

To Leave or to Stay in the Current Organization After an MBA

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This study looked into the factors that would make employees likely to remain in their organizations. It used social exchange and human capital theories and the side-bet hypothesis to guide the development of hypotheses. The study employed a systematic random sampling with a random start, with a total of 76 respondents out of the 286 MBA students enrolled at the University of the Philippines in school year 2010-11. To address the research question, a logistic regression analysis was used. Results showed that the likelihood of staying in an organization increases with perceived organizational support and career satisfaction, but decreases with ability. Organizations can increase employees' likelihood of staying by providing benefits and opportunities that employees perceive as concern for their well-being. Moreover, the ease of movement by high ability individuals makes them a critical target group in an organization's retention management efforts. Together, the findings suggest a holistic picture of intention to leave by including human capital factors, such as investment in the organization and ability, in addition to relational and attitudinal factors that are commonly used in turnover studies, such as job dissatisfaction and organizational support. However, the use of MBA students in one university and the indirect measurement of ability limit generalizability of results. Future research can assess its effects using direct measures and further study the null result of investment in organization.

Keywords: career satisfaction, organizational support, investment in organization, ability, MBA careers, turnover, intention to stay, Philippines

1 Introduction

In filling managerial positions, organizations can either hire from within the ranks of existing employees, or hire from outside. Employees desiring to climb the career ladder proactively fast-track the process by taking an MBA. Indeed, such has been one of the strategies to enhance career success (Dreher & Ryan, 2002; Hay & Hodgkinson, 2006; Simpson, Sturges, Woods, & Altman, 2005; Supangco, 2001). Studies on the impact of MBA have reported mixed results. Some have reported positive outcomes from the MBA to both the individual and the organization by enhancing MBA competencies (Baruch & Peiperl, 2000; Baruch & Leeming, 2001; Hay & Hodgkinson, 2006; Simpson et al., 2005; Hunton, Stone, & Wier, 2005). An important outcome to the individual has been that an MBA hastens promotion (Wright, 1988; Zhao, Truell, Alexander, & Hill, 2006), and also improves salaries (Pfeffer, 1977; Zhao, et al., 2006). However, some studies have qualified that only graduates of top tier schools have experienced improvements in salaries (Baruch & Peiperl, 2000; Dugan, Grady, Payn, & Johnson, 1999). There were also mixed results on the impact of MBA on hierarchical success (Baruch & Peiperl, 2000; Dugan et al., 1999; Zhao et al., 2006).

Despite the benefits of an MBA to organizations, employers are wary about hiring MBA graduates or supporting employees to pursue an MBA because of the belief that those with MBAs have higher propensity to job-hop (Dougherty, Dreyer, & Whitely, 1993). Some studies have found that the knowledge and competencies gained from the MBA make graduates attractive to other employers, thus facilitating such job-hopping (Mayer & Schoorman, 1998), while others have negated the claims that MBAs have the propensity to job-hop (Dougherty, Dreyer, & Whitely, 1993; Hay & Hodgkinson, 2006; Reitman & Schneer, 2003). In general, taking charge of one's career does not necessarily entail job-hopping, and neither does having a protean career attitude nor boundless mindsets equate to high job-hopping preference (Briscoe & Finkelstein, 2009).

To further our understanding of career patterns of MBAs, this study determined the factors that influence employees, who were enrolled in an MBA program, to stay in or leave their current organization after their MBA. This study builds on past researches, most notably studies on

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turnover. Variables in this study were synthesized from two most widely used models of employee turnover, namely, March and Simon's (1958) and Mobley's (1977). Social exchange theory (Gouldner, 1960; Blau, 1964) and human capital (Becker, 1975) are the two theoretical perspectives that inform the hypotheses of this study.

