



The impact of task-sharing on employee intentions to leave: A factor analytic investigation

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ABSTRACT

Among the best human resources practices following Peretti (2006), "the logic of HRM" encouraging and promoting loyalty; Personalization, Adaptation, mobilization, sharing, Anticipation ". Through this research paper we took Sharing in the company as an example, trying to find a link between a logical component of HRM and for voluntary departure of employees. Our study is performed on a sample of 407 framework, working in listed companies, the data were collected using a questionnaire specially developed, the scales used to measure key variables (division of tasks perceived intentions voluntary departure) were confirmed by factor analysis.

The procedure developed in our research has led to satisfactory results and show that there is a negative correlation between the original intent of the voluntary and personal level of sharing within the company. Suggesting that work sharing with employees, as a human resources strategy, leads to lower for voluntary departure of employees.

Indexing terms/Keywords

Intention to quit, voluntary departure, Sharing, Personal, Business, measurement scale, loyalty

Academic Discipline And Sub-Disciplines

Humain resource management, strategie

SUBJECT CLASSIFICATION

Management, HRM

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INTRODUCTION

Human resources can currently be seen as a strategic lever to achieve the objectives of the firm and are therefore, not a variable adjustment or a statistic index (Ulrich, 1991 ; Becker et Huselid, 2001). Some authors point out that the loyalty of employees is a necessity imposed by the instability of the business environment and the central role of knowledge capital and know-how accumulated by the company personnel in the performance of the company . In this regard, Perret (2006), noted that some of the best human resources practices "the logic of HRM" encouraging and promoting loyalty, must meet five logical management of human resources, indeed "to meet the challenges, companies have gradually introduced new logic that supply increasingly social policies: Personalization, Adaptation, mobilization, sharing, Anticipation "(p.26). These are five logical emergence of a number of key concepts to loyalty include: the concept of learning organization, involvement and complex systemic aspect of HRM. For Barlaw (1992), "loyalty is a strategy that identifies the best customers, maintains an interactive relationship with value-added and focused on the long term, to increase their performance."

According to Poulain-Rehm (2003), "with satisfaction, loyalty is more of a physical nature, employees are loyal because they are satisfied with the material conditions, broadly interpreted, offered by the company. With the involvement, loyalty has a rather intellectual meaning: employees are loyal because they adhere to the objectives and corporate values. "

As for Dutot (2004) considers that "the employee's loyalty to the company corresponds to the relationship of trust between the employee organization and which is expressed by its resistance to adopting opportunistic behavior against a job outside "(p 12). The device to retain employees is the set of measures to reduce the attrition of employees (Peretti, 1999). Therefore, the theme for voluntary departure may be at the heart of our purpose: In this context, we decided to focus on the motivational process of intention to depart rather than addressing the actual behavior observed departures . Certainly, the intention is not sufficient to explain the behavior of departure. (J-L Cerdin. & al, 2003).

To be successful, the political loyalty must also integrate the management of high potential. "Professional competence is a combination of knowledge, skills and attitudes carried on in a specific context. It notes in its implementation in a professional situation from which it is valid ¹"(Alain Dumont, MEDEF).

Through this paper we will try following the paradigm of Churchill to define, test, validate and confirm in the first part two scales measuring concept for voluntary redundancy and sharing (the human resources function by becoming explodes a shared function and cross within the company. Perret (2006 p.26)), in the second part we present the connection between the sharing of tasks in the business and intend to start.

1. SAMPLE SIZE AND METHOD OF IMPLEMENTATION OF OUR RESEARCH

1.1 The sample size

The sample size, it often depends on the choice of techniques of data analysis chosen for testing scales. In the paradigm of Churchill, is factor analysis which benefits from the influence. Practices observed by Igalens and Rousset (1998) show that there is some leeway depending on the severity that the investigator is required. The sample size should meet from 5 to 10 multiples more individuals n'yad'items subject to the same factor analysis. Indeed, Igalens J. and P. Rousset (1998, p.120) argue, in fact, that "the use of a PCA guide decisions regarding sample size « and that it is necessary to obtain " a sample ranging from 5 to 10 multiples ".

