

THE EFFECT ON JOB PERFORMANCE AND EMPLOYEE TURNOVER IN BANGLADESHI ORGANIZATION.

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Abstract: The reason for this examination was to distinguish the reasons for worker turnover; look at the impact of employee turnover on execution of the authoritative and distinguish procedures for decreasing representative turnover in Akij Group. New data advances increment stirring rates for talented and profoundly gifted laborers. At long last, the vast majority of the work alteration examples related with hierarchical and mechanical change are outer. An enlightening cross sectional review was led among 120 purposively chosen workers of Akij Group. Both distinct and inferential measurements were processed. Results demonstrate that absence of inspiration impact their choice to consent, absence of good working environments, absence of acknowledgment of his or her exertion, absence of staff preparing and improvement, work stacked is excessively, out of line the board treatment, low profession improvement openings, seek after of advanced education, absence of special chances, more significant pay has impact my leave, low quality of occupation preparing, absence of legitimate supervision, what's more, poor odds of improving aptitudes are the reasons for work turnover in Akij Group. The examination additionally establishes that on not profit of efficiency, decrease gainfulness of business, Staggering expense of preparing and selecting new workers, the board disappointment and decrease in administration quality are the impact of work turnover on association execution. Moreover, compensating representatives for long administration, the executive's organization adaptable time plans for workers, and free human services for workers are the systems being embraced by the executives to lessen representative turnover. The examination in this manner prescribes that acknowledgment for critical achievement, possibility of headway and offering chance to develop and profession advancement must be taken in to thought. Additionally, appropriate treatment of workers, improved pay, and reasonable advancement will increment worker obligation. In this way, the board ought to appropriately treat the workers.

Keywords: Technological change, Employee, Turnover, Performance

Introduction

We are no longer living in grandfathers' world rather we are in the era of technology. Furthermore, technological change is the nature of modern world. Today's technology is going to be obsolete in tomorrow. These technological changes trend affect employee's job performance and turnover in the organization. Efficiency is a significant issue for each association. Efficiency of an association is subsequently for the most part influenced by a few variables including representative turnover. Worker turnover is viewed as one of the difficult concerns in professional cases these days. Worker turnover is getting to be a noteworthy issue among most organizations on the planet, particularly in low paying employments. Representative turnover can be very annoying and exasperating for any organization. It makes managers think that it's hard to keep up a stable and fruitful task.

In perspective on Abbasi and Hollman (2000) representative turnover is the pivot of laborers around the work showcase, between firms, employments and occupations, and between the conditions of work and joblessness. Worker turnover is the turn of laborers around the work showcase; between firms, occupations and occupations; and between the conditions of work furthermore, joblessness (Abbasi and Hollman, 2000). The term turnover is characterized by Armstrong, 2012 as the rate of individuals leaving an association. He attests that turnover can be problematic and exorbitant to the association. That is to state when workers leave an association, this may have both negative and constructive outcomes on the association, the representative themselves and the general public on the loose. As per Morrell, Loan-Clarke and Wilkinson, (2004) in spite of the fact that there is no standard system for

getting worker's turnover process overall, a wide scope of variables has been discovered helpful in translating representative turnover.

As per Mitchell, Holtom and Lee, (2001) when workers leave the association its costs the association time and cash to supplant them, the all-out expense of which once in a while go from the 90%-200% of the yearly pay for the position publicized. Phillips, & Connell, 2003 as referred to (Asmamaw, 2011) agree and identify the expenses of turnover to incorporate, selecting costs, determination as well as work costs, direction costs, preparing costs, lost wages/compensations, regulatory costs, lost efficiency, loss of human capital. Notwithstanding the self-evident direct expenses, there are a wide scope of other immediate and roundabout expenses related with turnover, and associations must endeavor to keep away from these expenses consistently (Allen, Bryant, & Vardaman, 2010). In any case, expressed that compensation, organization benefits, worker participation, and occupation execution are for the most part factors that assume a noteworthy job in worker turnover (Hissom, 2009). In the event that it isn't overseen appropriately, worker turnover can hurt the general efficiency of an association what's more, it would go about as a side effect for some other serious issues. As said by Ton & Huckman (2008) representative turnover can cost organizations a million every year. Representative turnover is a troublesome way that requires profound comprehension of its causes. Numerous journalists had expressed that one of the real explanations for worker turnover is searching for a superior occupation from the monetary purpose of see and the possibility of getting more significant salary somewhere else is one of the clearest supporters of turnover. This training can be as often as possible seen at all degrees of the monetary stepping stool; lower, center and higher level financial. Be that as it may, there is significant proof that cash isn't the main underlying driver of turnover, notwithstanding when it is a factor in a worker's choice to stop. Notwithstanding the causes, various associations have various strategies to oversee and control worker turnover what's more, increase the value of the organization by profiting their workers to decrease the rate of turnover in their association. Worker turnover influences the two laborers and the associations. Laborers experience disturbance, the need to adapt new position explicit abilities what's more, discover distinctive vocation prospects. Associations endure the loss of employments explicit abilities, in execution of association and cause the expenses of contracting and preparing new laborers (Phillips & Connell, 2003).

