



Empirical Results for Investigating the Impact of Mission Attachment on the Employees' Turnover Intentions

Original Article

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ABSTRACT:

The employees in nonprofit organizations joined them due to their passion for the organization's mission and accomplish it. But a deficiency exists when one evaluates the difference in pay and work conditions which significantly influence the employee's turnover intentions in nonprofit organizations. This tested the traditional theory of mission attachment as the most significant factor for employee's retention in nonprofit organizations with an intention to highlight the role of mission attachment employee's turnover control. A survey was conducted, and a questionnaire was used to analyze the employee turnover intentions of nonprofit organizations over a number of predictors and criterion variables. The multiple regression analyses were run to investigate the influence. The study reported a show positive impact towards the organizations' missions however, appeared with dissatisfaction with from the work conditions which might overrule the decision of the n employee concerning staying only organizational mission. The study finds a positive association between nonprofit work conditions and mission attachment. This led us to conclude the mission still plays a critical role in employee retention and it reduces employee dissatisfaction from the work conditions. Based on findings, implications for stakeholders and future research concerning working conditions have been outlined along with description of limitation.

Keywords: Turnover Intentions, Nonprofit Organizations, Mission Attachment, Work Conditions.





Introduction

Employee turnover is one of the major issue faced by the management of nonprofit human service organizations through the developed and developing countries. The high rate of employee turnover among is one of the main policy challenge for the organizational leadership in the quest for delivering quality services which increases the direct and indirect cost of the services including recurring administrative, hiring, and training costs while connected to service delivering ability. On other hand, loss of knowledge and experience adversely affects the employee morale and performance together with user dissatisfaction from the services (Colton & Roberts, 2006). Unwarranted turnover is considered a major barrier to the high-quality service and satisfaction of the clients. It is believed that employee turnover decreases the performance of an organization, specifically the increased workloads. Similarly, work stress because of turnover leads to declining the quality of service (Baum, 2005) which has serious implications and repercussions organizations as well for the employees. The consequences may be both positive as well as negative, the positive includes improved mobility i.e., horizontal, and vertical, while negative includes the increased work pressure on the employee who do not leave. Krausz, Bizzman, & Weiss (1989), Jamison (2003), Colton & Roberts (2006), and Bright (2007, 2008) have investigated the causes of employee turnover in nonprofit organizations and reported several antecedents relating to turnover yet, most of the factors still needs to be explored for example mission attachment in the satisfaction of nonprofit employees, even though it considered as a key factors for attraction and retention of the employees (Kosny & Eakin, 2007, Jamison. 2003). Brown and Yoshioka (2003) developed and tested four items of mission attachment scale and employee retention and reported that mission do not play vital role in retention of employees due to dissatisfaction of pay and rewards. Although, they ignored other key factors, for example, career advancement, motivation, and workload which are powerful predictors of turnover. Kim and Lee (2007) considered perceived ease of movement, workload, supervision, promotions, pay, emotional exhaustion, and appreciation inter alia the mission attachment for measuring the employee turnover intentions and concluded that nonprofit employee exhibit high level of attachment to the organizational mission, while reported dissatisfaction with pay and career advancement that outweigh the role of mission attachment in restricting the employee turnover intentions (Noordin, 2023; Hayat, Imran, & Taous, 2023; Saadat, Shah, Tauqeer, Ullah, & Fatima, 2023). With this background, the study in hand focuses to highlighting the role of mission attachment in controlling employee turnover. The study was conducted in the capital city Islamabad, Pakistan, where nonprofit organizations are playing important role in community-based initiatives for social and economic development to improve quality of life and alleviate the poverty (Pasha& Iqbal, 2003). However, there is a scarcity of research with the operational sides of nonprofit organizations in the country (Bano, 2008). Therefore, it was imperative to conduct such a study like one in hand with the aim to analyze the extent to which employees of nonprofit organizations in the country perceive their organization's mission as a binding force for them. The study tried to investigate the impact of employee work attitudes, work conditions, and employees' perceived ease of mobility on their decision to stay or leave. This study gives meaningful insight to the literature related to employment issues in the nonprofit organizations in the country, which remained in the backdrop in studies on human resource management, whereas turnover in this area is very high. The current study also adds important value to the concept of employee's retention in this sector emphasizing the intrinsic motivations to manage the turnover leave. The recommendations are expected to be helpful for management to reform and reformulate policies and practices that could leaders to greater motivation and reduces the intention to leave. This study builds an argument to answer the research question. "Do mission attachment is an effective managerial tool in managing the turnover employee's intentions in Pakistani nonprofit organizations?"