Regarding the study sample, we used the alumni directory of the great French schools and universities (University of Science and Technology of Lille 1, University of Paris-Dauphine, IAE Lille, IAE Paris, AIX en Provence, Dijon, Clermont Ferrand ...) the only contact person is his e mail. Admittedly, the sample can be considered diverse. We have tried to study different individuals in different areas with different degrees, different dates.

A total of 407 responses were usable. Similarly, former students contacted were not within the scope of our research is the case of people with job search and self-employed persons and persons who are working or not in listed companies.

The survey population consists of employees working in large listed companies, whose average age is 39.43 years. 59% of the population of the age group between 25 and 39, while only 8% are older than 50 years. The proportion of men in our sample is 59% Against 41 % of women. The average tenure in the company is 8.125 years, but with extremes ranging from 5 major and 18. The maximum number of promotions during the last five years is 4 and the minimum is zero with an average number of promotions amounted to 1.91. The individuals in the sample belong to the socio-professional categories "senior « 31% "framework" (42%), " Foreman » 27%, 72% of staff in our sample were married as against 28% single, they manage a total number of employees amounting to 1813 people.

We can present in the following paragraphs the issue of treatment scales. We present the methodology and the results obtained by our sample.

1.2 The study of the dimensionality of the measurement

¹ Definition developed by the MEDEF, during the work days of training in October 98



We present here the choice of method and goals (1), then the conditions for implementation of this method (2). Then we develop the choice of the number of axes or factors that the researcher should remember (3).

1.2.1 Objectives and choice of method

Factor analysis is a descriptive method to reduce, to a small number of factors, a data table with a large number of variables. A second objective of the exploratory factor analysis is to help purify the measuring instrument. These are "condensed scales of the survey questionnaire by eliminating items. This procedure, known as scrubbing, ultimately aims to reduce the random error when measuring a variable of the analysis model" (Igalens and Roussel, 1998, p.121).

To determine the factor structure of scales, we used principal component analysis (PCA). Indeed, this method can extract the dimensions underlying the building, retaining the main factors related to different facets of the construct under study (Roussel, 1996). Before performing the factor analysis, it is necessary to consider the conditions for implementation of this method and verify that they are fulfilled in the case.

1.2.2 Conditions of implementation

First, the number of usable responses should be compared to the number of items introduced in the same PCA. Igalens and Roussel (1998, p.120) consider, in fact, that "the use of a PCA guide decisions on sample size « and that is necessary to obtain " a sample ranging from 5 to 10 times more individuals than items introduced in the same PCA. " Indeed, in our questionnaire, the scale of the factors that explain the difference fair which includes the largest number of items to enter the same PCA, namely 6 items.

In our case, the sample must be composed of at least 30 respondents (6 x 5). But in the context of our quantitative study, we collected 407 responses. Thus, the ratio stood at 67.83(407/6) we have nearly 68 times as many respondents as we did for the same items of PCA, which exceeds the recommendations made by Igalens and Roussel (1998). Finally, in order to implement PCA, the data must be factored, that is, they must form groups of highly correlated variables, while the variables belonging to different groups are weakly correlated (Evrard et al., 2003). Two formal tests to verify this condition:

- **The Bartlett test of sphericity** : it checks that the correlations between variables are not zero. Otherwise, it would make any factorization impossible. However, this test is very sensitive to sample size : it is almost always significant in large samples. Then it is wise to complete the test by MSA (Measure of Sampling Adequacy) also called KMO.
- **The KMO** is named after its inventors : Kaiser Meyer Olkin and. It tests to see if the correlations between the statements are sufficiently high to search the common dimensions. According to Kaiser (1974), a KMO greater than 0.5 is acceptable, a KMO between 0.8 and 0.9 is meritorious, and a KMO greater than 0.9 is " wonderful

