



How Women Quantity Surveyors Perceive Job Satisfaction and Turnover Intention

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ABSTRACT

Worldwide, the number of women involved in the construction industry is on rise. Acknowledging many barriers exist for women to participate in the industry, women's commitment is subject to their readiness and willingness to adapt to the working environment. Job satisfaction is a key determinant for employees opting to stay in a job. In this paper, we aim to examine the relationship between job satisfaction and turnover intention among Women Quantity Surveyors (WQS). One hundred questionnaire surveys were posted to WQS selected through simple random sampling and 33 respondents returned the questionnaire. We found that WQS have different levels of agreement with all factors of job satisfaction. WQS are satisfied with their employers, followed by work values, co-workers, working environment and are least satisfied with their pay. Additionally, we found that job satisfaction and turnover intention are highly positively correlated; the exception being co-worker and turnover intention which was only moderately correlated. These findings call for the need equality in the industry in order to maintain WQS in the workforce. As more opportunities avail themselves to women for pursuing studies in technical courses, working conditions need to support their involvement in the industry. This study is unique in its contribution to the literature on women in technical fields and women in developing countries.

Keywords: Women quantity surveyor, job satisfaction, turnover intention and construction industry.

1. INTRODUCTION

Female representation in the workplace has increased enormously during recent decades in most developed countries and according to Lin, Chen & Luo (2011), women are entering traditionally male dominated jobs due in part to organisational changes in worksite settings and for economic reasons. There has been a growing interest in how women negotiate and define their professional

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identities in these historically male dominated arenas (Powell, Bagilhole and Dainty, 2009). In the US, women make up approximately half of the workforce (U.S. Department of Labor, 2011) and female employment rates in the UK are “inching closer to men’s employment rates all the time” (Li, Devine and Heath, 2008).

In 2005, approximately 19% of women in the workforce were involved in some form of clerical work. As of 2009, most women are now employed as service workers or in retail (21%) (Department of Statistics Malaysia, 2009). In comparison to other developed and developing countries, women’s participation in the Malaysian labour force is still low at 46.4% as compared to Denmark (76.4%), Sweden (78.2%), Thailand (71.4%), Cambodia (78.0%), Indonesia (53.3%) and Laos (56.5%) (Department of Statistics Malaysia, 2009).

Satisfied employee’s make for a more effective labour force and thus become an important asset contributing to an organisation’s effectiveness (Masri, 2009). However, an organisation’s dependency on its human assets means that labour turnover can present a critical problem (AlBattat & Som, 2013). The impact of employee morale and turnover intentions on organisational effectiveness has been a focus of organisational researchers in recent years (Chen, Polyhart, Thomas, Anderson & Bliese, 2011; Pitts, Marvel & Fernandez, 2011; Valentine, Fleischman, Sprague & Godkin, 2010). Employee turnover can be potentially devastating for any company. Losing a single key worker can reduce the likelihood of a project’s success and can reduce investors confidence in the firm (Lee & Mitchell, 2000).

Dissatisfaction will affect an employee’s commitment to their work, leading them to turnover from the organisation physically and/or mentally (Pathak, 2012). Such employee losses can have a detrimental effect on organisational performance, productivity and effectiveness. It can also increase recruitment and training costs and increase the workload of those employees remaining in the organisation (Mobley, 1982). When an employee leaves an organisation, the impact of this loss is experienced not just by the organisation, but also the individual employee and the wider society (Mobley, 1982).

Over recent years, university enrollments have tended to be biased toward women. For example, Kapoor and Au (2011), revealed that the intake ratio of one public university in Malaysia is 70:30, indicative of gender imbalance heavily biased toward women. A similar gender bias toward women is found in construction-related courses in most universities and colleges in Malaysia. Despite this gender bias in student enrollments, very few women hold top managerial positions in construction companies. According to the Department of Statistics Malaysia (2009), the number of women employed in the Malaysian construction industry remains low despite the increased involvement of women

in the industry from 1.8% in 2001 to 2.2% in 2008. The construction industry is ranked fifth among industries with the lowest rates of female involvement.

