of met expectations. Price (1977) examined various ways in which turnover was defined and measured. He concluded that turnover was influenced by dissatisfaction plus opportunity to leave. He also considered organizational outcomes of turnover. Mobley et al. (1979) concentrated on several variables in determining turnover which included age, tenure, overall satisfaction, job content, intention to stay, and organizational commitment. Mobley hypothesized that dissatisfaction led to thinking of quitting, intention to search, intention to stay or leave, and finally, actual turnover.

Mowday, Porter and Steers (1982) suggested that an employee's intent to leave can influence subsequent turnover in at least two ways. First, it may cause turnover fairly directly, which means some people decide to leave their jobs even when alternative jobs are not available. Second, an employee's intent to leave may further influence actual turnover indirectly by causing the employee to initiate search behavior for preferable alternative jobs. This is to emphasize that turnover intention is an important step preceding actual turnover.

The present study tries to review the literature related to the framework of the study for turnover intention, the methodology utilized for data analysis and discussion of recommendations. The survey was carried out in Ho Chi Minh City, aiming at the SMEs. The use of a quantitative survey

in which appropriate sampling procedure was carried out allowed the researcher to make inferences about turnover intention of employees. The pilot study was firstly done to modify the questionnaire into a clearer and more understandable one for respondents. After completion, the questionnaires were distributed personally to 300 employees working at SMEs.

2. Research objectives

The purpose of this study is to find out the intentions of employees to quit a job in SMEs in Viet Nam. More specifically, it is targeted at measuring the influence of various factors (including Organizational Identification, Perceived Organizational Support, Protean Career Approach) on their turnover intentions. The effort is made to help SMEs' management in the retention of their qualified employees.

The study is targeted at addressing the following questions:

Question 1: How does Organizational Identification affect Turnover Intention?

Question 2: How does Perceived Organizational Support influence Turnover Intention?

Question 3: How does Protean Career Approach affect Turnover Intention?

3. Literature review

Turnover Intention

Turnover intentions, or intentions to quit a job, have been found to be one of the best predictors of actual quitting (Griffeth *et al.*, 2001). In a study by Mobley *et al.*, (1977), it is presented in the withdrawal decision process that thinking of quitting a job is the next logical step after experiencing dissatisfaction and that is called "intention to leave". According to Wanous (1979), the reason for job quitting

is originated from both the employees and the employer and is categorized as either voluntary or involuntary. Under this research, voluntary turnover is chosen for discussion, and turnover intentions, not actual turnover, will be the dependent variable.

Jenner and Taylor (2000) categorize voluntary turnover in the following four ways:

- *Outside factors*: An employee leaves an organization for reasons unrelated to work, such as illness, moving out of town, or aspiring to other goals;

- *Functional turnover*: Both employee and employer are willing to accept this kind of turnover. For example, someone may feel uncomfortable with an organizational culture and have poor performance;

- *Push factors*: Employee is dissatisfied with work or the organizational leadership style, leading to unwanted turnover for the employer, because this employee may have outstanding performance; and

- *Pull of rivals*: Competitors have better conditions to attract employees to leave organization.

Braham (2005) proposes seven reasons that make employees leave an organization:

- Job duties or workplace conditions are not as anticipated;

- There is a mismatch between job and person;

- Too little coaching and feedback are provided;

- There are too few growth and advancement opportunities;

- The employee feel devalued and unrecognized;

- The employee experiences stress from overwork and work-life imbalance;

- There is a loss of confidence in senior management.

Organizational Identification

Organizational identification can be described as a way to explain the relationship between employees and the organization they work for. Organizational identification is 'the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) of which he or she is a member' (Mael and Ashforth, 1992, p. 104).

Foote (1951) is one of the first people who uses the term "identification" in an organizational context. Foote describes Organizational Identification as "appropriation of and commitment to a particular identity or series of identities" (p. 17). It can be seen from his view that Organizational Identification reassures an individual as a member of the organization and motivates him or her to act on behalf of the organization. Therefore it can be concluded that Foote uses self-conception as part of the definition of Organizational Identification and he emphasizes identification as a basis for motivation.

A different conceptualization of organizational identification is introduced by Cheney (1983) and developed further by Cheney and Tompkins (1987). Cheney's (1983) defines organizational identification as "an active process by which individuals link themselves to elements in the social scene" (Cheney, 1983, p. 342). Then, O'Reilly and Chatman (1986) define identification as the process of "an individual accepting influence from a group (organization) in order to establish and maintain a relationship".