Literature Review

Mission Attachment

Employees in nonprofit organizations prefer to work and remain there because of their urge for the mission and want to achieve it. Brookings Institution survey 1.213 on workers in human service reported that employees in nonprofit organizations are satisfied as compared to other fields (Kim & Lee, 2007). Despite several challenges this survey



further reported that satisfaction of workers in nonprofit organizations is attributed an intrinsic reward they get from their work, which are guided by strong values which serve as a base for their involvement in activities. They develop their identity and role being service providers the values inculcated by their organizations (Kosny & Eakin, 2008), this indicate that mission in nonprofit organizations is considered a guiding value for continuation of existing employment, yet, research on turnover in nonprofit organizations according to Brown & Yoshioka (2003) and Kim & Lee (2007) have played down the mission being an instrumental attitudinal factor in explaining the turnover of the nonprofit employee. Studies on organizational mission were largely conducted to understand its role in enhancing the organizational performance, and mostly tried to link mission statement content and clarity to the performance of organizations (Ostroff, 1992; Alatrasta & Arrowsmith, 2003). However, Ihrke (2004) find that any basic change in an organization's mission influence employees' intention of job switching, which means that fit between mission and employee is significantly affects decision of the employees to quit or stay, however Bright (2008) negative relationship between mission attachment and commitment. Employees with greater motivation for service-oriented jobs find more attractions in nonprofit organizations because of their compatibility with missions, goals, and work settings. Brown and Yoshioka (2003) assert that three factors account for this relationship i.e., awareness, agreement, and the alignment. However, misalignment between work activities and accomplishment of mission results in dissatisfaction and decreased commitment.

Perceived Ease of Movement

Perceived ease of movement both vertical and horizontal are also factors of researcher's interest, which is influenced by age, education, tenure, and job availability. Though age and education are supposed to be the proxy variables for the outside job availability as claimed by Blankertz & Robinson (1997). The grownup could not compete with Youngers in competition since younger are ready for work even on less pays and perks. Likewise, highly qualified are more capable to move freely than less qualified employees. Colton & Roberts (2006) and Bright (2008) reported that age and educational qualifications are the indirect measures of external employment opportunities while some studies did not find any relationship turnover, reporting significantly lower turnover in experienced employees because employees with longer length of service more investment in an organization than of the shorter service length (Alatrasta & Arrowsmith, 2003). Similarly, perceived job availability was reported as the single predictor of employee turnover by March and Simon (1958), which is consistent with Bowen and Siehl (1997) who reported that greater external job could lead to greater perceived ease of quitting existing job.

Nonprofit Working Conditions

Employee work for economic gains to satisfy their bread-and-butter needs, while De Varo & Samuelson (2004) claimed that there are employees who prefer to accomplish challenging organizational missions especially in case of nonprofit organization that bring intrinsic satisfaction and sense of fulfilment. Studies claim that lower wages in nonprofits organization does not matter for employees than the employees in profit-based organizations. Ruhm and Borkoski (2003) argue that employees in nonprofit organizations earn virtually the same wage as their counterparts in the for-profit organizations. Though there is no agreement among the scholars on the pay differentials, yet some are of the view satisfaction is associated with and major reasons behind employee turnover. Borzaga and Tortia (2006) state that employees in nonprofit organizations are motivated by their love for mission accomplishment. While Currall, Towler, Judge & Kohn (2005) considered pay as the significant predictor of satisfaction and commitment. Likewise, advancement opportunities were reported by Kim and Lee (2007) to have powerful bond with intention to leave. De Varo and Samuelson (2004) reported that promotion opportunities are less in nonprofit as compared to the organizations for-profit. They further argue that nonprofits lack finances, and their aim is social service therefore through do not rely on the promotion as an incentive thus, employees get intrinsic motivated (Krauzs *et al.*, 1989). The significance of pay as a turnover factor however could not be ignored since most of the employee quit job due to their pay's dissatisfaction. Baum (2005) found however a strong but negative associations between satisfaction with



supervision and intention to leave in healthcare employees. He suggested that if a leadership pay respect with fair treatment together with clear guidelines and support, then employees will have fewer turnover intentions.