Turnover is an important concern especially because its consequences are commonly perceived as negative, such as recruitment and training costs, as well as loss of productivity and of social capital. Turnover has also detrimental effects to the individual, including unemployment, loss of tenure, and career interruptions for the employee and his or her spouse (Anderson, Meyer, Pencavel, & Roberts, 1994; Royalty, 1996; Dess & Shaw, 2001; Adnett, Bougheas, & Georgellis, 2004; Ton & Huckman, 2008). However, turnover can also impact the organization and individuals in positive ways. The organization can enjoy the benefits of increased productivity, innovation and morale, and decreased conflict. Career advancement, increase in salary, commitment, and satisfaction are also some of the positive consequences to the individual (Staw, 1980; Mobley, 1982; Wright & Bonett, 1992). On the whole, the effect depends on the costs and benefits of turnover.

One significant source of managerial employees is students or employees taking up MBAs. By working and studying at the same time, they have demonstrated the desire to take charge of their careers. Being able to remain in the MBA program suggests a capability to balance demands of work, school, and their other concerns like family and community. In addition, being accepted into the MBA program implies that these students have passed the rigid requirements of an MBA, which includes passing qualifying exams and a demonstration of capabilities through career achievements (Dugan et al., 1999). Thus, an organization is most likely to retain these employees.

2 Turnover and Turnover Intention

In predicting intention to stay, this study builds on two models (March & Simon, 1958; Mobley, 1977). On one hand, March and Simon (1958) explained that employees decide to leave an organization when there is an imbalance between inducement from the organization and employee contribution. In particular, the decision to leave depends on the desirability to end the employment relationship and the ease of moving out of the organization (March & Simon, 1958). Desirability to end the relationship is directly influenced by job satisfaction and the perceived ease of transfer within the organization, while ease of movement out of the organization depends on the perceived availability of alternative external employment (March & Simon, 1958).

On the other hand, several studies (Hom, Griffeth, & Sellars, 1984; Lee, 1988) have supported Mobley's model (1977), which describes a process of reaching a decision to leave the organization. Thoughts of quitting a job ensue when the employee's assessment of the current job is negative. This leads to an evaluation of the costs and benefits of leaving the organization. When the balance tilts towards benefits more than costs, the employee develops the intention of quitting. The employee's intention to stay or quit is the proximal step to the action of turnover.

The two models both identify job dissatisfaction and presence of alternatives as important considerations in arriving at the decision to leave or stay. However, Mobley (1977) attributed turnover behavior directly from turnover intention, whereas Simon and March (1958) included the importance of the facility of moving to the desirability of the move.

Moreover, several theories add to understanding why employees leave or stay in organizations. Social exchange theory (Gouldner, 1960; Blau, 1964) explains why employees want to respond positively to organizations when they experience being cared for and their needs are being met. Gouldner (1960) explains this through the norm of reciprocity—one reciprocates positively to positive experience with a person or the organization. This norm defines social exchanges, ensuring a stable social system. Building on the norm of reciprocity, Blau (1964) adds the importance of differentiating social from economic exchange. While exchanges imply obligations for return, the norm of reciprocity governs social exchanges while contracts or defined obligations govern the terms of economic exchanges. In addition, the resources involved in social exchanges are less tangible compared to the more tangible ones in economic exchanges. Moreover, social exchanges runs through the long-term while exchanges in the economic sense is more short-term. Again, the

implication of these theories is that when employees' experience with the organization is positive, this is also positively reciprocated. Turnover approached through the lens predicted a negative relationship between positive experiences with the organization and turnover intention and behavior (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Harris, Harris, & Harvey 2007; Loi, Ngo, & Foley, 2006; Dawley, Houghton, & Bucklew 2010).

Another compelling theory that explains turnover is the theory of human capital (Becker, 1975). Wage is seen to reflect the marginal product of labor that can be enhanced through learning by doing or through formal training, which may focus on general training or firm specific training (Becker, 1975). The individual bears the cost of general training because other organizations benefit from it but to be competitive with other organizations and to be able to hire individuals with the necessary skills, the focal organization must pay the market wage. However, because firm-specific training benefits the only the focal organization, it bears the cost of such training. Employees receive lower wages while in training, but receive higher wages afterwards. Such wages are higher than in alternative employment to reflect increases in productivity due to enhanced skills and as a form of incentive to not quit while in training (Becker, 1975).