Each approach has its own emphasis. In general, they have a common point in the identification of one 'self' with the organization. However, it seems that the approaches mentioned above include different psychological states of individuals. In turn, this makes it difficult to define organizational identification as a unique construct.

Although differences are clear, all definitions described above show some kind of overlap. The main similarity is the linkage between the self and the organization and the definition of oneself in terms of the characteristics of the organization. Furthermore, for the individual, identification means that elements of the organizational characteristics to some extent become part of their own self-concept.

Several positive attitudes and behaviors (Ashforth and Mael, 1989; Mael and Ashforth, 1992) are linked to Organizational Identification. The most often researched consequences are: intention to leave the organization, extra-role behavior, in-role and extra-role performance, and absenteeism (Riketta, 2005; Riketta and Van Dick 2005). Moreover, they also proposed that the consequences of identification should include support for the organization and social attraction to in-group members. These should be associated with increased willingness to remain within the organization. It follows turnover intention should be negatively related to Organizational Identification (Abrams, Ando, & Hinkle, 1998; Abrams, Frings & Randsley de Moura, 2005).

Since Organizational Identification is linked to positive group membership and support of organizational goals, employees with strong organizational identification are

more likely to stay with the organization (e.g. Scott, et al., 1999). In other words, they have a lower intention to leave the organization (Van Dick et al., 2004; Van Dick, Wagner and Lemmer, 2004).

Hypothesis 1: Organizational Identification is negatively associated with Turnover Intention.

Perceived Organizational Support

Employees are usually practical. They are generally interested in whether management is ready to make changes in favor of their benefits and working conditions. They regard the organization as a source of socio-emotional resources such as respect and care, tangible benefits such as salaries and medical benefits, etc. The high evaluation by the organization indicates that the employees are noted and rewarded.

Organizational support is conceptualized as an environment in which the needs of the employees are of the same importance as the goals of profit (Cropanzano, Kacmar, and Bozemen, 1995). It is viewed as the perception that the organization cares about and values individuals within the organization (Howes, Citera, and Cropanzano, 1995). Organizational support is also seen as employer commitment to the employee (Shore & Shore, 1995). Therefore, this type of environment naturally leads to the increase in employee commitment to the organization.

Perception is an important aspect of organizational support. An individual may perceive whether his or her work environment is supportive or not. This explains the reason why there is the concept of Perceived Organizational Support. Perceived Organizational Support is the degree to which

employees believe that their organization values their contributions and cares about their well-being (Eisenberger, Huntington, Huntington, & Sowa, 1986; Rhoades & Eisenberger, 2002).

Perceived organizational support is an important factor in how an employee feels about the organization that he or she belongs to. It is the extent to which an employee perceives how the organization cares about and values its employees. In this thesis, the approach of Eisenberger, Huntington, Hutchison, and Sowa is chosen.

Organizational support theory (Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) maintains that employees form a general perception and expectancy concerning the evaluation by the organization of their contributions and its cares about their well-being. Such perceived organizational support will increase employees' willingness and readiness to help the organization reach its objectives.

According to Eisenberger, Huntington, Hutchison, & Sowa (1986), Perceived Organizational Support reduces absenteeism. It helps increase the employee's affective attachment to the organization. It also raises his or her expectancy that the organization will reward them for their effort in achieving the organization's goals, which is called effort-outcome expectancy. By increasing effort-outcome expectancy and affective attachment, employee's beliefs in the organizational support have positive effect on work attendance and work performance (Eisenberger, Huntington, Hutchison, and Sowa, 1986). In response to the positive treatment by the organization, the

employees may feel obligated to work harder toward the organization's goals (Eisenberger, et al, 1986; Wayne, Shore, and Liden, 1997). This behavior becomes reciprocal as the organization will provide more support when the employee completes work in fulfillment of organizational goals (Shore & Shore, 1995). Those who identify high perceived organizational support are more likely to stay with the organization as they feel this as their obligation to work for the organization.

Hypothesis 2: Perceived Organizational Support has negative effect on turnover intention of employees.

Protean Career Approach

As organizations are facing the current highly volatile and unstable environment, they must adapt themselves to be smarter and swifter enough to market conditions to exist. Similarly, employees must be equally flexible and adaptive. This new orientation has been termed the "Protean Career Approach".

