



## Determinants of turnover intention in academic institutions: Study conducted on wolaitasodo University, Ethiopia

Alubelkassaw<sup>1</sup>

<sup>1</sup> Department of Management, Wolaita Sodo University, Addis Ababa, Ethiopia

### Abstract

This study was conducted to identify determinants of turn over intention of academic staffs of woliat Sodo University. The study used Causal research design in which the researchers tried to identify factors determining turnover intention and their impact on employee's turnover intent at WoliataSodo University. Both primary and secondary data sources were used. Primary data sources of data were academic Staffs of WoliataSodo University. The secondary sources of this research were books, research articles, reports from central statistics agency and different documents. The researcher used quantitative data which was collected through questionnaire by distributing to the participants. The target populations for this study were Academic staffs of WoliataSodo University. But this study focused on collage of Business and Economics and Institute of Engineering and Technology. 161 academic staffs from college of business and economics and institute of technology and engineering were used as samples. Both descriptive and inferential analyses were employed to analyze the collected data with SPSS version 20. The study found that organizational commitment, job satisfaction, salary and benefits and organizational climate significantly and negatively affect employees turn over intention. But job stress positively and significantly affect turn over intention.

**Keywords:** turn over intention, organizational commitment, job satisfaction, salary and benefits and organizational climate, job stress

### 1. Introduction

Human resource of a. organization is the most valuable type of resource who can determine the productivity and existence of the organization. It is obvious that employees are recognized as highly important organizational asset and ultimately, firms invest considerable capital in the human resources to enhance their productivity (Wei Su, 2011) [49].

The productivity of an organization is highly depends on its human resource. According to Rizwanet *et al.* (2014), different factors will determine productivity of an organization in which Employee turnover is one of those factors nowadays. As pointed out by different researchers (Jha, 2009, Rizwan *et al.*, 2014, Tariq *et al.*, 2013, and Kean, 2015) [19, 38, 44, 20] employee turnover has always been a matter of concern for all types of organizations.

Shamsuzzoha and Shumon (2013) [41] said that Turnover has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally. Turnover force the organization to incur a huge costs relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job (Jha, 2009) [19].

When we try to see turn over in an organization we have to consider employees intent to leave their organization. According to Perez (2008) [37] Turnover intention was reported to be highly correlated with actual turnover. Regarding this Long *et al.* (20012) [27] stated that Employees' turnover intention has always been a key concern faced by organizations regardless of their location, size or nature of

business, business strategy (profit or non-profit oriented).

As part of the world, organizations in Ethiopia also face the same problem regarding turnover. For this study purpose the researchers try to focus on the determinants of turnover intention of employees in universities.

It is obvious that organizations have to own competent, skilled and experienced employees. Specially, Academic institutions have to possess a qualified man power since they are the places where countries productive forces are produced in them and provided for all type of organizations. With this regard universities are among major ones which are on the top of others to produce those equipped citizens. So universities should obtain and maintain qualified human resources.

Even though these universities have to own qualified employees, in most universities of Ethiopia there is a high rate of turnover (Kumar 2011, Girma *et al.*, 2013, and Mulu 2014) [22, 23, 15, 33]. As stated by Alemayehu *et al.* (2013) turnover of faculty and researchers is increasing in alarmingly rate within the universities in Ethiopia which is aggravated by the high rate of brain drain. For example, in the 1960s and 1970s, faculty sent for study leave abroad came back immediately after completing their studies to return to their appointments. In recent times, however, the opposite is true.

Yet it is important for universities to know why academic staffs leave their organizations as of the knowledge of the researchers there is a lack of research on determinants of turnover intention of academic staff in the Ethiopian universities context. Wolaita Sodo University is one of the second generation universities in the country in which turnover f academic staff was challenging factor according to

the tenth year progress report of the university.

By considering this the current study will try to identify determinants of turnover intention of academic staffs of Wolaita Sodo University. According to the tenth year progress report of the university the one challenging factor was a high turnover of academic staff.

Since intent of turnover is not explicit unlike actual turnover, it is difficult to know whether the employee plan to leave the organization or not.

## 2. Review of related literature

### 2.1 Definition of Turnover

As cited by Ali (n.d), Price (1977) has defined “turnover” as the ratio of the number of organizational members who have left the organization during the period being considered divided by the average number of people in that organization during the period.

### 2.2 Turnover intention

Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing (Ngamkroeckjoti, *et al.*, 2012) <sup>[36]</sup>. Every organization regardless of its location, size or nature of business has always given a key concern about Employees’ turnover intention (Long *et al.*, 2012) <sup>[27]</sup>.