In continuing one's tenure in the organization, one also incurs certain costs or side-bets (Becker, 1960) that increase with the length of one's stay, making quitting less attractive (Shoemaker, Snizek, & Bryant, 1977; Carson & Carson, 2002). In an organization, an individual's investment in time, effort, relationships, and so on loses its value outside the organization (Meyer & Allen, 1984). Thus, an inverse relationship between tenure and turnover is predicted by the side-bet hypothesis. However, when employment opportunities outside the organization abounds, commitment to the organization weakens (Wallace, 1997).

3 Hypotheses Development

Attitudinal factors, like satisfaction and commitment, and human capital factors, such as tenure and ability, have been found to influence turnover (Maertz, Griffeth, Campbell, & Allen, 2007). Building on the aforementioned turnover models and theoretical arguments, this study looked into the influence of career satisfaction, perceived organizational support, investment in the organization, and ability in predicting who will stay and leave the organization.

3.1 Organizational Support

Perceived organizational support is the degree to which employees believe in the organization's genuine interest in their welfare (Eisenberger, Huntington, Hutchinson, & Sowa, 1986). Support is believed to be genuine when the organization commits it without external imposition (Dawley et al., 2010). Individuals whose experience with the organization is positive reciprocate to the organization in a positive manner by staying with the organization, for instance. Thus, as supported by the social exchange theory, social exchanges operate under the norm of reciprocity (Gouldner 1960; Blau, 1964). Other studies have supported the following findings: an inverse relationship between perceived organizational support and turnover intention (Rhoades & Eisenberger, 2002; Harris et al., 2007; Dawley et al., 2010); a direct negative relationship between perceived organizational support and turnover intention among non-partner solicitors (Loi, Ngo, & Foley, 2006); a mediating effect of organizational commitment on the negative relationship between perceived organizational support and intention to leave (Allen, Shore, & Griffeth, 2003; Maertz et al., 2007); and perceived organizational support moderating the relationship between turnover intention and affective commitment (Perryer, Jordan, Firms, & Travaglione, 2010). In addition, the relationship between perceived organizational support and turnover is moderated by perceived supervisory support—the relationship between the two variables is stronger when perceived supervisory support is low, and weaker when perceived supervisory support is high (Maertz et al., 2007). Based on social exchange theory, it is hypothesized that:

Hypothesis 1: An employee is more likely to stay with an organization when perceived organizational support is high.

3.2 Career Satisfaction

March and Simon (1958) and Mobley (1977) identified job satisfaction as an important factor in deciding whether or not to stay in the organization. It is considered to influence desirability of quitting (March & Simon, 1958) and a precursor of cognitive processes leading to intention to leave (Mobley, 1977). Job satisfaction, defined as feeling positively toward a job (Tett & Meyer, 1993), is measured in part or in its entirety. Job satisfaction was negatively related to turnover intention (Martin, 1979; Shore, Newton, & Thornton III, 1990; Griffeth, Horn, & Gaertner, 2000; Dole & Schroeder, 2001; Van Breukelen, Van Der Vlist, & Steensma, 2004; Slattery & Selvarajan, 2005; Tian-Foreman, 2009; Huning & Thomson, 2010) and turnover (Peters, Jackofsky, & Salter, 1981). Job satisfaction's effect on turnover intention was also mediated through organizational commitment (Elangovan, 2001). To the extent that turnover and turnover intentions are decisions resulting in the dissolution of an employment relationship (Anderson et al., 1994), organizational commitment showed stronger relationship with turnover compared to job satisfaction (Tett & Meyer, 1993). Thus, it is evident that what is more important is the individual's relationship to the organization than to the job.