Emotional Exhaustion and Workload.

The extra ordinary work pressure is a leading cause of emotional exhaustion in modern organizations and consistently reported by studies to have positive relationship with employee's turnover intentions as reported by Samantrai (1992). When an employee feels it difficult to balance the work and family life, it exerts extreme pressure psychological and physical on him appears in form of dissatisfaction and decreased commitment thus in such work settings turnover is high. Inflexible work designs and their pitiable fit with varying family obligations influence the employee's turnover intentions in nonprofit organizations (Colton & Roberts, 2006). This argument gets strengths from Kim and Lec (2007) and Colton and Roberts (2006) who reported that work pressures intensify employee's emotional exhaustion and suffer extreme stress and due to this immense pain and suffering they decides to find alternate friendly jobs. Blankertz and Robinson (1997) reported the significant impact of emotional exhaustion on turnover intentions of the employees.

Feelings of Appreciations

Extreme work pressure coupled with inflexible regulations develop a perception in the employees being invaluable, since they did not feel value is also one of the frequently reported cause of employees turnover. A large number of employees leave jobs because of the way the management treat them. It is reported that around 40% employee quit job because there is no appreciation of their work and failure to recognize and reward their contributions. Thus, according to Baum (2005), lack of appreciation, absence of esprit de corps, and the perception that management doesn't take care of their employees are the highest-rated explanations for employee's lowered job satisfaction and turnover in today's world.

Turnover Intentions

It is believed by theorists like Jamison (2003) that employees in nonprofit sector leave jobs because of their unfulfilled expectations as the structure, processes, and the relationships concerning their volunteer experience is unsuitable. Several factors are responsible for turnover intentions. Turnover intention is reported as a significant predictor of the actual turnover replicating in employees commitment (Brown & Yoshioka, 2003). Ban, Faller & Towers (2003) pin particular studied organizational missions and employee retention. While Samantrai (1992) reported organizational missions being the vital element in deciding to stay or quit a job in the existing organization. He is of the view that objectives of an organization play a due role in recognition and fulfilling the objectives. Rycraft (1994) shared similar views. According to him one can study job satisfaction as overall work attitude or as a compound mechanisms i.e., attitude regarding compensation, colleagues, and the tasks. Satisfaction from the pay or non-monetary compensation is vital as it could be the reason for trusting on the organizational mission to keep them motivated. Whereas due service nature, the employees of nonprofit organizations work for the organizational cause instead of the paycheck therefore, employee's satisfaction and turnover intentions reflect upon their attitude towards their employment. This attitude is affected by the extent to which his or her needs are fulfilled by the job Mughal & Malik, 2023; Imran, Ali, & Taous, 2023). That is why employees demonstrate higher job satisfaction and lower turnover intentions once work settings fulfill their needs (Bright, 2008).