President of the Institution of Surveyors Malaysia (ISM), Sr Wan Maimun Wan Abdullah (2011), reported that from among ISM's 4,928 members only, 1,500 are women. Of these 1,500 women, 42% are employed in Quantity Surveying (QS), 13% in geomatic and land surveying, 24% in property consultancy and valuation surveying and 38% in building surveying (Wan Abdullah, 2011). A Quality Surveyor is responsible for procurement, cost and contract management (Hee & Ling, 2011). In Malaysia, there is a high demand for qualified Quality Surveyors.

There is a paucity of literature exploring job satisfaction with respects to WQS. However, been assumed that women are loath to involve themselves in an industry which traditionally values a "tough" personality, such a personality trait being in complete contrast to the culture and disposition of Asian women especially. When women do choose to involve themselves in the industry such involvement is typically brief. Women either leave the industry due to developing family commitments or to join less male-dominated industries such as education. However, with the increasing number of WQS graduates, teasing out the role of WQS will become increasingly important in years to come. Analysis between the genders indicates that male Quality Surveyors are more satisfied with their jobs than their female counterparts (Onukwube, 2012). Therefore, the authors of this study intend to identify those factors which underpin job satisfaction for WQS. Such knowledge can be used by key stakeholders in industry to develop strategies to reduce WQS turnover intention. The authors will endeavour to fill this knowledge gap by proposing two main objectives.

1. To examine the level of job satisfaction among WQS.
2. To identify the relationship between job satisfaction and turnover intention.

2. LITERATURE REVIEW

2.1 Quantity Surveying Firms and the Role of Quantity Surveyor

The QS industry is service-based with QS companies providing a range of consultancy, financial and allied management services to their clients (Abidin, Yusof, Hassan and Adros, 2011). Oyediran (2006) viewed QS as a knowledge profession because quantity surveyors sell knowledge as opposed to a physical product. This knowledge is transformed into a service which is what the client receives and the benefits of this knowledge-service are then passed on to end-consumers in the form of quality products and/or services by the client.

According to Ashworth and Hogg (2007) QS is concerned with specific aspects of organisational management including staffing, office organisation, marketing, management of quality, time and cost, education and training, finance and accounting. Within a QS practice, public service or contracting organisation there are staff that carry out the actual quantity surveying or provide other specialist services and staff providing the necessary support services such as administration, accounts and information technology.

2.2 Definition of Turnover Intention

Turnover describes employees who have left, are leaving or who will leave an organisation for irrespective of their reason for doing so (Grobler, Warrnich, Elbert & Hatfield, 2006). Turnover might be categorized as either voluntary or involuntary; but can also be classified as functional or dysfunctional; each having varying degrees of impact on an organisation (Lund, 2003). Ongori (2007) discussed the concept of turnover in terms of a replacement cycle whereby each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained in order to fill the experience loss created by the departure of the previous employee.

Previous studies have found that 'turnover intention' is the main determinant of actual job quitting behaviour (Salahudin, Baharin, Abdullah, Harun & Taufek, 2009; Watrous, Huffman & Pritchard, 2006). Wells and Peachey (2011) referred to 'turnover intention' as one's propensity to leave a job and 'voluntary turnover' as the decision making process through which an employee goes as they seek to determine whether to stay or leave the organisation. Schyns, Torka and Gossling (2007) defined 'turnover intention' as an employee's intention to voluntarily change jobs or organisations.

2.3 Job Satisfaction

Much of the existing literature in relation to job satisfaction has evolved out of the work of Abraham Maslow (1987). The concept of job satisfaction has been used by previous researchers to investigate positive outcomes such as employee performance and reduced turnover (Dimitriou, 2012). Various definitions of job satisfaction have been offered, such as the propensity of employee's to experience a sense of fulfilment earned from the work that they have done (Statt, 2004). Job satisfaction has also been described as the feeling an employee has about their job in general (Kendall & Hulin, 1975) and sometimes cited as key determinant of job recognition, income, promotion and goal achievement (Kaliski, 2007). People also have various opinions about unique aspects of their jobs such as the kind of work they carry out, their co-workers, supervisors or subordinates and how much remuneration they receive for their work (George and Jones, 2008).

Similar to Maslow, Aziri (2011) articulated job satisfaction in terms of feelings which arise out of the perception of a job facilitating the gratification of material and psychological needs. There are two dimensions of satisfaction, according to Herzberg (1966), intrinsic and extrinsic satisfaction. Intrinsic satisfaction refers to one's enjoyment of the tasks inherent to the job and content such as variety, autonomy, skill utilisation, self-fulfilment and self-growth. Extrinsic satisfaction, described by Buitendach and Witte (2005), referred to external factors such as the nature of the employer, level of remuneration, getting along with co-workers and the working conditions.