With this in mind, this study diverged from the models of March and Simon (1958) and Mobley (1977) by using career satisfaction instead of job satisfaction. An individual may hold several jobs in the organization and may have experienced episodes of job dissatisfaction. Job satisfaction may be regained by moving to another job in the organization, and the movement to other units in the organization is possible through intra-organizational transfer (March & Simon, 1958). Once dissatisfaction with one's career sets in, which may not be assuaged by assuming another job in the organization, cognition of turnover sets in. Clearly, career satisfaction is more than an individual's relationship with a job-- it encompasses the relationship with the organization. Social exchange theory predicts that:

Hypothesis 2: An employee is more likely to stay with an organization when career satisfaction is high.

3.3 Investment in the Organization

In order to find the job that address employees' needs and aspirations, they engage in job shopping (Anderson et al., 1994). Employees do this because some characteristics of the job are not readily observable and unfold through time, so that one must experience it to know it (Wilde, 1980). When one finds a good match, there is a tendency for an individual to stay long in the organization (Wilde, 1980; Anderson et al., 1994). Thus, tenure demonstrates an individual's capacity to stay in an organization (Arnold & Feldman, 1982) and it also speaks of a high quality of the match between the individual and the job (Anderson et al., 1994; Wilde, 1980).

However, the longer the employee stays in the organization, the more firm specific skills and social networks are developed (Becker, 1975; Wasmer, 2006). While such firm-specific skills are valuable to the organization, they are of little value outside of it. There are also costs associated with remaining in the organization. The investment in time, effort, and relationships in the organization may be lost or, at best, may diminish in value once employees leave the organization (Meyer & Allen, 1984). In explaining commitment, Becker (1960) labeled these as side bets.

Several studies have confirmed that tenure and turnover are inversely related (Shoemaker, Snizek, & Bryant, 1977; Anderson et al., 1994; Lynn, Cao, & Horn, 1996; Van Breukelen et al., 2004). However, null results were also reported (Spencer & Steers, 1980; Healy, Lehman, & McDaniel, 1995). From the human capital theory and the side-bet hypothesis, it is hypothesized that:

Hypothesis 3: Long tenured employees are more likely to stay in an organization.

3.4 Ability

Human capital theory (Becker, 1975) asserts that, at equilibrium, wage paid to labor is equal to its marginal product. Productivity and wages increase when there is an improvement in skills, which may be obtained through general training or firm-specific training, or through learning by doing. Employees during training earn lower before the training, but much higher after the training. This

serves the dual purpose of providing incentive to employees to complete the training and to stay in the organization (Becker, 1975). Given a sample of MBA students, general training received from MBA program is controlled for. In such a situation and other things being equal, income differences reflect differences in firm-specific training. However, the presence of tenure in the organization accounts for the learning by doing aspect of skills development. Therefore, differences in income should reflect factors other than general or firm-specific training.

Education is another source of productivity increase through the development of general or transferable skills. Employers take education as a signal of ability (Spence, 1973; Gottfredson, 1986), which is known to predict job performance (Hunter & Hunter, 1984). However, education and continuance commitment are inversely related (Mayer & Schoorman, 1998). Therefore, employers attract better quality workers by paying wages higher than their competitors (Campbell, 1994). Individuals with high ability enjoy higher rate of return on education, which encourages them to invest more in education (Becker, 1975). In this sense, income differentials reflect variation in ability, once education and firm-specific training are controlled for.

To the extent that ability predicts job performance, high ability individuals become attractive to employers who are willing to pay higher wages. Ability enhances ease of movement from the organization (March & Simon, 1958). Thus, from human capital theory and March and Simon's model (1958), it is hypothesized that:

Hypothesis 4: Employees with higher ability are more likely to leave the organization.

4 Methodology

The following sections describe sampling and data processing and measurement of variables used in this study.