Conceptual Model

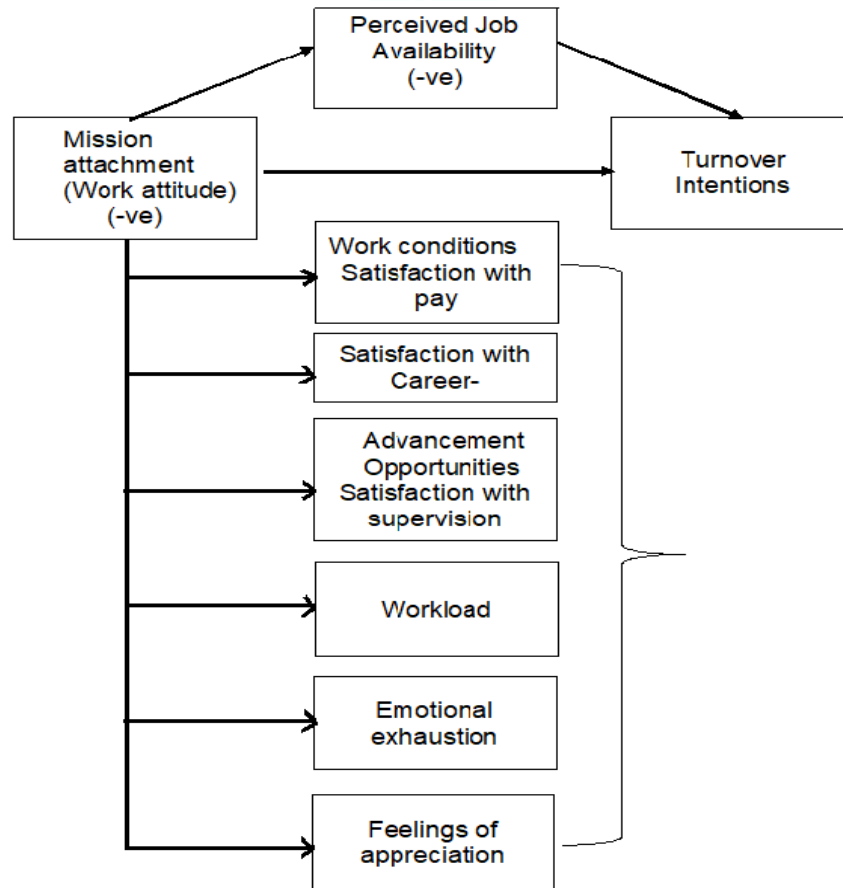
M MA-TI model shown in Figure 1 describes the conceptual model of the study regarding turnover intentions of employees in nonprofit organizations based on which hypotheses were proposed. The model is borrowed from Brown and Yoshioka (2003) who found mission attachment as a predictor of turnover intentions. Here in this study the mission attachment stands for an awareness about the mission, agreeing to mission principles, and the confidence in his ability to accomplish it (Brown & Yoshioka, 2003: 8). Similarly, Bowen and Sichel (1997) defined turnover intentions the decision of an employee to stay or quit and it is considered by majority studies for example March &



Simon (1958), Trimble (2006) and Baum (2005) as a criterion variable. Likewise, Kim and Lee (2007) and Brown & Yoshioka (2003) assert that mission attachment accounts for turnover intentions and performance as well, one is related to an employee perceived ease of movement, which originates from the availability of a job where he has the choices of mobility inter alia the ability to move. While the perceived desirability intention to leave or work conditions are predicting variables as an out of job satisfaction that is influenced by numerous workplace conditions.

Figure 1

MA-TI model



Research Hypotheses

The conceptual framework of the current study and the literature herewith build upon the following research hypotheses:

- H₁:** Mission attachment of an individual working for nonprofit organization will be negatively related to his turnover intentions.
- H₂:** Turnover intentions of an employee working for nonprofit organization will depend upon the employees’ perceived ease of movement from his organization.
- H₃:** Turnover intentions of an employee working for nonprofit organization will depend upon the working conditions prevalent in his organization.
- H₄:** Turnover intentions of an employee working for nonprofit organization will depend upon the age, education & other demographic variables.



Method

A survey questionnaire was used to collect data by employing a structured questionnaire for the perception of the employees of non-profit organizations regarding eleven dimensions for work attitude, perceived ease of movement, and work conditions. Work attitude, Brown and Yoshioka (2003) and Bright (2007) five-point Likert was adopted ranging from 1 (strongly disagree) to 5 (strongly agree). Whereas four items of mission attachment were taken from Brown and Yoshioka (2003). Five items were adopted from Bright (2007) who analyzed the service motivation. All items were related to employee’s work attitudes in nonprofit organizations. For perceived ease of movement, age education, tenure, and perceived job availability were used for measurement. And two items were used to measure the perceived external job availability one related to job availability (Kim & Lee, 2007) on a 5-poiny Likert scale and the marketable skills as a contribution of the study in hand. Three items were used to measure the satisfaction with pay whereas opportunities for career advancement by opportunities promotion based on performance, training, and professional development. Satisfaction with supervision was measured with three items i.e., access quality of supervision. Three items were used to measure employee workload seven for emotional exhaustion, two for feelings of appreciation at work, and six items for turnover intentions. Three items each from Kim & Lee’s (2007) and Cho & Johanson (2008) that measured absenteeism and dependable continuance respectfully. Finally, the elements of employee turnover intentions i.e., perceived external job availability (three items), perceived ease of movement (two items) from Kim & Lee (2007) and one items that measured intention to leave for monetary incentive was adopted from the study of Cho & Johanson (2008). The survey consisted of three open ended questions from Kim & Lee (2007) to validate findings three predictors, which directly put on the respondents why they would choice to stray or quit and, in case being a leader how they will stop them for leaving the organization.

