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## Pay Satisfaction and Work Meaningfulness as Factors of IT Professionals' Turnover Intentions: an Investigation in the Romanian Context

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# Pay Satisfaction and Work Meaningfulness as Factors of IT Professionals' Turnover Intentions: an Investigation in the Romanian Context

Sebastian URIEȘI<sup>1</sup>

**Abstract:** IT employees constitute an important category of workforce, hence their retaining is of great importance. Consequently, there is a great need of understanding the factors that predispose these professionals to turnover, in order to provide companies with solutions that would diminish the turnover rates among their IT staff. The purpose of the paper is to discuss the role of certain specific factors of turnover among these professionals, and to present a research on this topic in the Romanian context. The empirical study focused on two types of factors that might influence turnover intentions in a sample of Romanian IT professionals: financial (pay satisfaction and organizational justice) and self-concept related (work meaningfulness and work role fit). The results confirm our hypothesis and reveal two parallel lines of influence on Romanian IT employees' turnover intentions. First, they show that pay satisfaction exerts a significant influence on employees' intentions to leave the organization. Pay satisfaction is, in its turn, affected by two facets of perceived organizational justice, namely distributive and procedural justice, and partially mediates the effect of these variables on turnover intentions. The other line of results shows that turnover intentions are also influenced by employees' work meaningfulness, and that the latter depends on their perceived work role fit, or the match between their self-concept and the work tasks that they have to perform in their current job. Finally, meaningfulness was found to fully mediate the influence of work role fit on turnover intentions.

**Keywords:** turnover, IT professionals, pay satisfaction, work meaningfulness.

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## 1. Introduction

Generally, turnover is considered to be a detrimental phenomenon for any company, mostly due to the fact that it creates new and important costs, since new employees have to be recruited, selected and trained for the

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respective jobs (Price, 1977; Staw, 1980). Moreover, the performance of the organization is affected, especially when those who decide to leave are high performers (Holtom, Mitchell, Lee, & Inderrieden, 2005), difficult to replace with people who would reach the same efficiency in their job tasks in a short time. This influence makes the topic of this paper of a high relevance worldwide, due to the massive economical and even social implications that can occur when the companies in a given environment suffer major losses, such as those generated by the high turnover of qualified employees.

From this standpoint, IT employees represent a valuable human resource for any company; they possess specific skills, essential for the current business processes of the organization and hard to replace (McKnight, Phillips, & Hardgrave, 2009), which augments the costs of turnover among this professional group. On the other hand, the turnover rates in this sector have always been high; as Lo (2013) shows by reviewing the results of the studies conducted in this area in the last decades, the annual turnover rates of IT personnel has never been lower than 15%. This high turnover of IT professionals seems to be unaffected by economic recessions, which lower turnover rates in most other economic sectors; moreover, the demand for IT workers, in terms of new job positions created by companies, increases at a higher rate compared to other types of jobs (Dohm & Shniper, 2007).

Given the importance of retaining IT employees, there is a great need of understanding the factors that predispose these professionals to turnover, in order to provide companies with solutions that would diminish the turnover rates among their IT staff. Several such factors have been identified by previous studies on the topic, most of which being conducted on Western samples of employees. The purpose of this paper is the present the arguments from the relevant literature that highlight the role of two types of factors that might influence turnover intentions, as well as the methodological structure and the results of an empirical study on this topic in a sample of Romanian IT professionals, thus belonging to (and working in) a national space with certain cultural and economic specificities in comparison to the Western one. The presumed determinants of turnover intentions that we discuss and put to empirical test belong to two different arrays. On the one hand, we focus on two pay – related factors, pay satisfaction and organizational justice; on the other, we aim to examine the effect of a different category of factors, more intrinsic and less investigated in the studies on IT employees, namely work meaningfulness and work role

fit. As we further explain, we presume that the specific factors in these two sets are significantly related, and that both these categories of determinants separately contribute to IT employees' turnover intentions.