4.1 Sampling and Data Processing

A sample survey using a structured questionnaire was conducted in July to August 2010. In order to select the sample, this study used a systematic sampling with random start. The population consisted of students enrolled in the MBA program of the University in the Philippines during the start of academic year 2010-2011. A total of 190 questionnaires were sent out to the selected students, and 76 students (38 women) returned their questionnaires, for a response rate of 39.8%. The data used in this study is a combination of perceptual and objective measures. Perceptual items consisted of multiple items, which were summarized using factor analysis using varimax rotation. Factor scores of the items were used in subsequent analyses. Frequency distributions, means, and mode were used to describe the data. To address the research question, logistic regression analysis was used.

In as much as the data came from self-report, measures to minimize any threats of common method variance were undertaken. The dependent variable used a non-perceptual measure, while the independent variables used both perceptual and non-perceptual measures. In addition, several pages separated questions on the dependent and independent variables. A Harman's one factor test (Podsakoff & Organ, 1986) was conducted to determine if the factor analysis of all the items included in the study will result in a one-factor solution or will result in one factor explaining the majority of the variance. In performing factor analysis using the original questionnaire items, seven factors emerged and no single factor explained the majority of the variance. This study did not face the threat of common method variance.

4.2 Measures

This section describes the different measures of the dependent, independent, and control variables.

Dependent variable. The dependent variable is a dummy of stayers and leavers. Stayers were those who expressed to remain in the organization for at least their average tenure per organization, otherwise, they were categorized as leavers.

Independent variables. The measure of career satisfaction used in this study is a scale developed by Greenhaus, Parasuraman, and Wormley (1990). The scale assessed both general satisfaction in the progress of one's career and satisfaction from the different facets of a career such as income, advancement, and skill development. In this study, coefficient $\alpha = .89$. Perceived organizational support is a measure developed by Eisenberger et al. (1986), which assesses employees' perceptions of how the organization values their contributions and well-being. Coefficient alpha $\alpha = .91$. Investment in the organization is measured by the amount of time the individual has worked in the current organization. Total annual cash income—controlling for the effect of general training (MBA experience) and learning by doing—is the measure of ability used in this study.

Control variables. In order to screen out the effects of factors that are not of direct concern in this study, control variables were introduced. These are variables that were related to the dependent or independent. The only control variable used in this study is external mobility experience. Mobility experience shows the employee's track record of turnover and is measured by the number of organizations worked in. Number of job changes is a positive predictor of faculty salary, especially for those who have publications in top tier journals (Gomez-Mejia & Balkin, 1992).

5 Results and Discussion

Table 1 shows the means and standard deviations of variables. On the average, respondents are 28.74 years old— 50% are female. The respondents have worked in an average of 2.58 organizations in 6.8 years, earning Php 589,898.55 annually. The respondents intend to stay in their current organization for 5.4 more years, having already worked there an average of 3.77 years, which is higher than their average tenure per organization of 3.33 years. The difference is statistically significant at $p < .05$. Stayers constituted 58% of the respondents.

Table 1. Means and Standard Deviations of Variables

Variables	MEAN	STANDARD DEVIATION	NUMBER OF OBSERVATIONS
Age	28.74	4.76	76
Annual Compensation	P 589,898.55	P 351,695.52	69
Years of Work Experience	6.82	4.71	76
Number of Organizations Worked for	2.53	1.38	74
Tenure in Organization (Years)	3.77	2.54	76
Tenure per organization (Years)	3.33	2.83	74
Years to stay in organization (Years)	7.88	10.82	63

Table 2 shows the correlation matrix of variables. Years to stay is positively related to career success, perceived organizational support, and tenure in the organization. Only career satisfaction and perceived organizational support show correlation among the independent variables. Moreover, the control variable--number of organizations worked in—has a strong negative relationship with tenure and a strong positive relationship with annual compensation.