A population frame was adopted from Kim & Lee (2007), consisted of the nonprofit organizations employees in Islamabad by usurping equal participation from every kind of nonprofit organization with mixed tiers from all managerial levels. Using an email, survey questionnaire was administered through 18 Human Resource Managers as focal persons of the nonprofit organizations. The study employed convenience sampling. The response rate was 77%, and 123 out of 160 mailed questionnaires were received.

Findings

Table 1 indicates that data of 123 for a criterion variable Turnover Intentions (TI) and predictors i.e., Work Attitude (WA), Work Conditions (WC) and Perceived Ease of Movement (PEM). 73 respondents were male (60%) and 30 were female (40%). Cronbach's alpha coefficient assess for inter item reliability for 40 exclusive of personal information and open-ended questions.

Table 1

Demographics: Gender

| | | Frequency | Percent | Valid Percent | Cumulative Percentage |
|-------|--------|-----------|---------|---------------|-----------------------|
| Valid | Male | 73 | 59.3 | 59.3 | 59.3 |
| | Female | 50 | 40.7 | 40.7 | 100.0 |
| | Total | 123 | 100.0 | 100.0 | |

Table 2 portrays that the overall alpha score for all items was 0.752, whereas for WA. WC and PEM, it was 0.769. 0.677 & 0.582. Based on alpha score, the internal consistency and reliability of the instrument was thus considered satisfactory.



Table 2

Reliability Analysis

| Variables | No of Items | Alpha Score |
|-----------|-------------|-------------|
| WA | 9 | 0.769 |
| WC | 22 | 0.677 |
| PEM | 6 | 0.582 |
| Total | 40 | 0.752 |

Table 3 displays data on descriptive statistics of four variables i.e., Work Attitude (WA). Work Conditions (WC), Perceived ease of Movement (PEM) and Turnover Intentions (TI) revealing transformed opinions/perceptions of employees of non-profit human service organizations of Islamabad, Pakistan.

Table 3

Descriptive Statistics

| | n | Min. | Max. | Mean | Std. Dev. |
|--|-----|------|------|------|-----------|
| Work Attitude | 123 | 3 | 5 | 4.30 | 0.415 |
| Work Conditions Satisfaction with pay | 123 | 2 | 5 | 3.14 | 0.735 |
| Satisfaction With Career advancement opportunities | 123 | 2 | 5 | 3.50 | 0.732 |
| Satisfaction with Supervision | 123 | 2 | 5 | 3.93 | 0.764 |
| Workload | 123 | 2 | 5 | 3.14 | 0.633 |
| Emotional Exhaustion | 123 | 1 | 5 | 2.75 | 0.732 |
| Feeling of Appreciation | 123 | 3 | 5 | 3.63 | 0.580 |
| Job Availability | 123 | 2 | 5 | 3.73 | 0.818 |
| Perceived Ease of Movement | 123 | 2 | 5 | 3.84 | 0.652 |
| Turnover Intention | 122 | 2 | 4 | 2.91 | 0.588 |
| Valid N (list wise) | 122 | | | | |

Table 4 presents inter-correlations among three independent variables and one dependent variable used in the model. Results show that the dependent variable of Turnover Intentions (TI) was negatively correlated with WA and positively correlated with WC and PEM. The correlations were significant at $p < 0.01$ and 1 at $p < 0.05$ and inclined towards the hypothesized direction.

Table 4

Correlation Analysis

| | Turnover intentions | Work attitude mission attachment | Work conditions | Perceived ease of movement |
|----------------------------------|---------------------|----------------------------------|-----------------|----------------------------|
| Turnover intentions | 1 | | | |
| Work attitude mission attachment | -.101 | 1 | | |
| Work conditions | .224* | .422** | 1 | |
| Perceived ease of movement | .220* | .163 | -.039 | 1 |