Under the new approach, the psychological contract between employer and employee no longer means a guarantee of lifetime employment and steady career advancement (e.g. Arthur & Rousseau, 1996) since in response to fast-moving globalization, competitive pressures and rapid technological advance, companies must be smart enough to exist. It can be implied that individuals must take active role to create career options that allow them to realize their personal career goals and ensure their employability (Hall & Moss, 1998). New career patterns are therefore emerged for an individual to capture the new changing nature of careers, which emphasizes self-direction and values-driven predispositions (Briscoe, Hall, & DeMuth, 2006).

Protean career is first introduced by Hall in 1976. He defines this orientation as follows: "The protean career is a process which the person, not the organization, is managing. It consists of all of the person's varied experiences in education, training, work in several organizations, changes in occupational field, etc. The protean person's own personal career choices and search for self-fulfillment are the unifying or integrative elements in his or her life. The criterion of success is internal (psychological success), not external." (Hall, 1976, p. 201).

Baruch (2004: 71) described the protean career as: "a contract with oneself, rather than with the organization" since individuals "take responsibility for transforming their career path, in taking responsibility for their career". Hall (2004) and Hall and Chandler (2005) propose hallmarks of a protean orientation including freedom and growth, professional commitment, and the attainment of psychological success.

It can be seen from the above-mentioned definitions that protean career is an approach where an individual takes charge of their career path rather than the organization. Those who have protean career approach highly value growth and freedom. They define career success in terms of psychological criteria with examples of job satisfaction, self-actualization, personal accomplishment and a feeling of fulfillment (Hall & Chandler, 2005; Hall & Mirvis, 1996). This approach is in basic contrast with traditional view in which career success is defined in terms of external criteria such as promotion, salary and occupational status.

From Hall and his colleague's arguments, it can be concluded that protean careerists

are more intrinsically motivated since they find opportunities to challenge themselves. Individuals who have a more traditional career attitude tend to be passive in managing their career while individuals with a protean career attitude take more active role in making their career choices and finding opportunities (Hall, 1976, 2002). In this thesis, the approach introduced by Hall (2006) is chosen for further analysis.

Based on the preceding definition, it could be explained that the protean career concept describes a particular individual orientation to his or her career. Clearly, not everyone has this orientation to their career. There are still some people who prefer having a long career in a particular organization and exert their best effort in achieving promotions, higher pay, and greater power. However, individuals with protean orientation are more motivated by autonomy, personal values and psychological success (Hall, 1976). Protean careerists define career success in terms of psychological criteria with examples of job satisfaction, self-actualization, personal accomplishment and a feeling of fulfillment (Hall & Chandler, 2005; Hall & Mirvis, 1996). They, therefore, take charge of their career path rather than the organization.

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Hypothesis 3: Protean Career Approach is

negatively related to Turnover Intention.

Drawn from the above-mentioned review of literature and argument, the hypothesized models under the present study are pictured as follows:

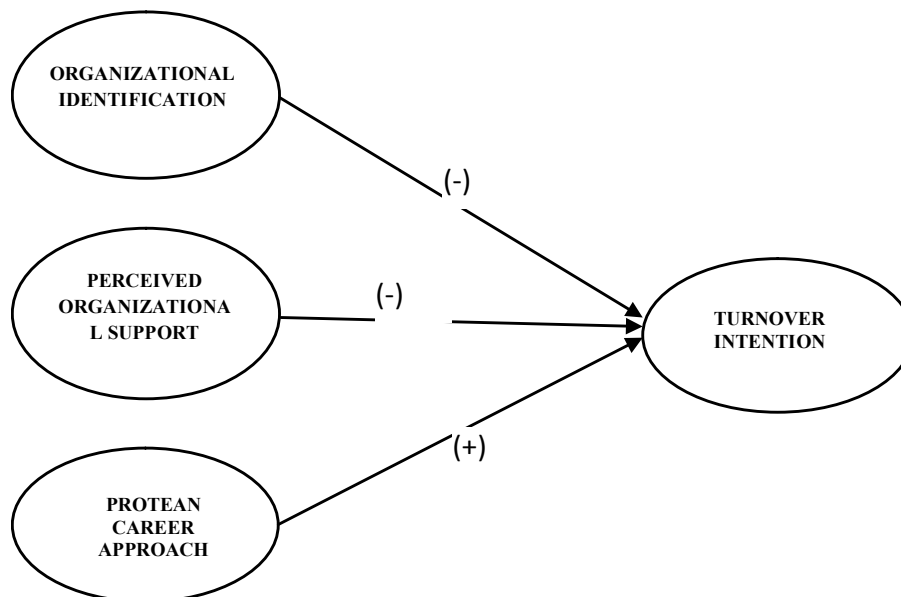
4. Research methodology

Data sample

The non-probability convenience sample was chosen in the present study. The SMEs chosen for data collection must operate