1.2.3 Choice of the number of axes to retain

Several rules are taken into account in assessing the dimensionality of measurement scales and the number of factor axes to remember:

- **The criterion of eigenvalues (or Kaiser criterion)**
- **The criterion of minimum return :**
- **The test of Cattell 's elbow (or " scree test")**

As part of our research, we decide to hold the axes according to the criterion of eigenvalues which is the criterion most widely used. Once determined the number of factors to remember, it is possible to rotate for easy interpretation. The rotation is designed to bring the factor matrix to a simpler structure, so that the variables are correlated with one of the axes. In this research, we use the rotation "varimax » which seeks to minimize the number of variables highly correlated with a given factor. Once selected the number of factorial axes, we can proceed to the purification of each measurement scale, removing items weakly correlated to the axes after rotation. This procedure involves several iterations.

The quality of representation of a statement on the axes selected is indicated by the "commonalities » that are coefficients of multiple correlation between this statement and the factorial axes. They say " the part of the variable variance explained by the factors retained" (Evrard et al. , 2003, p. 395). It is generally recommended to keep only the items that commonality is greater than 0.5.

We can then proceed to the interpretation of factors. This is done in terms of matrices that have the correlation factor (" loading ") between a statement and each of the factors considered. To belong to a factor, a statement must be strongly correlated with this factor and weakly correlated with other factors. It must then identify the factors by seeking a common denominator between the statements strongly correlated to the axis. The dimensionality of the scales is known, the researcher must also consider reliability and internal consistency (Jahmane & al. 2011).



The structure and form of the questionnaire determine both the nature and meaning of the information collected as opportunities for processing and analysis of responses. A structured questionnaire and well presented provides the maximu data relevant and actionable² (Jahmane & al.2011).

Normally, and for the future needs of our data analysis procedure, the possible answers correspond to the Likert scale, five-level where the importance of the perception of employees varies between (1) 'strongly disagree' (5) 'totally agree'. Nevertheless, it still left a margin to respondents if the situation was 'not applicable'. (Strongly disagree, disagree, Neither disagree, or agree, agree, strongly agree).

2. THE SCALE OF MESAREMENT FOR VOLUNTARY

In this context, we decided to focus on the motivational process of original intent rather than address the behaviors observed number of departures. Certainly, the intention is not sufficient to explain the behavior of departure. (Cerdin J-L. and all ,2003). The scales of the variables of personal loyalty towards their companies already exist in the literature. They were already the subject of numerous studies and have been validated many times. We could then use the existing scales.

2.1 Construction of the measurement scale

Colle R. (2006) has established measurement scale for the different areas of choice. As for the intention to quit, the author (Colle R. 2006) used the instrument recommended by Neveu (1996) the Michigan Organizational Assessment Questionnaire (Camman, Fichman, Klesha and Jenkins, 1979), but the disadvantage of this instrument is that it neither has only three items, which is relatively low, if you decide to use the methods of structural equation (which can be in our case). Therefore it is necessary to look for another measuring instrument later and can meet our future analysis procedure. Colle R. (2006) to meet the needs of its search procedure had in fact directed to other measuring instrument scale; the measuring instrument scale developed by Wayne and all. (1997). This scale includes three items from the scale of Landeau and Hammer (1986): "I am actively seeking work outside of my organization," as soon I found a better job, I leave this company "and" I am seriously thinking to quit my job." An item from the Michigan Organizational Assessment Questionnaire (Camman, Fichman, Klesha and Jenkins 1979): "I often think quit this company." An item suggested by Wayne and all. (1997): "I do not think I'll stay in this organization." Late sixth item proposed by Colle R. (2006): "I have the attention to leave my business in the near future".

It is important to mention that taking advantage of this questionnaire, our goal was twofold: first, that the questionnaire has an ease of understanding by the respondents and also has a line with our literature review (Jahmane & al.2011).