Table 5 shows the analysis of variance where $\text{sig} \leq 0.05$ shows that the model fits the data well and there is significant relationship between the set of independent variables and the dependent variable. The Multiple R for the relationship between the set of independent variables and the dependent variable was 0.417, which was characterized as fairly significant relationship (Gupta, 2000). R square, which measures the proportion of variation in the dependent variable that is explained by variations in the independent variable, in this case tells us that 17.4% of the variation was explained. This result implies that 17.4% variation in turnover intentions could be explained by mission attachment, perceived ease of movement and work conditions. Apparently, the result is low, yet it is being considered considering Gupta's (2000) comments where he says that R square only serves as a summary measure of goodness of fit, and it should not be used as a criterion for model selection. Analysis of Variance (ANOVA) is used to compare means of 2 groups/samples of the study. The researchers used the multiple linear regression models for analysis as conceptually it is the most appropriate method for investigating functional relationships among variables (Sekaran, 2003). However, before applying linear regression, the data for all four variables under consideration was transformed to achieve linearity. Transformation was necessary because each variable was measured with the help of numerous distinct scales, and each scale carried diverse non-linear results. The transformed data for TI, WAMA, WC and PEM was subjected to linear regression analysis to test the hypothesis. The regression equation in this case which shows relationship between TI WAMA, WC and PEM is formulated as a linear model:

$$TI = B_0 + B_1 * WAMA + B_2 * WC + B_3 * PEM$$

Table 5

Regression Analysis

| | Model | Sum of Squares | df | Mean Square | F | Sig |
|---|------------|----------------|-----|-------------|-------|------|
| 1 | Regression | 7.278 | 3 | 2426 | 8.296 | .000 |
| | Residual | 34.506 | 118 | 292 | | |
| | Total | 41.783 | 121 | | | |

Predictors: (Constant), Work attitude mission attachment, perceived ease of movement, work conditions

Criterion Variable: Turnover intentions

Table 6

Model Summary

| Model | R | R ² | Adjusted R ² | SE of Estimate | Durbin-Watson |
|-------|------|----------------|-------------------------|----------------|---------------|
| 1 | .417 | .174 | .153 | .541 | 1.930 |

Predictors: (Constant), Work Attitude Mission Attachment, Perceived Ease of Movement, Work Conditions

Dependent Variable: Turnover Intentions

Table 6 indicates that Durbin-Watson coefficient for independent variables used in our model was 1.930. This coefficient satisfied the assumption of independent observations as Durbin-Watson coefficient was found within the benchmarked limits for independence of observations i.e. Minimum-1.5 and Maximum-2.5. This coefficient satisfies the assumption for regression and confirms that the standard errors of the β coefficients are too small.

Table 7

Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig |
|----------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.784 | .624 | | 2.859 | .005 |
| Perceived ease of movement | .257 | .077 | .284 | 3.327 | .001 |
| Work conditions | .589 | .151 | .362 | 3.897 | .000 |
| Work attitude | -.426 | .133 | -.302 | -3.200 | .002 |
| Mission attachment | | | | | |

a. *Criterion variable. Turnover intentions*

Table 7 presents beta coefficients which give displays result on effect of individual. The bellows equation was used to compute regression equation:

$$TI = -1.784 - .426 * WA - .589 * WC + .257 * PEM$$

For work attitude (WA), the probability statistic was recorded as 3.200 for the b coefficient which indicates powerful prediction at (p<0.01) since the associate slope associated for work attitude is not equal to zero (0), whereas the b coefficient related to the work attitude is recorded as negative (-0.426), this negative value indicates an opposite association with turnover intentions. On other hand it was found that work attitude accounts for 42.6% change in the turnover intentions. Likewise, if we look into the work conditions and perceived ease of movement, the coefficient statistic 3.897 and 3.327 respectively) also exhibit strong influence at <0.01 level of significance with associated slopes for work conditions and perceived ease of movement are not equal to zero (0). The b coefficients related to work conditions 0.589 and perceived ease of movement 0.257 were positive, which indicates a direct associations with turnover intentions, work conditions and perceived ease of movement. This explains 8.9% and 25.7% changes in turnover intentions. Furthermore, content analysis of open-ended responses was consistent with the findings of the regression model, 35 individuals gave their comments in writing that why they would choose to leave. 33 respondents also gave written comments that why they would stay with the organization, while mixed reasons were recorded for pay, career opportunities, workload, and appreciation, all falling under the ambit of work conditions were stated to be the reasons for leaving. Employees who provided comments on why they would stay with the organization selected commitment to the mission and the wish to assist people as the most significant reasons why employee intends to stay in an organization due to rewarding work since it brings changes employees life, assisting the people, and earning respect and appreciation for their accomplished work.