## **2. Job satisfaction and turnover**

The relationship between job satisfaction and turnover has been one of the most frequently found results in the studies on the predictors of turnover in various economic sectors. The fact that employees who are more satisfied with their jobs are less likely to leave their companies also represents a quite commonsensical notion. It was also revealed by a large number of studies in various fields (e.g. Martin, 1980; Ariff, 1988), and by investigations focused on IT personnel (e.g. Chang 2008; McKnight, Phillips, & Hardgrave, 2009; Shahnawaz & Jafri 2009), and the significant effect of job satisfaction on turnover was also confirmed by two meta-analyses on the topic of the antecedents of turnover (Hom & Griffeth, 1995; Griffeth, Hom, & Gaertner, 2000). Other studies approached not only the general layer of overall job satisfaction, but also analyzed the individual effect of the various facets of job satisfaction. For instance, the meta-analyses mentioned above pinpoint work satisfaction, concerning employees' personal satisfaction with the actual work tasks that he/she has to perform, as the most strongly related facet to turnover. Career satisfaction, referring to the perception of the degree to which one's current job helps the employee to advance in his/her career, also impacts turnover intentions of IT professionals (Igbaria, Meredith & Smith, 1994; Igbaria & Greenhaus 1992).

## **3. Pay satisfaction and turnover**

One of the important facets of job satisfaction in what regards employee turnover is one's evaluation of the financial rewards received from the company in exchange for his/her services, or the level of congruency between the rewards that the employee considers as ideal and those that he/she actually receives (Kwon et. al, 2008). Several studies found that pay can constitute not only a motivator that can stimulate work performance, but it is also highly influential in what regards employee retention (Lum et al., 1998). The investigations focusing on IT professionals also revealed significant associations between employees' salaries and their intention to stay with their current company (Igbaria, Meredith, & Smith, 1994). Other studies concluded that it is not only the current salary, but the whole array of

financial incentives, such as healthcare benefits or pension schemes, that affect turnover intentions in this professional sector (Hunter et al. 2008). While these investigations took into account the objective data concerning the direct and indirect pay distributed in the respective companies, others specifically examined the effect of the subjective dimension of pay satisfaction and revealed similar results (Thatcher et al., 2006; Dailey & Kirk, 1992). Thus, pay satisfaction appears to be an important deterrent to IT professionals' turnover intentions, as employees who are more satisfied with the financial rewards received from their companies are less likely to quit.

#### **4. Justice, pay satisfaction and turnover**

Previous results in the organizational psychology literature show that it is not only the actual levels of pay received by employees that determine their pay satisfaction, but also their perceptions of the organizational procedures implemented in the process of allocating these financial rewards, especially in what regards their fairness (DeConick & Stilwell, 2004; Sweeney, 1990). Moreover, employee perceptions of fairness in what regards the manners of reward allocation within the company can even be more important than the actual amount of pay; for instance, Folger & Konovsky (1989) found that the effect of perceived fairness of financial incentives distribution on employees' organizational commitment is larger than that of the amount of the raise that they had received. There are two dimensions of fairness or justice regarding reward allocation within companies that have received most attention in past studies: distributive and procedural. Distributive justice concerns the fairness of the distribution of pay and resources within employees, or the outputs of the allocations decisions made by management (Lum et al., 1998), while procedural justice refers to the fairness of the procedures and rules on which these decisions are based (Greenberg & Folger, 1983). Empirical results showed that both aspects are influential for pay satisfaction: employees who perceive the distribution of financial rewards among the staff and the procedures that govern pay allocation as fair are more satisfied with their pay (Aquino et al., 1997; Tang & Sarfield-Baldwin, 1996).