DEP1	I intend to leave my business in the near future.
DEP2	I do not think I'll stay in this organization.
DEP3	I often think from this company.
DEP4	I am actively seeking work outside of my organization.
DEP5	I am seriously thinking to leave my job.
DEP6	Once I found a better job, I leave this company.

2.2 The scale of measurement for voluntary departure: Results of the analysis (Jahman & al. 2011).

This phase of this research's main objective is to achieve measuring instruments purified. This purification is done in two steps. The first is a principal component factor analysis. The second is to Cronbach's alpha. At each phase, the scale is refined, that is to say that the item is deleted if the Cronbach's alpha of the scale without this item improves considerably.

2.2.1 The dimensionality

A principal component factor analysis is performed on the statements measuring the space of choices for voluntary departure.

Table 1: The KMO index and Bartlett test matches ACP scale spaces of choices for a voluntary departure

Index KMO and Bartlett test	
precision measurement of the sample kaiser-Meyer-Olkin.	,721
Bartlett test of sphericity chi square approximated	1683,935
ddl	15
Bartlett signification	,000

We check first that the data is factorable. The KMO index is 0.721, higher than 0.5 is acceptable. Bartlett's test is significant. The conditions of application of factor analysis are met. PCA is initiated on the initial set of statements or

² According Ilieva et al (2002), the average response rate of studies is about 30%



6 items. The Kaiser criterion leads to retain only one axis (100% of total variance / 6 set = 16.66 % of variance explained by a minimum factor).

Table 1: PCA scale of measurement for voluntary departure.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,585	59,753	59,753	3,585	59,753	59,753
2	,898	14,959	74,712			
3	,781	13,012	87,725			
4	,490	8,166	95,890			
5	,176	2,926	98,816			
6	,071	1,184	100,000			

Extraction Method: Principal Component Analysis.

In light of this table, we can retain only a single axis, taking into account the criterion of eigenvalue and % cumulative. The correlations of items with the axes, before rotation, are presented in Table 2.

Table 2: Factorial structure of the measurement scale for voluntary departure

	Items	Facteur
DEP1	I intend to leave my business in the near future.	,641
DEP2	I do not think I'll stay in this organization.	,650
DEP3	I often think from this company.	,881
DEP4	I am actively seeking work outside of my organization.	,901
DEP5	I am seriously thinking to leave my job.	,913
DEP6	Once I found a better job, I leave this company.	,574

We can see that all items are correlated with the axis. On reading this table, the results are better. The 6 items fall perfectly on the single axis.

There is no possibility in this case to eliminate an item, no contribution is less than 0.5 on the factor identified (Evrard et al., 2003, Scarpello and al., 1988). No item does not pose a problem.

Table 3: Variance explained by the factors of the measurement scale for voluntary departure.

Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings		
	Cumulative %	Total	% of Variance	Cumulative %
1	59,753	3,585	59,753	59,753

Extraction Method: Principal Component Analysis.

We must now study the internal consistency of factors before interpreting them, because other items could be eliminated.

2.2.1 The study of the reliability of measuring instruments: The internal consistency.

Statements of a measurement scale should all measure the same phenomenon and thus share some common concepts: each statement shall be coherent with all other statements of the scale. We use Cronbach's alpha, which allows to "measure the reliability of different questions intended to measure the same phenomenon" (Evrard et al., 2003 p. 631). This coefficient is the most cited in research management (Rousse, 1996). A scale has good internal consistency when its items have an alpha close to 1.



However, there is no statistical test to conclude if the alpha is acceptable or not. For some researchers, it should be between 0,6 et 0,7 (Nunnally, 1978).

We calculate the Cronbach alpha for each dimension of the space of choices for the individual characteristics of the main leader. Table 4 shows these results.