Discussion and Conclusion

It is generally assumed that nonprofit organization employees are driven by the mission with a strong non-monetary orientation. This research investigated this assumption empirical evidence. Consistent with the previous studies of Kim & Lee (2007) and Brown & Yoshioka (2003), the regression results show that though employees in nonprofit organizations have greater attachment to the mission, however their work conditions dissatisfaction dominate the role of mission attachment in restricting their turnover intentions. The study reported positive role of pay, promotions, supervision, workload, emotional exhaustion, and appreciation although pay and career advancement are generally underestimated in nonprofit organizations during recruitment and retention of qualified employees. Yet, it is believed that a comparable market competitive pay might be the powerful motivator since it is coupled with achievement, recognition, and valued outcomes etc., (Preston, 1990). In this sector, the performance-based bonus is very common and popular especially in nonprofit hospitals, but it is associated with very high-cost unaffordable where a big chunk



budgets comes from external grants as compared to leave bonus, recognition rewards, and friendly policies could be used for retention of the employees inter alia flexibility and a chance vertical mobility. However, without a visible path for career growth and development particularly for the young and highly qualified who have greater prospects for job availability and switchover. Furthermore, according to Blankertz & Robinson (1997), addition of more intercessor within the current career ladders are key to retain qualified employees. They are further of the view that although the link between work and mission occasionally turns to weak due to loss of time in service provision because of the too much workload coupled with anxiety and frustration on part of lack of appreciation and work recognition, which could create large unsatisfied expectations resulting intention to leave but also turn their eyes to material gains thus have lower mission attachment and decreased performance. Building a congenial work culture may lead to strong attachment with mission, therefore, top leadership give the employees the sense of feeling important, respected, and valued in the policies and decisions through participative management, thereby the satisfaction from supervision encourages a resilient connection to the organizational mission, promoting the intentions to stay thereby reduces the work pressure and emotional exhaustion.

Limitations

The findings could not be generalized because the data was collected from organizations in an only city where literacy is high, and organizations have more civilized behaving as compared to the low literacy and fuel mind set in rural parts of the country of Pakistan. The country on other hand has a diverse culture and human values, therefore study we claim findings of the study represent employees' turnover intentions of all nonprofit organizations of Pakistan. Likewise, variables used in measuring the turnover intentions are incomprehensive and might excluded some other significant measures that could yield better prediction of the turnover intentions for example, value conflict. Furthermore, shortage of time allows the use of only convenience sampling. Yet, keeping in view the structure and operations, very careful sample selection was done from the local and international donor organizations.

Implications for Stakeholders

The employee turnover and retention have far reaching implications for managements, human resource practitioners, and employees as well including nonprofit organizations. Employee enjoys greater job satisfaction lower turnover in organization s whose environments is friendly and compatible to the employee's needs (Bright, 2008). By the same token is the significance of the reality mission attachment certainly adds to the compatibility of an employee and his organization. To attain this compatibility, Management is required to give priority for ensuring the conducive work environment to for employee involvement and motivation by exercising flexible pay plans. Since nonprofit organizations cope with the uncertainty, thus human resource managers face with ever increasing challenges in retaining the employees. A successful organization is that which is able to not only recruit but also retain the talented employees equipping them to essential training and tools together with meaningful work proficiencies. While effectiveness, efficiency, and capacity of the organizations are largely affected by the loss of trained employees in terms of real costs incurred on training and development inter alia the institutional costs for example, provision of service and its continuity, and the moral of the employees (Lynn, 2003). Thus, management shall instill special functions in their practice to maintain moral of the employees so that could stay long. The first loyalty of an employee is his or her coworkers and service users, while senior management is viewed somewhat distant and controlling with self-interests, thus employees develop negative feelings and perception (Alatrasta & Arrowsmith, 2003). It is worthy to mention that senior managements shall use improved channels for communication and formulate and execute strategies which result in more proximity with employees.

Implications for Research

Given the importance on role of turnover on service quality, limitations of this study could be resolved, therefore, study on such topics shall be given due consideration in the future research. In future, researchers may conduct studies with a broader approach by elaborating and breaking down each into components to come up with more detailed and reliable outcomes. In future, studies shall also emphasize on the operational sides of the nonprofit organizations, that to what extent employees as well as their external legatees conceive the role of these organizations and its impact on the performance of employees.





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