Work values, according to Yenagi (2009), are enduring beliefs about work which guide actions, attitudes and judgements in the work situation. Wollack, Goodale and Wijting (1971) operationalised work values as consisting of six components such as social status of the job, activity preference, upward striving, attitude toward earnings, pride in work and job involvement. Bartol (1976) referred to these values as the worker's job orientation. Work values directly affect workplace behaviour (Rokeach, 1973).

Kabir and Parvin (2011) defined work conditions as the cumulative total of an employee's workplace, work instruments, the work itself, organisational policies and organisational rules. According to Lee (2004), loyalty and commitment to the workplace governs job satisfaction. Lee (2004) also suggested that if the physical environment of the organisation should fall below an employee's expectations, the employee may experience job dissatisfaction contributing to turnover. Consequently, the working environment seems to play an important role in achieving optimal employee performance, is a contributor toward employee satisfaction and can help to mitigate turnover (Mbah & Ikemefuna, 2012).

The Chambers Compact Dictionary (2005) defined a co-worker as a "fellow worker, a colleague". Chiaburu & Harrison (2008) identified a positive relationship between co-worker support and job satisfaction. Additionally, Balagon and Olowodunoye (2012, page 84) stated that social support is a supportive or helpful social interactions or exchanges of resources between people in both formal and informal relationships. Therefore, social support refers to the degree to which employee's perceive that their supervisors and co-workers offer them support. Furthermore, friendships are generally characterised by the sharing of confidences; it seems likely that individuals who are friends will be more willing to share good news (Bemis, 2009). Supportive supervisors are associated with less stressful working environments, reduced turnover intention and increased job productivity and performance (Lee, 2004). Furthermore, Berta (2005) found that having positive relationship with co-workers was positively correlated with enhanced job satisfaction among the employee's of 1250 food brands.

With respects to income and wages, Milkovich and Newman (2008) found a balance between employee knowledge and skill and the income derived from the application of these assets. Fairness and adequacy of remuneration is associated with organisational commitment and turnover (William, McDaniel & Nguyen, 2006). Pay satisfaction and autonomy are the most significant components of job satisfaction (Best & Thurston, 2006).

Hee and Ling (2011) found that employee's with autonomy to make decisions tend to be more satisfied with the monetary and non-monetary benefits associated with their jobs and tend to stay longer a company. Similarly, in a study of public sector Quality Surveyors in Nigeria, Oyewobi (2012) found that Quality Surveyors are more likely to be satisfied and motivated if they are given adequate recognition and opportunity to advance in their career.

3. RESEARCH METHODOLOGY

3.1 Sample and Data Collection

A simple random sampling method was applied so as to give each sampling element an equal chance of being selected and thereby reducing possible bias. Hoinville & Jowell (1978) suggested as a rule of thumb that a sample size should be 10% of the total population. Postal questionnaires, with stamped self-addressed envelopes provided, were sent out to 100 QS organisations registered with the Board of Quantity Surveyors Malaysia in Peninsular Malaysia of the 100 questionnaires that were sent, 33 completed questionnaires were returned to the researchers. According to Black and Champion (1998), for some types of research a minimum of 30 samples is required.

Data collected from the survey was analysed using the Statistical Package for Social Sciences (SPSS, version 20). The collected data allowed for several descriptive statistics to be discerned, including mean, standard deviation and a range of scores (Pallant, 2007). The analysis ranked variables, based on the mean value of responses. The ranges for each response were as follows: 4.50 – 5.00 representing a high level of agreement for WQS (strongly agree); 3.50 – 4.49 representing slightly lower than the highest level of agreement for WQS (agree); 2.50 – 3.49 representing neither agree nor disagree; 1.50 – 2.49 representing WQS disagreement; and >1.49 representing WQS strong disagreement.