On the other hand, those who perceive the pay amounts distributed and / or the rules and procedures that founded pay distribution as inequitable are not only less satisfied with their pay, but also have higher tendencies to leave the organization. This pattern of results emerged, for instance, in several studies on samples of IT professionals, among which

those who perceived the rewards distributed by their organization as fair had increased intentions to stay with the company (Rutner et al., 2008; McKnight et al., 2009). Similarly, perceived procedural justice was also found to reduce IT employees' turnover intentions (Paré & Tremblay, 2007) and increase their organizational commitment (Ahuja et al., 2007). In light of these findings, we expect that in our investigation on a sample of Romanian IT professionals, pay satisfaction would mediate the influence of justice perceptions on turnover intentions.

### **5. Work meaningfulness and turnover**

Work meaningfulness is a concept that has been revealed as gradually becoming more and more relevant for the way in which people are approaching their work. It can be defined as “the degree to which the employee experiences the job as one which is generally meaningful, valuable, and worthwhile” (Hackman & Oldham, 1975, p. 162). For some scholars, there's been an important shift in what regards the manners in which the last generations approach work, which entails the vast increase in importance of meaningful work experiences (Offermann & Gowing, 1990), of the degree to which the behaviors and results required in one's job match his / her subjective standards. In other words, one of the primary motives driving employees in the modern economy is that of seeking meaning in their work (Frankl, 1992). Hence, employees evaluate the meaningfulness that their work provides, by judging the relationships between the purposes of their work tasks and their personal values. When they notice a significant discrepancy between the two layers, they are prone to apathy, detachment (Thomas & Velthouse (1990), or psychological disengagement from their work (Aktouf, 1992).

On the other hand, perceived work meaningfulness has been found to have positive individual and organizational consequences. It is associated to higher work motivation (Shamir, 1991), higher work engagement (Olivier & Rothman, 2007), organizational performance (Neck & Milliman, 1994), and also turnover (Towers Perrin 2003). The relationship between the latter and work meaningfulness can be explained, on the one hand, by taking into account the other consequences of low meaningfulness: employees who perceive their work roles and purposes as not matching their standards and values have lower motivation, engagement and, ultimately, performances, all these factors predisposing them to leaving the company. But meaningfulness also influences turnover intentions through another route, namely by making

employees aware that their current job does not offer them the desired fit between themselves and the organization (Schneider, 1987). Consequently, they choose to leave the current company and search for a workplace that better fits their expectations.

In this light, a significant component of meaningfulness is the perceived match between oneself and the respective job; according to the theoretical models and empirical results in this area, the latter is a determinant of the former. Specifically, the perceived match or fit between the employee's self-concept and his/her work role instills the sense of meaningfulness (Strümpfer, 2003), as one's work allows the respective employee to express his/her values and beliefs. According to Shamir's (1991) self-concept theory of work motivation, people are fundamentally inclined to engage in works tasks that offer them opportunities to act according to their authentic self-concepts. In a related theoretical approach, meaningfulness stems from the fit between the skills, behaviors and work outcomes of the individual employed in a certain job and his/her beliefs and values perceived as characteristic for oneself in the present or for one's ideal self (Scroggins & Benson, 2007). Studies that examined both dimensions have confirmed that work role fit, or the match between employees' self-concepts and their work, determine their experienced sense of work meaningfulness (Olivier & Rothman, 2007; May, Gilson, & Harter, 2004; Strümpfer, 2003). We expect that the same pattern of results would emerge in our investigation on the sample of Romanian IT professionals, and that meaningfulness would further influence employees' turnover intentions, paralleling the influence of pay satisfaction on these intentions.

## **6. Research aims**

The objective of the study was to examine the relationships between Romanian IT professionals' turnover intentions and a set of four factors among which we presume certain specific influences. First, on the financial side of our analysis, we expect pay satisfaction to exert a significant influence on employees' intentions to leave the organization. Moreover, we expect pay satisfaction to be affected by two facets of perceived organizational justice, namely distributive and procedural justice. On the other side, we hypothesize turnover intentions to be influenced also by employees' work meaningfulness, and that the latter to be dependent on their perceived work role fit, or the match between their self-concept and the work tasks that they have to perform in their current job. In other words, we expect turnover

intentions to be significantly related to both sets of factors, and that in each set one of the variables would mediate the relationship between the other one and turnover intentions. Specifically, we presume that pay satisfaction would mediate the relationships between distributive and procedural justice, on the one hand, and turnover intentions, on the other, and that meaningfulness would mediate the influence of work role fit on turnover intentions.