in different fields including tangible and intangible products and they are of different size from small to medium ones. The collection of data was carried out in the format of face-to-face appointment. The questionnaires were delivered and collected from 300 employees working at the chosen SMEs. Of the 300 questionnaires distributed to individuals, 247 were returned. Of the returned questionnaires, 214 (86.64%) were usable and 33 (13.36%)

Figure 1: Hypothesized Research Model



were excluded from the analysis for one of three reasons: (a) the survey questionnaire was returned unanswered, (b) more than 50% of survey items were unanswered, and (c) the same answer for all items.

Methods of data analysis

Based on the questionnaires collected, all analysis were conducted using Excel, SPSS Statistical Software version 16 (Statistical Package for Social Science) for Windows and CFA analysis (Confirmatory Factor Analysis) with Amos 16 (Analysis of Moment

Structures). Data description was conducted to present an overview of respondents' socio-demographic in this survey. Control variables were added in the model so that the researcher could compare the differences between the two models with and without control variables in making use of different factors for predicting the dependent variable (Turnover Intention)

Data screening

Pilot tests were run before the actual interview and the questionnaire was revised thereafter. The author also reviewed the

reverse-scored questions by Excel to double check if they were logically answered.

Moreover, prior to analysis, all the variables were examined through various SPSS programs for accuracy of data entry, missing values, and fit between their distributions. Through SPSS descriptive statistics, minimum and maximum values, means, standard deviations, missing data, skewness, and kurtosis of each of the variables were calculated. The minimum and maximum values, means, and standard deviations of each of the variables were inspected for anticipated range and distribution.

Multivariate normality is examined through univariate distributions (Kline, 2005). In large samples (200 or more), univariate distribution is assessed by looking at the value of the skewness and kurtosis statistics associated with each of the items (Field, 2005; Kline, 2005). The values of skewness and kurtosis are zero in a normal distribution. The further the value is from zero, the more likely the data is not normally distributed (Field, 2005). Extreme univariate nonnormality exists when absolute value of skewness index is greater than 3 and absolute value of kurtosis index is greater than 5 (Kline, 2005).

5. Data analysis results

Data cleaning

Totally, there were 247 responses received from the survey. Not all responses were fully completed. Specifically, 9 (3.7%) questionnaires were returned unanswered, 17 (6.9%) responses were answered but with less than 50% of the survey items, 7 (2.8%) responses were returned with the same answers for all items. Checking data of the open socio-demographic questions and

reverse-scores items did not show illogical or unclear answers. A total number of 214 responses (86.6) were used in the procedure of data analysis.

Normality check

The normality check shows that the skewness and kurtosis measures for all items were below thresholds of 3 and 5 respectively (Kline, 2005). This indicated no major problem for the normality of variables, which was in line with the assumption of multiple regression. Therefore, the author proceeded with other analysis steps.

Reliability of the measurements

Reliability analysis revealed Cronbach Alpha of larger than .70 for all 4 variables. According to Nunnally (1978), a Cronbach alpha of $\geq .70$ is acceptable. Specifically, Organizational Identification was measured by 6 items (C7 to C12) and had a Cronbach Alpha of .915. Perceived Organizational Support was measured by 6 items (C1 to C6) and had a Cronbach Alpha of .934. Protean Career Approach was measured by 7 items (C30 to C37) and had a Cronbach Alpha of .726. The dependent variable Turnover Intention was measured by 5 items and had a Cronbach Alpha of .892.

Table 1: Summary of Cronbach Alpha measures across variables

No.	Variable	Abbreviation	Cronbach Alpha
1	Organizational Identification	OI	.915
2	Perceived Organizational Support	POS	.934
3	Protean Career Approach	PCA	.726

4	Turnover Intention	TIN	.892
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Confirmatory factor analysis (CFA) for Organizational Identification, Perceived Organizational Support, Protean Career Approach and Turnover Intention

The hypothesized first-order CFA model of Organizational Identification, Perceived Organizational Support, Protean Career Approach and Turnover Intention was designed to test the relationships among the independent variables and the dependent variable under the present study. The hypothesized Model was shown in Figure 2. Twenty-four indicators were utilized for the testing.