Table 4: Internal consistency of the size scale of measurement for voluntary departure

Facteur	Number of items	The Cronbach alpha
1	6	0.856

Now, many items measure the same phenomenon. This limits the random errors because respondents are consistent in their responses (Igalens and Roussel 1998). The first factor has an alpha of 0.856, which is very good.

2.2.2 The interpretation of the axes.

The CPA has led us to retain a single axis. We now call it and interpret it. The factor is thus as follows (Table 6).

Table 5: Inventory of items measuring scale for voluntary departure

Facteur 1	
DEP1	I intend to leave my business in the near future.
DEP2	I do not think I'll stay in this organization.
DEP3	I often think from this company.
DEP4	I am actively seeking work outside of my organization.
DEP5	I am seriously thinking to leave my job.
DEP6	Once I found a better job, I leave this company.

Our only factor includes six items that seem to be uniting the complexity of the environment and the war for talent that involves the company approaches favoring anticipatory adaptations to unforeseen events.

3. SCALE SPACE OF CHOICE FOR SHARING IN THE COMPANY

The human resources function explodes becoming a shared function and cross in the company

- CP1: In my business I share with my colleagues work freely.
- CP2: In my business I share my knowledge with my colleagues.
- CP3: In my business I can share my knowledge with my superiors.
- CP5: In my business I can share my vision with my colleagues.
- CP6: In my business I can share my vision with my superiors.
- CP7: In my company there is the presence of human services.
- CP8: My company takes into account the individual and his needs.
- CP9: In my company there are personal services enabling people to better manage their daily lives.
- CP10: My company is connected to societal issues.
- CP11: In my company there is a tangible promote values in the life of every day.

A principal component factor analysis is performed on the set measuring areas of choice for sharing.

3.1 The study of the reliability of measuring instruments: The internal consistency.

We check first that the data is factorable³. The KMO index is 0685, higher than 0.5 is acceptable. Bartlett's test is significant. The conditions of application of factor analysis are met. PCA is run on the initial set of 10 items or statements. The Kaiser criterion leads to retain three axes (100% of total variance / 10 set = 10% of variance explained by factor minimum).

Table 6: The KMO index and Bartlett test matches ACP scale space of choice for sharing

Index KMO and Bartlett test	
precision measurement of the sample kaiser-Meyer-Olkin.	,685
Bartlett test of sphericity chi square approximated	1372,57
ddl	45
Bartlett signification	,000

We found that the majority of items are correlated with the first axis. To address these difficulties and assist in the interpretation of the axes, we performed a varimax rotation. In reading this table, the results are significantly better. The 10 statements are perfectly distributed on the four axes.

³ It is also observed the correlation matrix: it is necessary that several variables are correlated (> 0.5)



There are two ways to remove an item, it does not contribute more than 0.5 on one of the factors identified (Evrard et al. 2003; Scarpello et al., 1988), and if it has contributions above 0.3 on several factors (Blau 1993). That is to say, that are also low on helping the different axes. We do not delete Items in our case.

Table 7: Variance explained by the factors of the scale of choice on the sharing

Total Variance Explained

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings		
	Cumulative %	Total	% of Variance	Cumulative %
1	35,074	3,507	35,074	35,074
2	50,339	1,527	15,265	50,339
3	61,917	1,158	11,578	61,917

Extraction Method: Principal Component Analysis.

We must now study the internal consistency of factors before their interpretation, because other items could be eliminated. We calculate the Cronbach's alpha for each dimension of the space of choices for the individual characteristics of the main leader. Table 7-26 shows the results.

Table 8: Internal consistency of the size scale of choice for sharing

Facteur	Number of items	The Cronbach alpha
1	3	0.745
2	4	0.360
3	3	0.628

Now, many items measure the same phenomenon. This limits the random errors, since the respondents are consistent in their responses (Igalens and Roussel 1998). The first factor has an alpha of 0.745, which is good, but we note that we can improve it by remove the item "CP 4" (In my business I can share my vision with my colleagues), in this case alpha increases from 0.745 to 0.860.