### 2.3 Types of Turnover

Turnover can be classified as voluntary and involuntary turnover. As Perez (2008) <sup>[37]</sup> stated, Since turnover is often associated with variables, such as job satisfaction, it is important to distinguish voluntary from involuntary turnover, otherwise the estimation of such a relationship in terms of all leavers will be inaccurate.

When an employee leaves his work and the organization by his or her will the turnover is termed as voluntary turnover. As cited by Perez (2008) <sup>[37]</sup>, Staw (1980) described that Voluntary turnovers create significant cost, both in terms of direct cost, such as replacement, or in terms of indirect cost, such as the pressure on remaining staff or the loss of social capital.

Taylor, (1998) <sup>[45]</sup>, further divided Voluntary turnovers in to functional and dysfunctional turnovers. Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refer to the exit of effective performers. Dysfunctional turnover further classified into avoidable turnover (caused by lower compensation, poor working condition, etc.) and unavoidable turnovers (like family moves, serious illness, death, etc.) over which the organization has little or no influence

Involuntary turnover refers the decision of management to force the employee to leave the organization.

### 2.4 Cost of turnover

Alkahtani (2015) <sup>[7]</sup> divided the costs of turnover as visible and invisible turnover costs. Visible costs include leave capitalization, recruitment costs, reference checks, security clearance, temporary worker costs, relocation costs, formal training costs and induction expenses whereas Invisible costs involve enlarged HR and payroll administration, loss of productivity, and informal training, missed deadlines, loss of

organizational knowledge, low motivation as a result of overwork, loss of clients and chain reaction turnover. Another turnover consequence for the organization is its impact on employee-customer relationships.

## 2.5 Factors Affecting turnover

Turnover may be caused by different factors. These factors of turnover intentions are different from organization to organization to some extent (Shah *et al.* (2010) <sup>[6, 40]</sup>. Jha (2009) <sup>[19]</sup> stated that no single factor can be attributed to turnover intentions and proposed to follow a holistic approach in studying factors affecting turnover intention of employees.

Mrope and Bangi (2014) <sup>[32]</sup> indicated that cuts of incentives, allowances and per Diems are management practices leading to employee turnover. Alkahtani (2015) <sup>[7]</sup> reviewed of previous studies and identified seven common factors found to be related to turnover; namely, organizational commitment, job satisfaction, training, perceived organizational support, perceived supervisor support, organizational climate, employees’ benefits and opportunities and organizational justice. Girma A. *et al.* (2015) <sup>[15]</sup> conducted a study on identified Factors Affecting Turnover Intention Among Nurses Working at Governmental Health Care Institutions in East Gojjam, Amhara Region of Ethiopia and identified Family arrangement, procedural justice, organizational commitment, promotion, payment, training opportunity, location of health institution, lack of transportation and job satisfaction were associated with nurses’ turnover intention.

Intention to leave or quit is greatly affected by lack of commitment to the organization, stress and job-satisfaction (Rizwan M. *et al.*, 2014) <sup>[38]</sup>.

Mulu (2014) <sup>[33]</sup> conducted a study on factors affecting academic staff turnover intentions and the moderating effect of gender and came with a finding show that the levels of role stress and intention to leave an organization is higher among female academic staff. Stress is an important variable which affect turnover intention (Bashir and Durrani 2014) <sup>[9]</sup>.

Shah *et al.* (2010) <sup>[6, 40]</sup> presented these factors as personal, pull and push factors. Personal factors and Pull factors significantly affect turnover intentions of employees. Personal factors (difficulty in teaching, health problem, children education facilities, Unrealistic expectation for organization, away from their family and enjoy in changing job) significantly affect turnover intentions of employees. Among the pull factor the most significant reason in the pull factor significantly affect turnover intention of universities compels employees to quit job is more research and funding facilities of other universities.

By considering different findings of different researches the researchers focus on the salary, organizational commitment, job stress, job satisfaction, organizational environment and benefits to see their effect on the turn over intention of employees.

### 2.6.1 Organizational commitment

As defined by Mowday, Porter and Steers (1982) <sup>[31]</sup>, organizational commitment is a strong belief in and acceptance of the organization’s goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in

the organization. Lambert (2003) <sup>[24]</sup> stated that organizational commitment is a psychological attachment of an employee to an organization. As Lin and Chen (2004) <sup>[26]</sup> and Wu (n.d) point out, organizational commitment negatively related with employee's turnover intentions. Ahuja *et al.*, (2007) <sup>[3]</sup> indicated that Organizational commitment is the strongest predictor of employee turnover intention. Cave (2013) <sup>[10]</sup>; found that Organizational commitment was significantly related to turnover intention.