Retraining of new staff itself brings its issues, for this includes the cost and time of preparing, be it formal or hands on guidance. What's more, there are roundabout expenses related with high work turnover; these incorporate the decrease of collaboration conceivable between colleagues bringing about the hindrance of fellowship bonds. Between close to home connections require time and coherence, neither of which are conceivable in a circumstance of high work turnover. This common decrease in staff spirit can likewise prompt a decline in the feeling of dependability or on the other hand having a place with the organization, and henceforth to a general loss of duty to the working environment. Along these lines the laborers feel a sense of estrangement. In this way, as expressed by Kuria, Alice & Wanderi (2012) there is huge results of work turnover on association, people also, the board. Obviously the way that laborers tend to fire work with organizations isn't in itself an issue yet rather the issue gets from the results of such end. In this manner, this study tries to discover the effect of employee turnover on execution of Akij Group. In particular, to recognize the circumstances and end results of employee or worker turnover lastly systems whenever received will decrease representative turnover.

Literature Review

2.1. Employee Turnover

Typical turnover alludes to individuals approaching into and individuals moving out of an association. It is likewise characterized by Kazi & Zadeh (2011) as the customary difference in workers around the business advertise among associations, callings and profession; and between the states of full work and that of being without an occupation. Loquercio et al., (2006) saw that staff turnover is the extent of staff leaving in a given timespan yet preceding the foreseen finish of their agreement. As indicated by Singh and Loncar, (2010) staff turnover is the rate of progress in the working staffs of a worry during a characterized period. Loquercio et al. (2006) opine that staff turnover is the extent of staff leaving in a given timespan yet before the foreseen finish of their agreement (Batt & Colvin, 2011).

Typical turnover is the revolution of laborers around the work platform, between firms, employments and occupations and between the conditions of work and joblessness (Abbasi and Hollman, 2000). Staff turnover that can happen in any association may be either intentional or automatic. Intentional turnover alludes a representative's decision to end relationship with an association while automatic turnover is the kind of hierarchical leave that happens when a firm ends a person's work contract (Carrel et al., 2000). Turnover is alluded to as the rate at which individuals may leave an association (Armstrong, 2012). A number of terms have been utilized for representative turnover, such as stops, whittling down, exits, portability, relocation or progression [3].

2.2. Reasons of Labor Turnover

As indicated by Carrel et al., (2000) staff or employee turnover might be brought about by low compensation, work disappointment and uncalled for treatment. As demonstrated by Grobler et al., (2002) employee turnover expenses might be assessed to incorporate partition, substitution, enlistment and preparing costs. Coming up next is a portion of the reasons for employee and staff turnover.

2.2.1. Employee Expectations

For the most part, recently utilized staffs have desires yet at the point when these desires are not met, they may then begin pulling back from work exploiting spread out leave, family duty leave and a wide range of reasons (Birdi et al., 2008). Experts anticipate that their exhibition will relatively rise to with the prizes gotten from the organization. By and large, if certain levels of execution are accomplished, representatives set assumptions regarding prizes and pay to be gotten. These desires decide objectives or levels of execution for what's to come. Workers accomplishing the ideal degrees of execution anticipate a specific degree of pay. On the off chance that representatives see that diligent work and predominant execution are perceived and remunerated by the association, they will anticipate such relationship to proceed later on. In this manner, they will set more elevated amounts of execution expecting more elevated amounts of pay. In the event that representatives see little connection between execution and prizes, at that point they may set least objectives so as to hold their occupations yet won't see the need to exceed expectations Nel, et al., (2004).