While the second factor has an alpha of 0360, which is very low, this is the low contribution of the item "CP6" (In my company there is the presence of human services) 0.504, very low. The third factor that has an alpha of 0.628 is statistically acceptable and we can not improve it by removing one of the items of this factor.

Table 9: Internal consistency of the size scale of choice for sharing after improving the Cronbach's alpha.

Facteur	Number of items	The Cronbach alpha
1	2	0.860
2	3	0.715
3	3	0.628

Now, many items measure the same phenomenon. This limits the random errors, since the respondents are consistent in their responses (Igalens and Roussel 1998). The first factor has an alpha of 0860, which is very good, while the second factor has an alpha of 0751, which is good, and the third factor that has an alpha 0.628.ce is acceptable in since we can not improve it.

It will then be possible to add items of each factor to form a typology of answering three categories.

3.2 The interpretation of the axes.

The CPA has led us to retain three axes. We now call them and interpret them. Factors are therefore as follows.

Table 10: Inventory of items in the scale of the choices for Sharing

	Facteur 1
CP 9	In my company there are personal services enabling people to better manage their daily lives.
CP 10	My company is connected to societal issues.



Facteur 2	
CP 5	In my business I can share my vision with my colleagues.
CP 7	In my company there is the presence of human services.
CP 8	My company takes into account the individual and his needs.
Facteur 3	
CP 1	In my business I share with my colleagues work freely.
CP 2	In my business I share my knowledge with my colleagues.
CP 3	In my business I can share my knowledge with my superiors

The first factor includes two items that seem to be uniting the distribution of elements that relate to social issues and promote values tangible in the lives of all staff. The second factor includes items for consideration by the company to the individual and his needs, personal services and shared visions with superiors. While the third factor includes items concerning the sharing of work and knowledge with colleagues and superiors.

4. THE RELATIONSHIP BETWEEN SHARING WITHIN THE COMPANY AND THE ORIGINAL INTENT

From this section we will try to find the link between sharing within the company and for voluntary departure of staff. For this purpose, after having validated and confirmed, following the paradigm of Churchill, our wide die each component sharing, and intend to start, which allowed us to identify and retain key indicators that are based behavior of sharing and the original intent of employees in the company, we have now, in this section, to test the hypothesis that the division of tasks within the company has an influence on the for voluntary departure of personnel.

Indeed the heart of our research is to determine, by combining two completely different methodological approaches (fuzzy logic and regression analysis (Jahmane & al 2011)), weight indicators of personal loyalty. Based on the model Fustier (Fustier, 2000, 2006), the coefficients of importance of the indicators are well known through the process of Principal Component Analysis (PCA) confirmed earlier, and then determining the relationship between these determinants and financial performance of the company by performing a regression analysis, "fuzzy logic can be used in conjunction with other techniques," Bouchon-Meunier B. (1995, P235).

We propose to apply the fuzzy logic model⁴ (Fustier. B 2006) to synthesize these attributes. Indeed, after ensuring complete Terms of fuzzy logic cited by Zadeh LA, (1965), Meunier B., (1995); Fustier. B, (2000, 2006), Jahmane & al.(2011).

4.1 Data

Table 11: Attributes for voluntary departure

Attributes for voluntary departure		Facteur
	Items	Contribution
DEP1	I intend to leave my business in the near future.	,641
DEP2	I do not think I'll stay in this organization.	,650
DEP3	I often think from this company.	,881
DEP4	I am actively seeking work outside of my organization.	,901
DEP5	I am seriously thinking to leave my job.	,913
DEP6	Once I found a better job, I leave this company.	,574

Note that the values of contributions between 0.574 and 0.913, or in the model of fuzzy logic, following (Fustier B. 2000, 2006; Fustier B, D. Serra, 2001), so that the model works it is mandatory to have at least one attribute with a rate equal importance to one (1), in our case we must divide all the contributions of the same value (0.913the most important factor