## 7. Method

### 7.1. Participants and procedure

We distributed 220 surveys to employees in IT jobs (programmers, analysts, system support) in 7 companies located in Iasi, Romania, out of which 169 were returned. The surveys were anonymous, and confidentiality was ensured. In the final sample, 134 employees (79%) were men; mean age was 29 years.

### 7.2. Instruments

*Distributive justice* was measured with a 7-item instrument developed by Brashear, Brooks, and Boles (2004) that targets employee perceptions of the distribution of the financial rewards in their company, with respect to their various work inputs (effort, responsibilities, quality of work output, etc.). Participants are required to estimate the degree of justice of the financial rewards received relative to each of these inputs, on a response scale ranging from 1 – “not at all correct” to 6 = “absolutely correct”. Higher overall scores indicate perceptions of adequate distributive justice.

*Procedural justice* was measured with a 2-item scale the scale developed by Tekleab, Bartol and Liu (2005) that requires respondents to evaluate the correctness of the procedures through which their financial rewards are determined. The response scale ranges from 1 – “not at all correct” to 6 = “absolutely correct”. Higher overall scores indicate high perceived procedural justice.

*Pay satisfaction* was measured with the scale developed by Heneman & Schwab (1985) in order to address this specific dimension of job satisfaction. It comprises 13 items that target four facets of pay satisfaction, namely pay level, pay raises, benefits, and structure and administration of financial rewards. The factorial structure of the instrument has been confirmed by subsequent studies (Judge & Welbourne, 1993). Participants are required to



rate their level of satisfaction concerning various elements of the financial rewards they receive from their company on a response scale ranging from 1 – “not at all satisfied” to 6 = “completely satisfied”. Higher overall scores indicate high pay satisfaction.

*Work role fit* was measured with a 4-item scale the scale developed by May, Gilson & Harter (2004). It requires respondents to rate their agreement with each of the items, which describe their psychological perspective on the match between themselves and their current job (sample item: “My job ‘fits’ how I see myself”), on a 5-point response scale with 1 = “Strongly Disagree” and 5 = “Strongly Agree”. Higher overall scores indicate high work role fit.

*Work meaningfulness* was measured with a 6-item scale developed by May, Gilson & Harter (2004). Each item targets the degree of meaning that employees perceive as emerging from their work-related activities and purposes (sample item: “The work I do on this job is meaningful to me”). Respondents are expected to rate their agreement with each item on a 5-point response scale with 1 = “Strongly Disagree” and 5 = “Strongly Agree”. Higher overall scores indicate high work meaningfulness.

*Turnover intention* was assessed with a 3-item scale (Bluedorn, 1982) that targets employees’ perceived prospects (e.g. “I will probably look for a job next year”) and cognitions (e.g. “I often think about quitting”) about leaving their current organization. Respondents are required to rate their agreement with each item on a 5-point response scale with 1 = “Strongly Disagree” and 5 = “Strongly Agree”. Higher overall scores indicate high turnover intentions.

### **7.3. Data analysis**

The internal consistency of the measurement scales was first evaluated through their mean inter-item correlations. Second, we tested our hypotheses concerning the relationships between variables depicted in Figure 1 through regression analyses. Third, we tested the mediation role of pay satisfaction and work meaningfulness, respectively, through the approach described by Baron & Kenny (1986). In this approach, the variables involved in the mediation relationships should first be significantly associated. In this respect, we computed the Pearson product moment correlations between the variables in each of the two sets; the first includes distributive and procedural justice, turnover intentions and pay satisfaction as presumed mediator between them. The second set is comprised of work

role fit, turnover intentions and meaningfulness as a presumed mediator of the influence of the former on the latter. Then, testing mediation involves, in each set, two regression analyses with the final outcome (turnover intentions) as dependent variable: one that includes only the respective predictor, and one including both the predictor and the presumed mediator. The reduction of the effect of the predictor on the outcome when the mediator is included in the model indicates mediation.