As per Habeck, et al., (2000) when a staff joins a firm, other than the work contract, generally a mental contract is built up between boss and worker as for what each ought to expect of the other. Habeck, Kroger and Tram, (2000) underlined that intellectual pacts comprise of the popular persuasions with deference to the rapports and circumstances of the trade consideration among themselves and their associations. They upsurge as soon as individuals accept that their association has guaranteed them certain affectations in return for their assurances (Ekinci& Riley, 2000). These affectations may integrate progression and unlike rewards. This kind of settlement is normally unintentional, implicit and frequently enchantments collective promise to an objective or goals. It is additionally powerful and changes with time. In the event that whenever over the span of business, the worker sees a break of the psychological pact, the devotion by the worker to the association winds up reduced and triggers sentiments of discontent which can prompt the representative leaving the organization at large (Nawaz & Siraji, 2009).

2.2.2. Monetary Rewards

Fiscal reward has been characterized in such a way like money or on the other hand proportional that a worker gets against his administrations from the business. Here proportionate reward incorporates periphery benefits, therapeutic offices and opportune store. Money related prizes have negative impact on worker turnover. This reward raises work fulfillment and in like manner suite for limiting the purpose to leave the activity (Abdali, 2011).

Remuneration assumes a significant job to holding workers (Mondy, 2010). Analysts accepted that disappointment with pay and pay emphatically persuade worker turnover. The need of various pay bundles like incidental advantages and impetus pay positively produce a power on holding experienced and qualified representatives. Workers request a fitting degree of remuneration for their exertion. Such pay might be offered in financial (direct) compensate, for example, compensation and reward, or packaged with other non-money related (circuitous) reward, for example, medicinal protection and transportation administrations (Shamsuzzoha&Shumon, 2007). Poor remuneration is generally known as one of the issues in the association that prompts worker turnover. As indicated by Shamsuzzoha, and Shumon, (2007)

One of the most well-known reasons given for leaving the activity is the accessibility of more lucrative occupations (Payne, et al., 2010). This infers worker leaves the present association to increase better installment from other association.

When taking a gander at explicit opportunity attributes, pay level is one that stands out that as being critical to most candidates. Pay is viewed as one of the best and significant employment properties in deciding candidate appreciation for the association. Workers favored associations with high instead of low pay, adaptable as opposed to fixed advantages, individual as opposed to group-based pay, and fixed instead of variable pay (Payne, et al., 2010). This shows remuneration is the most significant component in pulling in, holding and using qualified specialists.

The impression of getting reasonableness about the degree of pay, the fairness in the sharing of pay and rewards, unequivocally make turnover. The traditional end of pay bundles without a doubt misinterprets the result of wisdom of reasonableness on choices to exit (Abdali, 2011). As indicated by this clarification, making separation

during advertising remuneration may cause representative turnover. Consequently, the board of the association should treat in impartial and equity during supervision, dissemination of pay and other significant compensations to hold very much experienced and very much qualified representatives inside the association. Reasonable pay strategy is significant for both boss and representatives. Boss ought to repay its workers in impartial with the work done, and representatives to ask the measure of remuneration as indicated by their work execution result. Assuming this is the case, it prompts decrease in representative turnover.

2.2.3. Employee Recognition

Robbins, (2003) expressed that people at all degrees of an association needs to be perceived for their accomplishments at work. Their triumphs don't need to be grand before they merit acknowledgment, however the acclaim ought to be genuine. Steers, (2002) states that one premises innate in Herzberg's hypothesis (1959) is that most people earnestly need to work admirably. To support them, they ought to be put in places that utilization their gifts to an ideal level and where they are not set up for disappointment (Mathis & Jackson, 2007). Clear, feasible objectives and models for each position ought to be set and ought to be known to workers. People ought to likewise get normal, convenient criticism on how they are getting along and should feel they are being sufficiently tested in their occupations. People ought not to be over-burden with difficulties that are excessively troublesome or incomprehensible (Tyani, 2001).

Methodology

This examination utilized engaging, cross-sectional investigation plan. The setting was the Akij Group, Dhaka Region and Chittagong Region of Bangladesh. The populace for this investigation was 200 representatives, which was gotten from a rundown of representatives given by the Akij Group, Human Resource Office Dhaka, Bangladesh. An aggregate of 100 workers were chosen for the inquire about. The examination utilized a purposive testing method in choosing the workers. Purposive technique was utilized since every one of the workers were not accessible during the time of the information accumulation.