Overall fit

The results of the CFA Model indicated

that it was a poor model to fit the sample data. Table 2 presented goodness-of-fit results of the hypothesized first-order 24-indicator CFA Model and the modified first-order 20-indicator CFA Model. Further improvements were needed. Due to the fact that most goodness-of-fit indexes did not reach the thresholds, some adjustments were made to improve the model. Firstly, according to standardized regression weights analysis (factor loading), three items' values were much lower than .50 (C13 (.365), C16 (.389), C21 (.369)), which means these items were short of convergent validity. For this reason, C13, C16 and C21 were deleted from the initial model. Secondly, modification indices (MI) showed the misspecified error variance between err18 and err20 (MI=11.5) was larger than others, which means that these two items have a high degree of overlap

Table 2: Assessing Fit Indices

Goodness-of-fit indices		Hypothesized Model	Modified Model	Desired range of values for a good fit
Absolute Fit Indices				
Minimum Fit Function Chi-Square	χ^2	580.760 (p=.000) 246	342.438 (p=.000)	$p > .05$
Degrees of freedom	df	2.361	164	≥ 0
Chi-Square/Degrees of Freedom ratio	χ^2/df	.813	2.088	2 to 5
Goodness of Fit Index	GFI	.080	.882	$\geq .9$
Root Mean Square Error of Approximation	RMSEA		.071	$\leq .08$
Incremental Fit Indices				
Comparative Fit Index	CFI			
Non-Normed Fit Index	TLI	.902	.942	$\geq .95$
	PNFI	.890	.932	$\geq .90$
Parsimonious Fit Indices				
Parsimony Normed Fit Index	PGFI	.751	.772	$\geq .50$
Parsimony Goodness of Fit Index		.667	.673	$\geq .50$

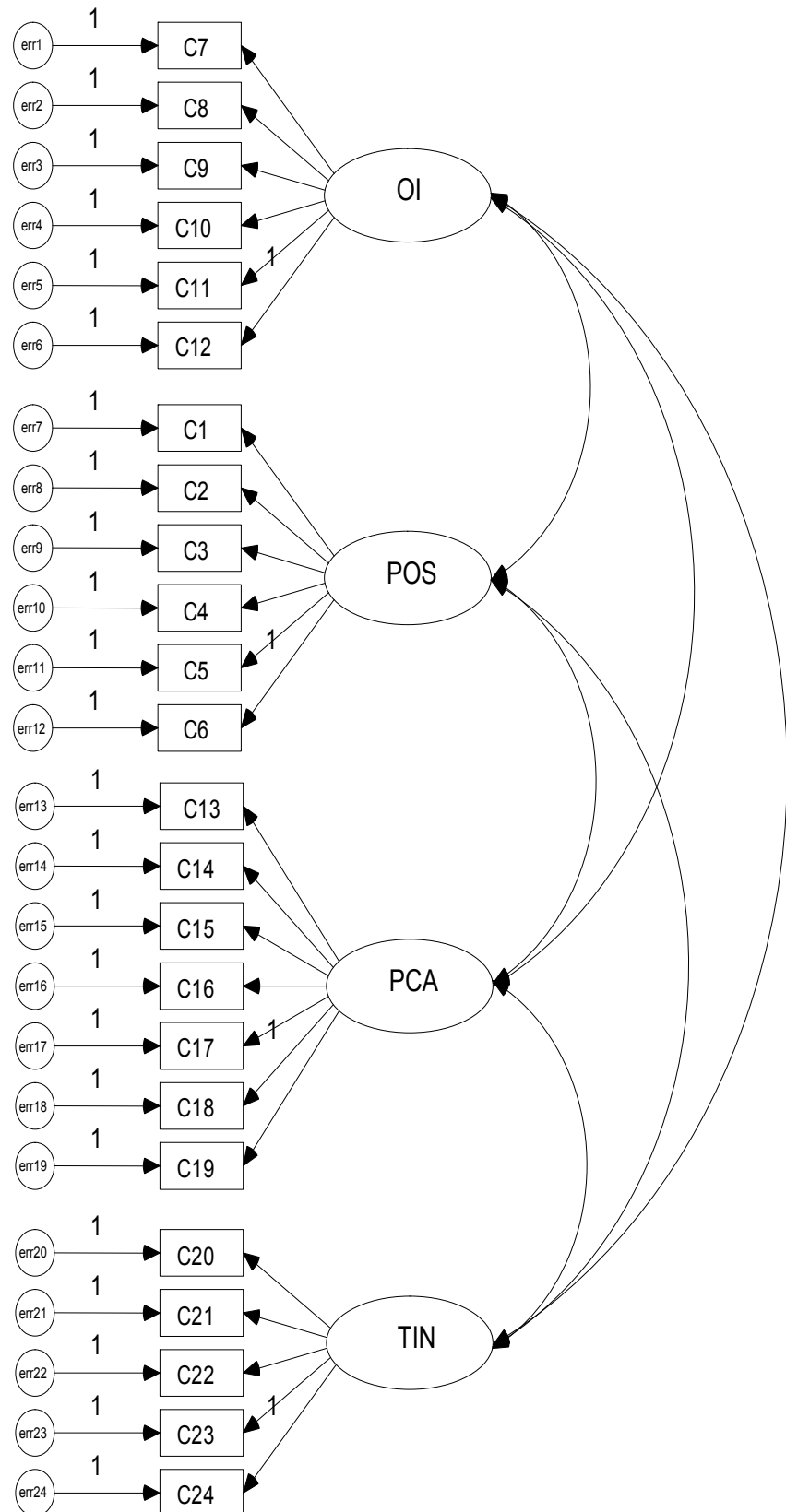
in content. C18 was deleted after comparing the meaning and convergent validity of two items. The modified first-order 20-indicator CFA model was shown in Figure 4-2.