## 8. Results

### 8.1. Organizational justice, pay satisfaction and turnover intentions

The influence of the two dimensions of organizational justice on pay satisfaction was tested through multiple regression analysis, including distributive and procedural justice as predictors and pay satisfaction as criterion. Results indicated that both distributive justice ( $\beta = .17, p < .05$ ) and procedural justice ( $\beta = .19, p < .05$ ) are significant predictors of pay satisfaction,  $F(2,166) = 5.49, p < .01$ . Furthermore, in the regression analysis aimed to test the influence of pay satisfaction on turnover intentions, the former ( $\beta = -.48, p < .001$ ) emerged as a significant predictor of the latter,  $F(1,167) = 49.12, p < .001$ .

Next, we tested the presumed mediating status of pay satisfaction through the approach summarized above. The correlations between the four variables in this first set, as well as their mean inter-item correlations, means and standard deviations are presented in Table 1.

**Table 1.** Descriptive statistics, internal consistency and correlations between the variables in the first set

	Mean	SD	Mean	1	2	3	4
			inter-item				
			correlation				
1. Distributive justice	4.16	1.07	.29	1.00	.21**	.17*	-.27**
2. Procedural justice	3.68	1.15	.40		1.00	.22**	-.41**
3. Pay satisfaction	4.02	.98	.32			1.00	-.47**
4. Turnover intention	2.20	.90	.48				1.00

\* $p < .05$ ; \*\* $p < .01$

The pattern of correlations matches our theoretical assumptions; the associations between the two facets of organizational justice and pay

satisfaction are positive and significant, while the relationships between these three variables and turnover intentions are negative. Examining the presumed mediational role of pay satisfaction in the influence of distributive pay on turnover intentions, the first step was to assess the relationship between these two variables. In the regression analysis performed, distributive justice emerged as a significant predictor of turnover intentions ( $\beta = -.27, p < .001; F(1,167)=13.39, p < .001$ ). In the second step, we included both distributive justice and the mediator (pay satisfaction) as predictors of turnover intentions. The results of the regression analysis revealed that even with the addition of pay satisfaction, distributive justice still remains a significant predictor of turnover intentions ( $\beta = -.20, p < .001; F(2,166)=30.02, p < .001$ ). Yet, the lowering of the standardized regression coefficient ( $\beta$ ) in the second model indicates that pay satisfaction partially mediates the influence of distributive justice on turnover intentions.

In the examination of the mediational role of pay satisfaction in the influence of procedural justice on turnover intentions, the first regression model shows that the former is a significant predictor of the latter ( $\beta = -.41, p < .001; F(1,167)=34.07, p < .001$ ). Second, in the regression model including both procedural justice and pay satisfaction, procedural justice also emerged as a significant predictor ( $\beta = -.32, p < .001; F(2,166)=40.34, p < .001$ ), but with a lower value of the standardized coefficient, similar to the mediation analysis before. Thus, results indicate that pay satisfaction partially mediates also the influence of procedural justice on turnover intentions.

## **8.2. Work role fit, work meaningfulness and turnover intentions**

In the second set of variables, work role fit emerged as significantly predicting work meaningfulness ( $\beta = .38, p < .001; F(1,167)=28.19, p < .001$ ). Furthermore, work meaningfulness is a significant predictor of turnover intentions ( $\beta = -.50, p < .001; F(1,167)=58.08, p < .001$ ).