Information for the investigation was gotten utilizing poll. The poll had two areas. The principal segment comprised of statistic data, for example, sex, age, conjugal status furthermore, length of administration. The subsequent segment comprised of data on the causes and impact of representative turnover.

Both unmistakable and inferential measurements were processed during the investigation of the information developing SPSS and Microsoft Exceed expectations. The unmistakable perspective utilized recurrence tables; pie furthermore, bar graphs while the inferential part of the examination utilized binomial test to arrange the extent of achievement furthermore, the extent of disenchantment and Mann-Whitney Test which is used to think about contrasts between two autonomous gatherings at the point when the reliant variable is either ordinal or ceaseless, in any case, not ordinarily circulated. Here it tests whether noteworthy distinction exist between the reactions of the male and the female classification of respondents at large.

Results and Discussion

This subsection takes a gander at the outline insights of the respondents. A sum of 100 representatives of Akij Group Dhaka and Chittagong Region restricted in the finished poll.

Table 1: Underneath abridges the socio-statistic data of the respondents.

Variables	Frequency	Percentages
Gender		
Male	40	40
Female	60	60
Age		
18 – 25	10	10
26 – 35	45	45
36 – 45	35	35
46 - 55	10	10
Marital Status		
Single	45	45
Married	50	50
Divorced/Separated	5	5

Source: Field data January, 2019

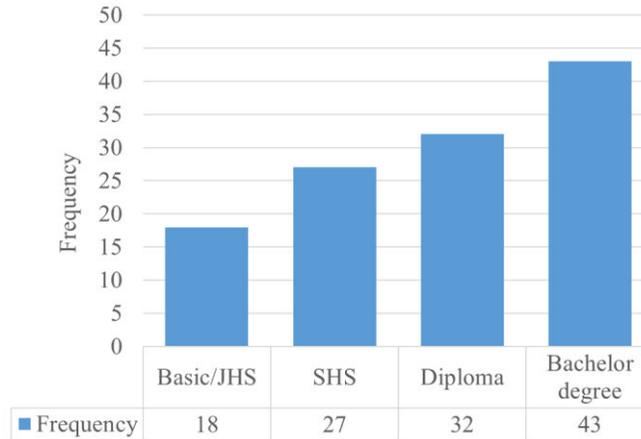


Fig. 01 Job Specifications of Respondents

Fig. 1 above demonstrates the extent of respondents by level of training. It could be seen that out of the complete 100 respondents, around 43 of them had four year certification; 32 of them had certificate training; around 27 of them had Senior High instruction lastly, 18 of them had fundamental/JHS instruction.

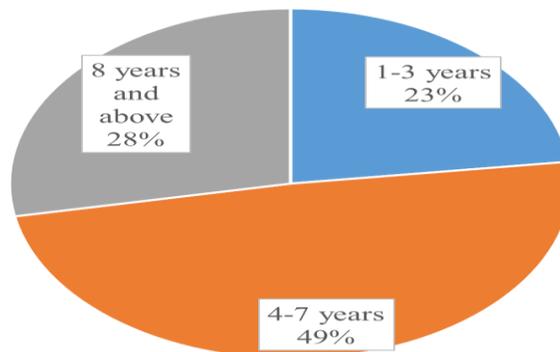


Figure 2. Proportion of Respondents by Length of Service.

Figure 2 above uncovered that out of the 100 workers who reacted to the survey, about 49.51% of them remained at current work between 4 to 7 years; 27.03% of them have remained between 8 years or more while the rest 23.05% of them have remained between 1 to 3years.

Table 2. Response to Causes of Employee Turnover.

	SA/A (%)	U (%)	SD/D (%)	Mode	Mean/Std.
Poor chances of refining skills	58.95	8.90	31.05	A	3.32/1.40
Want of promotional prospects	64.00	5.73	28.17	A	3.50/1.30
Unfortunate quality of the job training	61.00	8.31	31.57	A	3.37/1.31
Underprivileged employee orientation	48.17	16.68	34.18	A	3.24/1.11
Partial management treatment	75.17	8.45	17.49	A	3.87/1.16
Absence of transfer opportunities	48.17	7.52	44.20	D	3.15/1.30
Dearth of good accommodation	27.67	20.79	51.95	D	2.60/1.20
Deficiency of staff training and development	74.83	8.31	15.79	A	3.90/1.15
Upper salary has influence my exit	60.67	7.6	30.90	A	3.49/1.26
Absence of good working conditions	81.83	7.70	11.71	A	4.07/1.05
Work burdened is too much	71.00	8.23	21.81	SA	3.844/1.26
Want of motivation	87.33	5.20	6.70	SA	4.40/0.9
Dearth of proper supervision	58.17	8.03	33.01	A	3.41/1.31