### 2.6.2 Job stress

Jha (2009) <sup>[19]</sup> indicated that Job stress is a major organizational factor that augments quitting intentions of employees which will come from role ambiguity, role-conflict, work-over-load, and work-family conflict, create stress among employees. Hassan (2014) <sup>[16]</sup> found that job stress is the most significant factor influencing turnover intention. Job stress is an important variable which affect turnover intention (Bashir and Durrani, 2014) <sup>[9]</sup>. On the other hand job stress is an important variable which affect turnover intention.

### 2.6.3 Job satisfaction

Job satisfaction is the status in which a person is satisfied and glad with the job (Bashir and Durrani (2014) <sup>[9]</sup>. Ali (n.d) and Wu (n.d) stated that job satisfaction was found to have a significant negative association with turnover intention. Also Alkahtani (2015) <sup>[7]</sup> proved that job satisfaction had a relationship with employee's intention to leave their job. Perez (2008) <sup>[37]</sup> found that job satisfaction was strongest significant predictors of future quits.

### 2.6.4 Salary and Benefits

Employees in different organizations seek to improve their level of income. Therefore, employees in an organization improve their pay level if they obtain a pay increment in their current organization or by joining other organizations which will provide good pay. With regard this Donald *et al.* (2000) <sup>[14]</sup> stated that organizations pay level has a potentially important direct influence on voluntary turnover. In today's work environment where pay is one of a determinant factor, employees quits current job and accept the job with higher pay opportunity.

Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires (Shoaib *et al.*, 2009). As Kumar (2011) <sup>[22, 23]</sup> stated the turnover of employees is mainly due to low salary. Pay level and rewards had negative and significant relationship with turnover intension (Hassan, 2014) <sup>[16]</sup>.

Armstrong (2006) <sup>[8]</sup> defined employee benefits are elements of remuneration given in addition to the various forms of cash pay. They also include items that are not strictly remuneration, such as annual holidays. Alishah *et al.* (2020) <sup>[6]</sup> identified that benefits are one of the major organizational factors which will determine the turnover intention of employee.

### 2.6.5 Organizational climate

Thatcher, Stepnia, and Boyle (2003) <sup>[47]</sup> assess the effect of organizational climate on the turnover intention in an

information technology firm and they confirmed as it has a direct effect on intention to leave the organization. Also Stone P, *et al.* (2006) <sup>[42]</sup> point out that as there is a strong link between organizational climate and intention to leave. When we try to see the organizational climate we have to consider organizational culture. The biggest factor in attracting and most importantly retaining key employee is culture (Alkahtani, 2015) <sup>[7]</sup>.

As Alkahtani (2015) <sup>[7]</sup> indicated in his review of existing empirical works, different researches (Schyns, van Veldhoven, & Wood, 2009; Rashid, Wineman, & Zimring, 2009; Khan, Hassan, Anwar, Babar, Babar, & Khan, 2007) established that discouraging organizational climate negatively affects job satisfaction which in turn may expedite employee turnover.

### Hypotheses

- H<sub>1</sub>:** Organizational commitment has a significant relationship with turnover intention of employees.
- H<sub>2</sub>:** Job stress has a significant relationship with turnover intention of employees.
- H<sub>3</sub>:** Job satisfaction has a significant relationship with turnover intention of employees.
- H<sub>4</sub>:** Salary and benefits have a significant relationship with turnover intention of employees
- H<sub>5</sub>:** Organizational Climate has a significant relationship with turnover intention of employees

### 3. Methodology

This study is exploratory research type by its nature. It uses a Causal research design in which the researchers tried to identify factors determining turnover intention and their impact on employee's turnover intent at WoliataSodo University. Cross sectional design was employed in which data are collected at one point in time from the selected samples to describe larger population at that time. Both primary and secondary data sources were used. Primary data sources of data were academic Staffs of WoliataSodo University. The secondary sources of this research were books, research articles, reports from central statistics agency and different documents. The researcher used quantitative data which was collected through questionnaire by distributing to the participants.

The target populations for this study were Academic staffs of WoliataSodo University. But this study focused on collage of Business and Economics and Institute of Engineering and Technology. According to the 10<sup>th</sup> year progress report of these colleges there was a high turnover rate. This study employed purposive sampling method to draw a sample for the purpose of representing the total population. Since the turnover rate is high in Collage of Business and Economics and Institute of Engineering and technology of WoliataSodo University this study focused on these two collages only.

According to the Human resource directorate office of the university, there are 204 academic staffs in Institute of Engineering and technology and 100 in Collage of Business and Economics. Totally they are 304 in number. But the researcher only considered 270 academic staffs that are on duty excluding expatriates.