The correlations between the three variables in this set, their mean inter-item correlations, means and standard deviations are presented in Table 2.

**Table 2.** Descriptive statistics, internal consistency and correlations between the variables in the second set

	Mean	SD	Mean inter-item correlation	1	2	3
1. Work role fit	4.47	1.12	.35	1.00	.38**	-.23**
2. Work meaningfulness	4.23	1.31	.44		1.00	-.50**
3. Turnover intention	2.20	.90	.48			1.00

\*\* $p < .01$

Testing the mediational role of meaningfulness in the relationship between work role fit and turnover intentions, we first included in the regression analysis the latter as criterion and work role fit as sole predictor. Results confirmed the predictive effect of work role fit on turnover intentions ( $\beta = -.23$ ,  $p < .001$ ;  $F(1,167) = 9.21$ ,  $p < .001$ ). Then, we added meaningfulness as the second predictor in the regression model; in this case work role fit is no longer a significant predictor of turnover intentions ( $\beta = -.04$ ,  $p = .56$ ); only meaningfulness emerged as a significant predictor ( $\beta = -.49$ ,  $p < .001$ ;  $F(2,166) = 29.09$ ,  $p < .001$ ). This pattern of results indicates that meaningfulness fully mediates the influence of work role fit on turnover intentions.

Finally, we assessed the joint influence of the two intermediary variables in our model – pay satisfaction and meaningfulness – on turnover intentions. In the regression model including both these variables as predictors, both emerged as significantly influencing turnover intentions: pay satisfaction ( $\beta = -.36$ ,  $p < .001$ ) and meaningfulness ( $\beta = -.40$ ,  $p < .001$ ;  $F(2,166) = 49.75$ ,  $p < .001$ ). These results indicate that both variables and, extending the focus of analysis, both sets of variables that we took in consideration exert separate, parallel influences on turnover intentions.

## 9. Discussion

Previous studies found that the IT workforce has several important specificities compared to the rest of the professions; one of them concerns the factors that lead to voluntary turnover among these employees, and the decisional processes that precede it. For instance, there are certain paths that lead to the decision to leave the company, which most of the employees across all economic sectors follow, more precisely, 93% of the employees, according to Niederman et al. (2007). On the other hand, in their investigation on a sample of IT professionals, Niederman et al. (2007)

concluded that only 12% of the employees in this sector follow these paths. This result highlights the need for in-depth studies on this category of employees, in order to highlight the factors that predispose them to turnover and to build a specific and comprehensive theoretical model of turnover decisions in this field.

Our research was aimed at this objective, by including in the set of potential factors associated to turnover intention in our sample of IT employees not only variables that had emerged as important in this respect in previous studies on this category of staff, such as pay satisfaction, but also factors that have been neglected so far in this specific literature, namely work meaningfulness and its presumed determinant, work role fit.

In sum, our results support the associations we hypothesized: on the one hand, distributive and procedural justice predict pay satisfaction, and the latter predicts turnover intentions; on the other hand, work role fit predicts work meaningfulness, and the latter predicts turnover intentions. The first line of results confirms the essential role that financial rewards have not only for employee general satisfaction with their job or their productivity, but also for their intentions to stay with the company (Lum et al., 1998). Pay is a major factor for organizational behaviors and employee retention, and those with low levels of satisfaction concerning the financial rewards they receive have a higher probability to actively look for a job in another organization, which could offer them more satisfying pay levels (Thatcher et al., 2006). Furthermore, pay satisfaction was found to depend on the two dimensions of organizational justice we took under scrutiny. In line with previous investigations, when employees perceive the distribution of financial rewards in their company as unjust, they become less satisfied with their own pay (Weiner, 1980; Aquino et al., 1997). Similarly, the employees who appreciate the procedures and criteria upon which the financial allocation decisions are made in their company as unfair, also have lower pay satisfaction (Tang & Sarfield-Baldwin, 1996). Extending the focus of analysis, we found that both distributive and procedural justice further influence employees' turnover intention, results that confirm previous studies on the relationships between these variables (McKnight et al., 2009; Paré & Tremblay, 2007). In our mediational analysis, pay satisfaction emerged as a partial mediator of both these influences; in other words, the effect of distributive and procedural justice on pay satisfaction further generates opposite effects on turnover intentions, in that employees who perceive high levels of organizational justice have higher pay satisfaction and, subsequently, tend to have lower