⁴ For more information : Jahmane A, Van Hoorebeke D. et Fustier B. (2011a) ; Individual investors and the financial crisis : Towards a scale of loyalty : Application to Tunisian financial market : *Economics and Finance Review* Vol. 1(5) pp. 66 – 82, August, 2011. Jahmane A, Van Hoorebeke D. et Louart P. (2011) ; The link between financial performance and the voluntary departure of personnel through a measurement scale” : *Business and Management Review* Vol. 1(6) pp. 48 – 61, August, 2011



By applying the model of fuzzy logic, the rates of important attributes that make up the original intent, are presented in the following table:

Table 12 : the coefficients of importance of each determinant for voluntary departure

Attribute	1	2	3	4	5	6
codes	DEP1	DEP 2	DEP 3	DEP 4	DEP 5	DEP 6
π	0,702	0,712	0,965	0,987	1	0,629

Table 13: Attributes for sharing.

Facteur 1		
CP 9	In my company there are personal services enabling people to better manage their daily lives.	0.820
CP 10	My company is connected to societal issues.	0.865
Facteur 2		
CP 5	In my business I can share my vision with my colleagues.	0.729
CP 7	In my company there is the presence of human services.	0.786
CP 8	My company takes into account the individual and his needs.	0.548
Facteur 3		
CP 1	In my business I share with my colleagues work freely.	,628
CP 2	In my business I share my knowledge with my colleagues.	,670
CP 3	In my business I can share my knowledge with my superiors	,859

Note that the values of contributions between 0.548 and 0.865, or in the model of fuzzy logic, following (Fustier B. 2000, 2006; Fustier B, D. Serra, 2001), so that the model works it is mandatory to have at least one attribute with a rate equal importance to one (1), in our case we must divide all the contributions of the same value (0,865 the most important factor

By applying the model of fuzzy logic, the rates of important attributes that make up the original intent, are presented in the following table:

Table 14 : The coefficients of importance of each determinant of Sharing.

Attribute	1	2	3	4	5	6	7	8
codes	CP 1	CP 2	CP 3	CP 5	CP 7	CP 8	CP9	CP10
π	0,726	0,774	0,989	0,842	0,908	0,633	0,948	1

4.2 Results and Interpretations

Now we will try to find a linear relationship between the original intent of personal and corporate financial performance, the equation of simple linear regression is in the form of:

$$IDP(i) = \alpha SC(i) + \beta + \epsilon$$

With: **SC**: Sharing to his company. **IDP**: The voluntary departure of staff

The linear regression relationship is: **DEP = 0,878064 - 0,581599*SC**

$$So : DEP = 87,8\% - 58,16\%*SC$$

The intention of voluntary staff is negatively related depending on the sharing within the company, **so our hypothesis is verified.**

$\alpha = - 0,581599$ with a standard error equal to **9,01 %** with a significance level is equal **100%**

$\beta = 0,878064$ with a standard error equal to **6,043 %** with a significance level is equal to: **100%**

$R^2 = 37, 90\%$ quality obtained with this weighting structure expresses 37.90% of the dispersion of sharing within the company. R^2 , the correlation coefficient is close to the average is acceptable given the presence of other factors that influence the intention of voluntary staff, it must be close to 100% for a better quality of fit of our model.

4.2.1 The test of validity of the Linear Regression:

Levene's test was significant (0,594). The variances are homogeneous and can perform the ANOVA. According to the ANOVA the F is for Fischer in 2.37 with a significance level of 99%, sharing of work and the atmosphere and expertise in the business is a variable that explains every intention of voluntary staff of the company.

4.2.2 Interpretation

The intention of voluntary departure of staff is positive (equal to 87.80%) if the level of sharing in the company is zero, in other cases an increase in the level of sharing of a point causes a reduction for starting point of 0.5816 (58.16%). The intention of voluntary staff decreases proportionally more depending on level of sharing within the company.