Deprived environmental conditions	40.17	11.03	51.01	SD	2.83/1.55
Improved Health benefits and other incentives	46.83	12.01	41.89	SD	3.05/1.56
Peer influence	15.17	14.01	71.99	D	2.15/1.17
Possibilities for flexible work schedule	42.33	20.49	36.01	A	3.08/1.15
Nonexistence of recognition of one's effort	80.17	10.05	11.01	A	4.00/1.06
Track of higher education	63.50	13.12	25.01	A	3.63/1.23
Low career development prospects	64.00	11.01	26.01	A	3.50/1.10

Source: Field Data, 2019

With the utilization of a five-point Likert scale, with one as "unequivocally deviate" and five as "emphatically concur", respondents appraised 20 potential components which makes representative choice leave current work. A higher mean score for an announcement shows more prominent significance. Results displayed in table 2 show that larger part respondents concur that "absence of inspiration impact their choice to leave" with a mean score of 4.40 and a standard deviation of 0.88. This was pursued by "absence of good working conditions" with a mean of 4.06 and standard deviation of 1.02. Additionally there was a consistent concurrence on "absence of acknowledgment of one's exertion", "absence of staff preparing and advancement", "work stacked is as well much", "out of line the executives treatment", "low vocation improvement openings", "seek after of advanced education", "absence of limited time openings", "more significant compensation has impact my leave", "low quality of employment preparing", "absence of appropriate supervision", and "poor odds of improving abilities". Be that as it may, it was obvious from the mean score of 2.09, 2.5910 and 2.7810 with a standard deviation of 1.210, 1.1990 and 1.600 individually that respondents communicated difference sentiment about these three components, "peer impact", "absence of good settlement" and "poor ecological conditions" as reasons for representative turnover.

Table 3. Significance Test for Samples from Male and Female Populations

	Man-Whitney U	Wilconxon W	Asymp. Sig. (2-tailed)
Underprivileged chances of improving skills	1600	2599	0.445
Absence of promotional opportunities	1382	4157	0.073
Deprived quality of the job training	1620	4395	0.797
Unfortunate employee orientation	1545.5	2626.5	0.377
Discriminating management treatment	1421	4049	0.168
Deficiency of transfer opportunities	1471	2552	0.195
Absence of good accommodation	1589	2670	0.528
Want of staff training and development	1585	2666	0.502
Upper salary has influence my exit	1210.5	2291.5	0.085
Want of good working conditions	1187	2222	0.133
Work burdened is too much	1254.5	2335.5	0.341
Deficiency of motivation	1306	2387	0.501
Dearth of proper supervision	1541.5	2576.5	0.484
Underprivileged environmental conditions	1450.5	4225.5	0.162
Improved Health benefits and other inducements	1582	4357	0.793
Peer effect	1593.5	2674.5	0.538
Possibilities for flexible work schedule	1410.5	2400.5	0.211
Deficiency of recognition of one's effort	1657	2738	0.898
Track of higher education	1657	4432	0.801
Low career development prospects	1305	4080	0.124

Source: Field Data, January 2019

From table 3 above, at a huge estimation of = 0.05, it creates the impression that none of the asymptotic is under 0.05. It consequently recommends that there is no noteworthy distinction between the male and female respondents rating of the twenty factors depicting the components respondents consider to be in charge of worker turnover; and that there is no huge distinction between the reactions of guys and that of females. From table 3 above, at a noteworthy estimation of = 0.05, it gives the idea that none of the asymptotic is under 0.05. It along these lines recommends that there is no huge contrast between the male and female respondents rating of the twenty factors

depicting the variables respondents consider to be in charge of worker turnover; and that there is no critical contrast between the reactions of guys and that of females.

Table 4. Response to the Effects of Employee Turnover.