3.2 Measures

Seven question items were included to capture the demographic background respondents such as age, status, qualification, job tenure, position, salary and state of working. These questions were based on a tool used by Mbah and

Ikemefuna (2012), which itself was developed out of a tool used in a study by Smith, Kendall and Hulin (1969). Based on the work of Smith et al. (1969), nineteen items were used to measure work value, nine items used to measure working environment, fourteen items for measuring the employer or supervisor and fourteen items used to measure co-workers. In addition, two items taken from the work of Mbah and Ikemefuna (2012) and Sun (2011), measure the level of pay satisfaction. A further three items were used to determine the turnover intention of WQS, these items taken from Smith et al. (1969).

3.3 Validity and Reliability

Items measuring the satisfaction level of respondents regarding their work value, working environment and employer or supervisor, co-worker and pay had Cronbach's alpha values of 0.873, 0.728, 0.812, 0.727 and 0.883 respectively. In addition, items measuring the turnover intention of respondents had a Cronbach alpha value of 0.938. Kline (1999) noted that an ability test a cut-off point of 0.7 is appropriate. As a result, none of the main variables were omitted.

4. ANALYSIS

4.1 Demographic data

The majority of the respondents were 25 – 30 years of age (42.4%), followed by under 25 years (39.4%), 31– 40 years (15.1%), and 41 – 50 years old (0%). Most of the respondents were single (72.7%) and most were degree holders (87.9%). Most respondents (42.4%) also had less than 1 year working experience. This was followed by respondents working experience in excess of 3 years (36.4%), by respondents with 1 – 2 years working experience (15.2%) and those with 2 – 3 years working experiences (6.1%). Most respondents worked in QS positions (63.6%), 15.2% were assistants to a QS and 3.0% of respondents were executives within the QS organisations.

4.2 Job satisfaction level of respondents

Table 1 lists variables used in measuring job satisfaction. Among the five variables, all respondents reported being satisfied with, in order of satisfaction, their employer or supervisor, work value, co-worker, working environment and lastly, their pay. For employer or supervisor, respondents agreed with six items, namely 'intelligent' (mean = 4.12), 'knows the job well' (mean = 3.94), 'impolite' (mean = 3.64), 'self-empowered' (mean = 3.61), 'praises good work' (mean = 3.58) and 'up-to-date in providing information about the job' (mean = 3.58). For variable regarding work value, respondents agreed with all nineteen items; however the top four items were 'given the chance to do different things

from time to time' (mean = 4.06), 'given the chance to do something that makes use of my abilities' (mean = 4.00), 'like the working conditions' (mean = 3.90) and 'like the feeling of accomplishment I get from the job' (mean = 3.90).

Respondents agreed with nine items regarding their co-workers, namely 'responsible' (mean = 3.88), 'ambitious' (mean = 3.82), 'encouraging' (mean = 3.79), 'smart' (mean = 3.79), 'intelligent' (mean = 3.73), 'fast' (mean = 3.67), 'loyal' (mean = 3.67), 'easy to make enemies' (mean = 3.64) and 'active' (mean = 3.64). The respondents agreed with four variables regarding the working environment, namely 'fascinating' (mean = 3.64), 'good incentives' (mean = 3.61), 'healthful' (mean = 3.58) and 'on your feet' (mean = 3.58). Neither regarding their pay, respondents neither agreed nor disagreed with being satisfied, namely 'happy with my pay and the amount of work I do' (mean = 3.12) and 'happy with annual bonus or incentives from my company' (mean = 2.94).

Table 1: Job Satisfaction Level of Respondents

Variables	Mean	Std. Deviation
<u>Regarding to employer or supervisor</u>		
Intelligent	4.12	0.64
Knows the job well	3.93	0.74
Impolite	3.63	0.78
Self empowered	3.60	0.86
Praise good work	3.57	0.66
Up to date in giving information about the job	3.57	0.93
Annoying	3.48	0.97
Tactful	3.45	0.66
Short of supervision	3.39	0.86
Stubborn	3.36	1.08
Always ask my advice	3.21	0.85
Quick tempered	3.21	0.81
Tells me where I stand	3.18	1.01
Influential in changing my behavior	2.54	0.71
<u>Regarding to work value</u>		
Given the chance to do different things from time to time	4.06	0.65
Given the chance to do something that makes use of my abilities	4.00	0.75
	3.90	0.67
Like the working conditions	3.90	0.80
Like the feeling of accomplishment I get from the job	3.87	0.78
Like the way my co-workers get along with each other	3.81	0.52
Given the chance to do things for other people	3.78	0.73
Given the chance to tell peoples what to do	3.78	0.59
Given the chance to try my own methods of doing the job	3.75	0.75