Table 2. Correlation matrix of selected variables

	1	2	3	4	5	6
1. Years to stay	1					
2. Number of organizations	-.12	1				
3. Career satisfaction	.28*	-.21	1			
4. Perceived organizational support	.35**	-.10	.41**	1		
5. Tenure in organization	.28*	-.32**	.09	.12	1	
6. Annual compensation	-.01	.40**	.18	.24	.15	1

+ $p < .10$; * $p < .05$; ** $p < .01$

Diagnostics were done to determine the goodness-of-fit of the model. More details of the diagnostics are presented in the appendix. Table 3 tells us that the model allows us to predict with

75.4% accuracy the stayers and leavers, wherein the model more accurately predicts stayers (82.4%) than leavers (65.2 %).

Table 3. Classification Table

Observed		Predicted		Percentage Correct
		Staying	1.00	
Step 1	Staying	.00	15	65.2
		1.00	6	82.4
	Overall Percentage			75.4

This study tested the contribution of career satisfaction, perceived organizational support, investment in organization, and ability on the probability of staying, holding external mobility experience constant.

Table 4 shows that the result of logistic regression analysis supports hypothesis 1, which predicted that employees who experience high career satisfaction tend to stay in the organization. In addition, the results also showed support for hypothesis 2, which predicted that employees who experience strong organizational support tend to stay in the organization. These two hypotheses were informed by social exchange theory, which predicts that when employees have positive experience with the organization—in this case, career satisfaction and perceived organizational support—they reciprocate positively by staying in the organization. These results also demonstrate that decision to stay in the organization is based on one's relationship with it (Tett & Meyer, 1993).

Table 4. Logistic Regression Results for Stayers and Leavers

		β	S.E.	Wald	df	Sig.	Exp(B)
Step 1(a)	Career satisfaction	.740	.368	4.051	1	.044	2.097
	Perceived organizational support	.744	.370	4.043	1	.044	2.105
	Investment in the organization	.181	.159	1.292	1	.256	1.198
	Ability	-1.053	.447	5.555	1	.018	.349
	Number of organizations worked in	.767	.351	4.759	1	.029	2.152
	Constant	-1.966	1.270	2.396	1	.122	.140

+p<.10; *p<.05; **p<.01

Hypothesis 3 stated that tenure positively influences the likelihood of staying. However, the results did not support this hypothesis. Similarly, null results were also reported in studies that look at the relationship between tenure and intention to stay (Spencer & Steers, 1980; Healy, Lehman & McDaniel, 1995).

Lastly, hypothesis 4 predicted an inverse relationship between ability and likelihood of staying. Employees with high ability are less likely to stay in an organization to the extent that ability enhances ease of movement.

While this study has shown that social exchange theory, human capital theory, and the side-bet hypothesis provide explanations of why employees stay or leave the organization, the results reveal complex dynamics. This study found that factors that help explain the likelihood of staying-- are relational (perceived organizational support), attitudinal (career satisfaction) and not staying--include human capital (ability). Table 4 shows that the most important factors that explain the likelihood of staying in an organization are perceived organizational support and career satisfaction, both explained by social exchange theory. This result highlights the importance of the employee's relationship with the organization.

6 Conclusion

The MBA program is seen as a strategy to attain career success within or outside the current organization. This study sought to identify factors that influence the decision to stay in or leave an organization from among those who are currently taking up their MBAs. The social exchange and human capital theories and the side-bet hypothesis were used to guide the development of hypotheses, while the turnover models of March and Simon (1958) and Mobley (1977) informed the identification of variables that help identify stayers and leavers: career satisfaction, perceived organizational support, tenure, and ability. This study also provided a holistic picture by considering push factors that are commonly used in turnover studies (e.g., job dissatisfaction), by using career satisfaction and organizational support, and by considering the pull factors (e.g., investment in the organization and ease of movement).

Several theories were used to explain how each of the variables influences decision to stay or to leave. These theories developed in western setting are robust in terms of their ability to explain the significance of the chosen variables in influencing decision to stay or to leave. Social exchange theory explains the significant results of the positive relationship between career satisfaction and perceived organizational support on the likelihood of staying.