After the removal of the invalid items, the modified first-order 20-indicator CFA Model was transformed into a quite good model for further data analysis. All indices moved towards the thresholds. Specifically, GFI moved from .813 to .882. Although this indices did not meet the desired value of $\geq .9$, it considerably increased to nearly reach the threshold. CFI moved from .902 to .942. This indices was a bit lower than the desired range of $\geq .95$. However, it was much better than the previous figure when it nearly came to reach the threshold. TLI moved from .890 to .932 and all other indices met the expected values.

Correlation analysis

The Table 3 below shows the correlations of the variables included in the present study. As the figures shows the employees' Turnover Intention was negatively associated with Organizational Identification

Figure 2: Hypothesized first-order 24-item CFA Model



($r = -.713$, $p < .01$), Perceived Organizational Support ($r = -.602$, $p < .01$), while Protean Career Approach had positive effect on Turnover Intention of respondents ($r = .191$, $p < .01$). Also, one interesting discovery was found from the Table. It was the positive effect of Perceived Organizational Support on Organizational Identification ($r = .696$, $p < .01$).

Effects of Organizational Identification, Perceived Organizational Support, and Protean Career Approach on Turnover Intention

To test the effect of Organizational Identification, Perceived Organizational Support, and Protean Career Approach on Turnover Intention, multiple regression was utilized. For the initial step, control variables were regressed on respondents' Turnover Intention. With Model 2, Organizational Identification, Perceived Organizational Support, and Protean Career Approach were added to examine how these factors could further explain the dependent variable 'Turnover Intention'. The table showed that

Table 3: Correlation analysis

	Sex	Age	Marital Status	Education	Working years	Tenure	OI	POS	PCA	TIN
Sex	1.000	-	-	-	-	-	-	-	-	-
Age	-.151*	1.000	-	-	-	-	-	-	-	-
Marital status	-.045	-.506**	1.000	-	-	-	-	-	-	-
Education	.080	.467**	-.381**	1.000	-	-	-	-	-	-
Working years	-.109	.874**	-.484**	.446**	1.000	-	-	-	-	-
Tenure	-.051	.698**	-.437**	.353**	.657**	1.000	-	-	-	-
OI	-.035	.219**	-.123	.113	.191**	.173*	1.000	-	-	-
POS	-.020	.135*	-.074	.114	.083	.152*	.696**	1.000	-	-
PCA	.040	.081	-.005	.047	.094	-.026	.028	.015	1.000	-
TIN	-.033	-.134	.126	-.079	-.089	-.067	-.713**	-.602**	.191**	1.000
	Sex	Age	Marital Status	Education	Working years	Tenure	OI	POS	PCA	TIN

*. Correlation is significant at the 0.05 level (2-tailed)

**. Correlation is significant at the 0.01 level (2-tailed)

control variables explained 0.2% variance in Turnover Intention (Adjusted $R^2 = .002$, $F(6,207)=1.086$, $p > .05$). The second model explained 57.4% variance of the independent variables in Turnover Intention (Adjusted $R^2 = .574$, $F(9,204)=32.931$, $p < .01$).