Given the chance to work alone on the job	3.75	0.75
Like the way my job provides for steady employment	3.72	0.76
Like the praise I get for doing a good job	3.72	0.71
Able to keep busy all the time	3.69	0.72
Given the chance to be "somebody" in the community	3.69	0.72
Like the way my boss handles his/her workers	3.66	0.77
Like the competence of my supervisor in making decisions	3.66	0.81
Like the way company policies are put into practice	3.57	0.86
Given the chance for advancement on this job	3.51	0.66
Given the freedom to use my own judgment		
Being able to do things that don't go against my conscience		
<u>Regarding to Co-worker</u>		
Responsible	3.87	0.59
Ambitious	3.81	0.58
Encouraging	3.78	0.59
Smart	3.78	0.69
Intelligent	3.72	0.62
Fast	3.66	0.69
Loyal	3.66	0.73
Easy to make enemies	3.63	1.22
Active	3.63	0.78
Lazy	3.21	0.99
No privacy	3.06	1.05
Hard to be found	3.06	0.89
Unpleasant	2.93	1.08
Talkative	2.30	0.95
<u>Regarding to working environment</u>		
Fascinating	3.63	0.60
Good incentives	3.60	0.93
Healthful	3.57	0.79
On your feet	3.57	0.61
Creative	3.48	0.79
Simple	3.42	1.09
Hot environment	3.27	1.06
Boring	2.9	1.08
Same routine	2.4	0.93
<u>Regarding to pay</u>		
Happy with my pay and the amount of work I do	3.12	1.24
Happy with annual bonus or incentives from my company	2.93	1.36

Table 2 lists the variables used in measuring turnover intention among respondents. Respondents tended to neither agree nor disagree with either variable, 'your feeling about your future with this company' (mean = 3.21) or 'prefer to continue working for this company' (mean = 3.09).

Table 2: Turnover Intention of Respondent

Variables	Mean	Std. Deviation
Your feeling about your future with this company	3.21	0.81
Prefer to continue working for this company	3.09	0.91

Still on turnover intention, figures depicted in table 3 indicate a strong significant positive correlation between work value, working environment or working condition, employer or supervisor and pay ($p < 0.01$). However, co-workers are less strongly correlated ($p < 0.05$).

Table 3: Correlation Matrix on Job Satisfaction and Turnover Intention

	Work value	Working Environment	Employer/Supervisor	Co-worker	Pay
Turnover Intention	0.596**	0.575**	0.550**	0.442*	0.599**

** $P < 0.01$

* $P < 0.05$

5. DISCUSSION

This study was conducted to determine the level of job satisfaction and turnover intention among WQS in Malaysia. While the number women are getting involved in the industry shows no sign of abating in the foreseeable future, there is a poverty of literature pertaining to WQS specifically in developing countries. As a growing economic country, Malaysia has a high demand for capable and competent WQS. Thus, retaining competent and experienced WQS in an organisation adds value for the employer. Only one previous study of WQS exists, conducted in Nigeria (Onukwube, 2012). That study indicating that women are less satisfied compare to men in the industry. This study focuses on women's job satisfaction in Malaysian QS organisations. Alpha values suggest that the tool used to measure the main variables were valid in the case of WQS. Overall, respondent indicated that they were satisfied with their involvement in their organisations with higher satisfaction on the employer, work value, co-

worker and working environment factors. However among job satisfaction, the respondents rated the lowest for their satisfaction with their pay and bonuses.

The result concerning satisfaction with employers reflects the professionalism practiced in the industry. Out of the top three variables regarding the employer or supervisor, respondents indicated that their employers are “intelligent”, “knows the job well” and are “polite”. This finding is supported by Chakrabarty, Qubre and Brown (2008), who suggested that supervisors need to demonstrate good management and interpersonal skills so that employees might better understand how a job should be done. The QS profession is based on technical competency and proper techniques in evaluating or managing work.