While the original works of Mobley (1977) and March and Simon (1958) identified job satisfaction as the precursor of the process that leads to the decision to leave an organization, this study used career satisfaction because leaving the organization is a decision that goes beyond one's relationship with and attitude towards the job. In addition, moving to other units in the organization is made possible through intra-organizational transfer (March & Simon, 1958), that allows for a chance to get over any dissatisfaction with a job in the same organization. Indeed, the results showed that career satisfaction and perceived organizational support have positive relationship with likelihood of staying, highlighting the importance of the employee's relationship with the organization. This also implies that the organization can control these factors. For example, the organization can provide opportunities for employees to achieve career goals and satisfaction and ensure that employees perceive these benefits as the organization's way to address their well-being. The positive influence of career satisfaction also implies that an organization needs to provide options within the organization when employees experience temporary setbacks from their current jobs. Otherwise, jobs outside the organization become attractive alternatives.

On the other hand, human capital theory explains the negative relationship between ability and likelihood of staying. This result provides a clue to managers to identify high ability individuals as a critical employee group in terms of efforts aimed at retention management. The inverse relationship between ability and likelihood of staying poses challenge to managers. While organizations may benefit from getting high ability individuals, there is also a concomitant pressure on them to address their needs as ability enhances employees' ease of movement out of the organization.

In summary, managerial implications of the results indicate that organizations can increase the likelihood of staying of employees pursuing MBA degrees by providing benefits and opportunities which employees perceive as manifestations of the organization's concern for them and their well-being. One area is career management. The result implies that an organization gains from providing opportunities for advancement and internal movement within the organization for them to be satisfied with their careers even with temporary setbacks from job dissatisfaction. Moreover, ease of movement by high ability individuals makes them a critical target group in an organization's retention management efforts.

7 Limitations and Directions for Future Research

While this study has provided us interesting results, its generalizability is limited by certain factors. First, the study's cross-sectional design does not allow analysis regarding causality. While the use of a self-report instrument introduces the potential of common method variance, the dependent variable in the study is not a perceptual measure. Another limitation of this study is the use of MBA students in one university, which controls for the effect of general skills. Also, ability is measured indirectly by using income, which controls for the effects of firm specific training.

Limitations in the study provide ideas for future research. A study using direct measure of ability, which enhances external movement, may be employed in the future. A study using a sample of MBA students from different universities may also allow us to analyze the effects of general training provided by the different universities. Furthermore, there is an imperative to develop a stronger theoretical base, more empirical tests, and measures of perceived ease of movement (March & Simon, 1958). Lastly, the null result of investment in organization merits further study.

Acknowledgments

The author is grateful to the Bangko Sentral ng Pilipinas (BSP) for providing financial support through its professorial chair grant, and to Evelyn Ulpindo and Ida David for assistance in data gathering and encoding.

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Appendix

The author conducted a logistic regression analysis to determine which factors differentiate stayers from leavers. Comparing the constant only model and the model containing career satisfaction, perceived organizational support, income, and organizational tenure as predictors, with number of organizations worked in as control variable, the model chi square test in Appendix Table 1 is statistically significant. This means that we reject the hypothesis that the model containing only the constant is a good one and is therefore justified to include the independent and control variables in the model (Menard, 1995). This implies that the predictors as a whole, can identify who eventually leaves or stays in their current organization (chi square= 16.646, $p < .005$, $df = 5$).

Appendix Table 1. Omnibus Tests of Model Coefficients

	Chi-square	df	Sig.
Step	16.646	5	.005
Block	16.646	5	.005
Model	16.646	5	.005

Appendix table 2 shows statistical approximations of R square. Nagelkerke R Square is 34.2%, which shows a moderate relationship between the predictors and the dependent variables. The Nagelkerke R Square is also used to measure the extent to which model reduces error in prediction (Menard, 1995). Thus, the logistic model reduces error in prediction by 34.2%.

Appendix Table 2. Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	60.237	.253	.342