turnover intentions. The fact that pay satisfaction does not fully mediate the influence of the two facets of organizational justice on the intention to leave the company indicates that they also exert other types of effects on Romanian IT professionals' turnover intentions, which might be either direct or mediated by other variables. Further studies could provide a more in-depth analysis of the relationships between organizational justice and turnover in this work sector.

Besides the financial aspects, we found that IT employees' turnover intentions are also affected by the degree of meaningfulness their jobs provide them, similar to the results on samples in other professional groups (Towers Perrin 2003; Schneider, 1987). This result suggests another manner in which organizations could intervene in order to increase employee retention, paralleling the possible interventions in what regards organizational justice and pay satisfaction, indicated by the previous line of results. Specifically, companies could positively affect employees' intentions to remain in their current positions by helping them find meaning in their work, for instance by redesigning job tasks in order to make work behaviors and purposes more valuable for them, more in line with their standards and values. We also found that work role fit is a significant factor of IT professionals' work meaningfulness, in line with Shamir's (1991) theory of work motivation and with other empirical results (Olivier & Rothman, 2007; Strümpfer, 2003). Thus, employees who perceive their job as matching their authentic self-concept, in terms of their beliefs about themselves and the values that they see as characteristic and important for them tend to experience higher levels of work meaningfulness. Moreover, our mediational analysis found that work meaningfulness fully mediates the influence of work role fit on turnover intentions, indicating that employees who perceive their jobs as matching their self-concept tend to have lower intentions to leave their current company because this match instills them the feeling of work meaningfulness. The importance of work role fit in this context further suggests that organizations could influence employee retention through career planning interventions (Scroggins, 2008) in which each employee could be matched with the career path that is appropriate for him/her in terms of the fit between the tasks and purposes of the respective jobs and employee's perceptions of themselves and of the values he/she holds as essential.

One of the limitations of the present study is that we did not assess employees' actual turnover behavior; instead, we used turnover intentions as

a proxy for the actual behavior of leaving the organization. There are scholars (Lo, 2015) who expressed concerns regarding the use of turnover intentions, questioning its validity as an index of employees' future behavior, especially on the grounds that some studies discovered that the associations between one's intention to leave the company and his/her actual turnover behavior is not very high (Dinger et al. 2012; Thatcher et al. 2002). Nevertheless, most studies in this field, including specifically those on the IT workforce, have used intentions as a proxy for turnover behavior (Lo, 2015). Furthermore, other investigations and metaanalytic studies (Griffeth, Hom, & Gaertner, 2000; Steel 2002) show that, although this index is not perfect in predicting actual turnover decisions, it still remains their best predictor. Another limit of our research is that it employed a correlational design; hence, the causal relationships between the variables in our model can not be fully attested by the results, a drawback common to many investigations on the topic. Further studies that use longitudinal designs in which employees' actual turnover behavior would be examined in association to the variables we took into consideration are needed in order to prove the relationships indicated by our results.

## 10. Conclusions

In sum, the results of our research reveal two parallel lines of influence on Romanian IT employees' turnover intentions. First, they are negatively affected by pay satisfaction, which is, in its turn, influenced by employee perceptions of distributive and procedural justice. Second, work meaningfulness also negatively impacts turnover intentions, and it mediates the effect of work role fit on these intentions. Further studies could examine other factors that affect turnover in this Romanian work force, thus providing further empirically – based recommendations to companies in what concern the effective interventions that they could implement in order to increase employee retention.

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