Descriptive analysis is also indicated that respondents agreed with all nineteen variables regarding work value. The items ranked highest by respondents referred to “opportunity for doing different work” and “fully utilise their ability”. The respondents indicated that they were satisfied with the working conditions in their organisations. This result was consistent with previous studies that report job satisfaction in relation to work value influences employee’s intentions to stay or quit their current job (Locke, 1976). According to Yenagi (2009), work values are enduring beliefs about work which guide actions, attitude and judgement in the work situation. Love and Haynes (2001), proposed employees experience the maximum pleasure from accomplishing job-related tasks when there is a good fit between the job holder’s personal traits and job requirements. Quality Surveyors are often expected to do work beyond their traditional duties such as advising clients on tax matters, value management, etc.

In addition, the results revealed that the top three variables regarding working environment were ‘fascinating’, ‘good incentives’ and ‘healthful’. This supports the findings of a previous study by Cecunc (2004) who suggested that some tools used to manage the work environment can contribute to productivity improvement, for example noise control, contaminants and hazard control, encouraging a human and friendly environment, job fit, rewards, feedback, work environment modeling, creating qualitative work life concepts and making physical working conditions. Hee and Ling (2011) also proposed a strategy to reduce turnover intention by creating a supportive work environment, such as a buddy system for new employee’s, listening to employee’s opinions, involving employee’s in decision making, training and improving the internal space orientation. Together, these studies support the importance of the work environment in reducing employee’s turnover intention.

In terms of co-workers, based on the survey responses, the top three variables regarding co-workers were ‘responsible’, ‘ambitious’ and ‘encouraging’. This finding is supported by an earlier study by Babin and Boles (1996), who found that employee’s who perceive their co-workers as unsupportive or non-

encouraging can experience role conflict, due to variance in the performance of their duties. Almost 60% of respondents in this study had less than 2 years of experience and were holding junior positions in their organisations. Consequently, they tended to feel more satisfied with when they were paired with co-workers who were responsible, ambitious and encouraging.

Respondents also indicated in the survey that they neither agree nor disagree with both variables. 'Happy with my pay and the amount of work I do' and 'happy with annual bonus or incentives from my company'. According to Williams, McDaniel and Nguyen (2006), organisational commitment and turnover are related to the fairness and adequacy of employee's salaries. This supports Bergiel et al.'s (2009) finding that a strong salary can result in a decrease in turnover rates. Hee and Ling (2011) also found that Quantity Surveyors who are dissatisfied with their current salaries and are offered higher salaries elsewhere are likely take another job rather than stay with their current employer. Most respondents in this study were below the age of 30 where they are still struggling to establish themselves and get a head start in life.

Finally, the results also alluded to a high correlation between turnover intentions and job satisfaction regarding to pay, work value, working environment and employer ($p < 0.01$); while co-worker was moderately correlated with turnover intention. Job dissatisfaction probably leads the employee to consider leaving their present employment when evaluating the cost of moving from one job to another. Turnover intention results in an employee making comparisons between their current and future jobs and to eventually actualise turnover (Robinson & Beesley, 2010; Tracey & Hinkin, 2008).

CONCLUSION

The author's purpose in undertaking this study was to explore the factors that affect the turnover intention of WQS in Malaysia. The Malaysian construction industry, should it desire to hang onto its WQS workforce, cultivate an aware of the salient features of job satisfaction for WQS. WQS prefer to work under the supervision of intelligent, expert and polite supervisor; but they also prefer to work with responsible, ambitious and encouraging co-workers.

As expected based on the literature review, in this study we found a positive significant correlation between job satisfaction and work value, the working environment, supervisors, co-workers, pay and turnover intentions. Based on these findings, the authors would suggest to Malaysian construction companies that a poor working environment, stressful supervisors, irresponsible co-workers and other work-related in just ice invariably lead WQS to turnover and change jobs. Several other studies (Hemdi, Omar & Azmi, 2012; Lam, Baum & Pine,

2003; Pathak, 2012) found similar results, revealing that bad work environment conditions, work stress and injustices between employees contribute to turnover intention and actual turnover.

However, as in any research, there are some limitations to the present study. The Malaysian construction industry has no reliable data on either men or women in the industry. This lack of data limited the sample size in the present study. Furthermore, this study only looked at WQS in Peninsular Malaysia. Future research, covering all states in Malaysia (inc. Sabah and Sarawak) might yield different results. Future research might also include other construction professions such as architects, civil and structure engineers, mechanical and electrical engineers, land surveyors, etc. Also, more comprehensive interviews might elicit more in-depth information related to turnover intentions.

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