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
Reduction in work productivity	Group 1	<= 2	13	0.11	0.50	0.001
	Group 2	> 2	107	0.83		
	Total		120	1.00		
Management frustration	Group 1	<= 2	37	0.31	0.50	0.000
	Group 2	> 2	83	0.69		
	Total		120	1.00		
High cost of training and recruiting new employees	Group 1	<= 2	36	0.30	0.50	0.000
	Group 2	> 2	83	0.70		
	Total		119	1.00		
Decline in service quality	Group 1	<= 2	41	0.34	0.50	0.001
	Group 2	> 2	79	0.66		
	Total		120	1.00		
Lack of cooperation and coordination among employees	Group 1	<= 2	52	0.43	0.50	0.171
	Group 2	> 2	68	0.57		
	Total		120	1.00		
Reduce profitability of Organization	Group 1	<= 2	21	0.18	0.50	0.000
	Group 2	> 2	91	0.82		
	Total		118	1.00		
Inability to meet deadline	Group 1	<= 2	57	0.48	0.50	0.125
	Group 2	> 2	63	0.52		
	Total		110	1.00		

Source: Field Data, January 2019

The factors in the table 4 above are markers of the impacts of worker turnover on association execution. From the table above, bunch 1 (<= 2) are the individuals who emphatically differ or differ to the factors demonstrating the elements respondents consider the most as the impact of representative turnover; bunch 2 (> 2) are the individuals who firmly concurred and concurred. At a noteworthy estimation of 0.05; it creates the impression that five precise noteworthy qualities with the exception of one is under 0.05, recommending that the respondents are consistent on them as a components they consider the most as the impact of representative turnover. The huge factors are "Misfortune of efficiency", "Diminish productivity of business", "Surprising expense of preparing and selecting new workers", "The board dissatisfaction" and "Decrease in administration quality" with 86%, 79.99%, 70%, 69.10% and 68% understanding separately.

Be that as it may, two factor has a huge worth more noteworthy than 0.05 which is "Resistance and coordination among workers" and "Powerlessness to comply with time constraint". The suggestion of this is the respondents are separated on the viability of that announcement as a variables they consider the most as the impact of worker turnover.

Table 5. Response to Strategies for Reducing Employee Turnover.

	Responses		Percent of Cases
	N	Percent	
Management institute supple time schedules for employees	112	26.9.0%	89.58%
Ordering transportation for employees to convene employees	43	10.93%	40%
Management institute physical appropriateness for employees	41	9.07%	30.99%
Satisfying employees for long service	110	28.7%	92.03%
Unrestricted health care for employees	100	23.3%	81%
Total	406	100.0%	370.90%

Source: Field Data, January 2019

Table 5 above shows that there were 406 reactions to the arrangement of inquiries on systems being received by the executives to diminish worker turnover. The most noteworthy reactions originated from three elements "Compensating workers for long administration", "The executives establishment adaptable time plans for workers", and "Free social insurance for representatives" with the above components having about 28%, 27.01%, and 23.9% of the absolute reactions independently.

Notwithstanding, factors like "orchestrating transport for workers to meet representatives" and "the executives foundation physical qualification for representatives" isn't profoundly appraised by the respondents with about 10.93% and 9.71% of the all-out reactions separately.

Conclusion and Recommendation

Decisively, it was evident from the discoveries that, "absence of inspiration impact their choice to leave" "absence of good working conditions", "absence of acknowledgment of one's exertion", "need of staff preparing and advancement", "work stacked is excessively", "out of line the executives treatment", "low profession improvement openings", "seek after of advanced education", "absence of special chances", "more significant compensation has impact my leave", "low quality of employment preparing", "absence of appropriate supervision", what's more, "poor odds of improving abilities" are the reasons for work turnover in Akij Group. Moreover, the examination has had the option to distinguish and build up that "on "Loss of efficiency", "Lessen productivity of business", "Surprising expense of preparing and enlisting new representatives", "The board disappointment" and "Decrease in administration quality" are the impact of work turnover on association execution. At long last, the examination uncovered that "Compensating representatives for long administration", "The executive's foundation adaptable time plans for representatives", and "Free human services for workers" are the systems being received by the executives to diminish representative turnover.

It is in this manner prescribed that representatives ought to be given remuneration which similar with employment, and be furnished with great workplace since the majority of the workers are impact by these components. Additionally, acknowledgment for noteworthy achievement, possibility of progression and offering chance to develop and vocation advancement must be taken in to thought. At long last, legitimate treatment of workers, improved pay, and reasonable advancement will increment worker obligation. In this manner, the executives ought to appropriately treat the workers.

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