Regarding the magnitude of effects, regression results indicated that no control

variables had significant effect on Turnover Intention (in both models). As shown in Model 2, Organizational Identification ($\beta = -.573$, $p < .01$), Perceived Organizational Support ($\beta = -.214$, $p < .01$) negatively affected Turnover Intention while Protean Career Approach ($\beta = .223$, $p < .01$) had positive effect on Turnover Intention.

6. Practical implications

Firstly, as the research findings illustrate that Organizational Identification is important in predicting Turnover Intention, SMEs' management are recommended to foster this factor to lower employees' intent to leave. The higher organizationally identified the employees' are, the more positive their

support of the company's goals is and therefore the lower their intention to leave the organization is. This implies that SMEs' management should do a better job of building up the company image and success and appreciating employee's contributions and accomplishments.

Secondly, the results show that Perceived

Table 4: Effects of Organizational Identification, Perceived Organizational Support, and Protean Career Approach on Turnover Intention

MODEL SUMMARY

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.175a	.031	.002	1.791
2	.770b	.592	.574	1.170

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.918	6	3.486	1.086	.372 ^a
	Residual	664.297	207	3.209		
	Total	685.215	213			
2	Regression	405.861	9	45.096	32.931	.000 ^b
	Residual	279.354	204	1.369		
	Total	685.215	213			

COEFFICIENTS

No.	Predictor	Model 1			Model 2		
		B	Beta	Sig.	B	Beta	Sig.
1	(Constant)	4.410		.000	6.298		.000
2	Sex	-.179	-.050	.481	-.256	-.072	.124
3	Age	-.055	-.250	.108	-.029	-.131	.199
4	Marital Status	.301	.083	.315	.243	.067	.214
5	Education	-.014	-.004	.960	.059	.018	.738
6	Working years	.033	.127	.378	.013	.051	.587
7	Tenure	.022	.060	.541	.056	.148	.053
8	OI	-	-	-	-.724	-.573	.000
9	POS	-	-	-	-.259	-.214	.001
10	PCA	-	-	-	.393	.223	.000

a. Predictors: (Constant), Age, Sex, Marriage, Education, Experience, Tenure

b. Predictors: (Constant), Age, Sex, Marriage, Education, Experience, Tenure, OI, POS, PCA
Dependent Variable: TIN

Organizational Support is negatively linked to Turnover Intention. The better the employee's Perceived Organizational Support is, the lower their Turnover Intention is. The discussion is clear: this is a two-way procedure in which employee maintenance at the organization derives from the positive treatment of the organization. Therefore SMEs should exert their best effort in supporting their employees by giving the best treatment and showing the highest concern for employees' well-being, goals and values.

Thirdly, Protean Career Approach is likely to have positive influence on employees' Turnover Intention. Those with good protean career approach tend to quit the organization more easily. They strive for independence. They define personal values themselves. And they look for psychological success, which means they think they are successful only when they find satisfaction in job or achieve personal accomplishment etc. They, therefore, take hold of their career path rather than the organization. This, therefore, requires SMEs' management to pay particular attention to those with good protean career approach by articulating promising visions, having high expectation and creating opportunities for them to challenge themselves and achieve success themselves.

7. Contribution of the current study

7.1 For academics

Previous research has reached differing conclusions about the likely role of Organizational Identification, Perceived Organizational Support and Protean Career Approach on Turnover Intention. However, the previous studies were done on one or two specific relationships. The present findings complement previous research on Turnover Intention by using a whole different model by

focusing on the effect of the three independent variables (OI, POS, PCA)) on one dependent variable (TIN).

The research study contributes to the literature of Organizational Identification, Perceived Organizational Support, Protean Career Approach and Turnover Intention by examining and confirming the influences of these various factors on Turnover Intention. The findings are significantly congruent with past research.