The following graph confirms our hypothesis for voluntary departure of staff is a decreasing function depending on the level of sharing within the company.

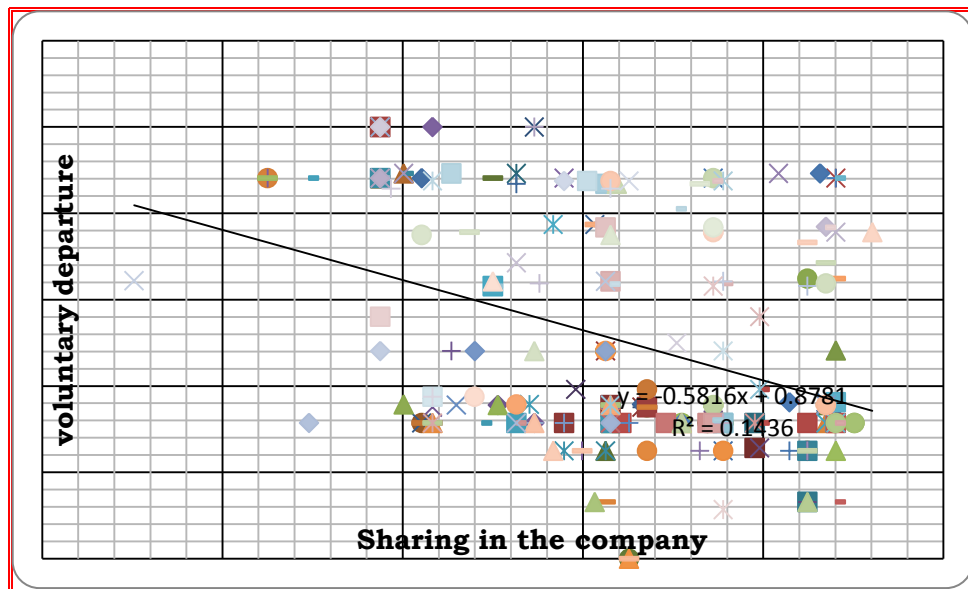


Figure 2: representation of the linear equation of financial performance based on the original intent

5. CONCLUSION

Companies increasingly incorporate this new socio-economic management of their human resources and strategic planning. It is therefore, for companies to align everyone's interests by facilitating the lives of their employees by developing their well-being while improving performance to enhance its global dynamics (Jahman et al 2011). The concept of loyalty is seen as an important issue, a performance factor for companies in that it avoids the loss of knowledge and skills and improve the efficiency of staff. The sharing is one of the five logical emerge are a number of key concepts in loyalty (Peretti 2005) according to our research is a critical variable in the decision of voluntary staff. Through our research we have obtained two scales, tested, validated and finally confirmed following the paradigm of Churchill, measurement scale for voluntary departure of staff and a scale for measuring level of sharing within the company, sharing, confidence, knowledge, work ...)

Our hypothesis is verified and validated with parameters of the regression equation, which are better and more meaningful. Indeed, according to the data at our disposal we can conclude by confirming that, the original intent of staff is negatively related to the level of sharing in the company.

The procedure developed in our research has led to satisfactory results, given the importance of coefficients obtained in the last phase of the analysis accounts for more than 37, 90% of the dispersion of the original intent, the result is satisfactory in that the econometric tests are positive and show that the result is significant.

Human resources and customer loyalty while still an undeniable source of value creation and a strategic choice that can place people and their creative potential in the center of all managerial and organizational concerns of a company. The implementation, monitoring, and continuous improvement of a policy of retaining the best elements require work and coordination of the entire company. Each member contributes to its measurement: management, human resources department, managers, the Works Committee (EC), the employees (Jahmane & al2011 p.59).

Finally, it is important to note that the geographical area, industry sector and company size has a dramatic effect on the implementation of the policy of retaining employees. We must therefore try to study the direct link between the intention of voluntary staff and other determinants of personal loyalty, which can be the subject of future research.

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