7.2 For practitioners

The present study tries to complement previous research by targeting employees at SMEs in Viet Nam by using a different set of various factors in predicting their turnover intention. To some extent this could help contribute to SMEs' better management of their human resource. The inferences from the study will be good lessons for SMEs' management to reduce attrition among employees by developing high Organizational Identification, good Perceived Organizational Support and paying attention to employees' Protean Career Approach.

8. Limitations and Future research

There are several limitations of the study that may warrant further attention in future research.

Firstly, the study was conducted in Ho Chi Minh City. Future research should replicate the study in other areas as well.

Secondly, the study was targeted at SMEs only. Future research should investigate other types of companies as well.

Finally, the sample used in this study offers some limitation. The present study used a non-probability convenience sample, which does not involve random selection

of responding participants. Probability or random sampling is generally preferred over non-probability method as it is considered to be more accurate and rigorous than the other one. In convenience sampling which is a practical non-probability method of sampling, researchers use a group of individuals that is readily available to them (Fink, 1995). The major disadvantage of using a convenience sample is the possibility of having a biased sample. (Fink, 1995). And with such a biased sample, generalizability of the study's results that can represent the target population becomes limited considerably. □

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Appendix

Dear Sir/Madam,

This survey is done by the Foreign Trade University, Ho Chi Minh City. The primary purpose of this study is to improve the understanding of the relationship between employees and their companies and occupations. This questionnaire is **completely confidential**. When you finish, please seal your questionnaire in the envelope provided.

Thank you very much.

A. In relation with your company, to what extent do you disagree or agree with the following statements? Please circle the one number for each question that comes closest to reflecting your opinion about it.

1 = Strongly disagree

5 = Slightly agree

2 = Moderately disagree

6 = Moderately agree

3 = Slightly disagree

7 = Strongly agree

4 = Neither disagree nor agree

I Perceived Organizational Support

1	The organization takes pride in my accomplishments.	1	2	3	4	5	6	7
2	The organization really cares about my well-being.	1	2	3	4	5	6	7
3	The organization values my contributions to its well-being.	1	2	3	4	5	6	7
4	The organization really considers my goals and values.	1	2	3	4	5	6	7
5	The organization shows high concern for me.	1	2	3	4	5	6	7
6	The organization is willing to help me if I need a special favour.	1	2	3	4	5	6	7

II Organizational Identification

7	When someone criticizes the organization, I feel like a personal insult.	1	2	3	4	5	6	7
8	I am very interested in what others think about the organization.	1	2	3	4	5	6	7
9	When I talk about the organization, I usually say “we” rather than “they”.	1	2	3	4	5	6	7
10	The organization’s successes are my successes.	1	2	3	4	5	6	7
11	When someone praises the organization, I feel like a personal compliment.	1	2	3	4	5	6	7
12	If a story in the media criticized the organization, I would feel embarrassed.	1	2	3	4	5	6	7

III Protean Career Approach

- 13 Choosing between two career options, I'll prefer the one I haven't tried yet. 1 2 3 4 5 6 7
- 14 I navigate my own career, according to my plans. 1 2 3 4 5 6 7
- 15 If I have to find a new job outside the organization, it would be easy. 1 2 3 4 5 6 7
- 16 I make my career choices based primarily upon financial considerations. 1 2 3 4 5 6 7
- 17 My focus is on enhancing my employability rather than just the tasks in a job. 1 2 3 4 5 6 7
- 18 I take responsibility for my own development. 1 2 3 4 5 6 7
- 19 I consider a wide variety of possible career moves. 1 2 3 4 5 6 7

IV Turnover Intention

- 20 I plan to quit my present job at the organization as soon as possible. 1 2 3 4 5 6 7
- 21 I would be reluctant to quit my present job at the organization. 1 2 3 4 5 6 7
- 22 I plan to stay on my present job at the organization as long as possible. 1 2 3 4 5 6 7
- 23 As soon as I can find a better job, I will quit at this organization. 1 2 3 4 5 6 7
- 24 I often think about quitting my job. 1 2 3 4 5 6 7

B. And now, a couple of questions about you:

- 1 Your gender: Male Female
- 2 Your age (in years): _____
- 3 Your marital status: Married Unmarried
- 4 Your highest level of completed Education: Bachelor
 Master
 Doctor
 Other:
- 5 Your total experience (in years): _____
- 6 Your tenure in current organization (in years): _____

Thank you very much for your cooperation.