By using Yamane's (1967) formula the researcher took 116 samples

$$n = \frac{N}{1+N(e^2)} \quad n = \frac{270}{1+270(0.05^2)} = 161$$

To analyze the collected data the researcher used descriptive

And inferential analysis. The demographic variables were analyzed by using simple descriptive statistics like frequency, mean and standard deviation. Correlation and regression were used to test the hypothesis with SPSS.

#### 4. Finding

##### 4.1 Descriptive analysis

**Table 1:** Reliability Statistics

Cronbach's Alpha	N of Items
.770	50

Source: survey result, 2018

The factors tested for internal consistency of the seven-point liker scaled items based on a reliability coefficient (Cronbach's alpha) to determine whether or not the items are reliable to use, by assessing the consistency of homogeneity among items.

As shown in the above table Cronbach's alpha value of the 50 items in the instrument is 0.770 which is more than 0.7 value of the Cronbach's alpha. So, all items in the instrument are taken. These results indicate that the reliability of this research is adequate.

**Table 2:** Turn over intention of respondents

	N	Mean	Std. Deviation
you often think about quitting	130	5.0538	1.72672
It is likely that you will actively look for a new job next year.	130	4.7923	1.79014
You will probably look for a new job in the next year.	130	4.7615	1.71090
You often think of changing your job	130	4.4154	1.81204
Valid N (listwise)	130		

Source: survey result, 2018

The researcher tried to know the turn over intention of respondents and presented four statements to measure how likely they will leave their job. As it is shown in table the mean value how often respondents think about quitting was 5.0538 which is the high mean value. The second highest mean value was 4.7923 that show how likely those respondents actively look for a new job next year. The third highest mean value was 4.7615 that show how probably

Respondents will look for a new job in the next year. The least mean value 4.4154 was about how often respondents think of changing their job.

#### 4.2 Inferential Analyses

##### 4.2.1 Hypothesis testing

Each hypothesis developed after reviewed literature was tested by using the correlation.

**Table 3:** Correlation analysis

		Correlations					
		turn over intention	organizational commitment	job stress	job satisfaction	salary and benefit	organizational climate
turn over intention	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	130					
organizational commitment	Pearson Correlation	-.357**	1				
	Sig. (2-tailed)	.000					
	N	130	130				
job stress	Pearson Correlation	.362**	-.015	1			
	Sig. (2-tailed)	.000	.862				
	N	130	130	130			
job satisfaction	Pearson Correlation	-.355**	.162	-.151	1		
	Sig. (2-tailed)	.000	.066	.086			
	N	130	130	130	130		
salary and benefit	Pearson Correlation	-.552**	.621**	-.043	.264**	1	
	Sig. (2-tailed)	.000	.000	.629	.002		
	N	130	130	130	130	130	
organizational climate	Pearson Correlation	-.369**	.513**	.113	.220*	.617**	1
	Sig. (2-tailed)	.000	.000	.201	.012	.000	
	N	130	130	130	130	130	130

\*\* . Correlation is significant at the 0.01 level (2-tailed). \* . Correlation is significant at the 0.05 level (2-tailed).

Source: survey result, 2018

**H1: Organizational commitment has a significant relationship with turnover intention of employees**

The results on table 3 above show that there is significant negative relationship between Organizational commitment and turnover intention. This is shown by the -0.357 correlation coefficient(r) with *p*-value 0.000 (*p*-value<0.01). So the alternative hypothesis (Organizational commitment has a significant relationship with turnover intention of employees) is accepted. Here we can understand that when Organizational commitment is going to be high, turnover intention going to be low. The relationship between Organizational commitment and turnover intention was moderate but negative (-0.357). Different research's (Girma *et al.* (2013) [15], Cave (2013) [10], Hassan (2014) [16], Chun-Chang *et al.* (n.d), and Syed *et al.* (2015) [43], also confirm that organizational commitment and turn over intention have a negative significant relationship.

**H2: Job stress has a significant relationship with turnover intention of employees**

When we consider the relationship between job stress and turnover intention they have a positive significant relation with correlation coefficient of 0.362. The significance level of this relationship is at a *p* value 0.000 (*p*-value<0.01). From this we can recognize that the increment of job stress will lead to the increment of turn over intention. Nasrin and Hojat (2013) [34], Bashir and Durrani (2014) [9], Syed *et al.* (2015) [43], and Lanka and Perere, (2016) are among researchers who found a positive and significant relationship between job stress and turn over intention.

**H3: Job satisfaction has a significant relationship with turnover intention of employees**

The study found that job satisfaction and turnover intention have a significant relationship with *p* value 0.000 (*p*-value<0.01) and with the correlation coefficient of -.355. Us we can observe the relationship between job satisfaction and turnover intention was moderate. The result revealed that; the increment of job satisfaction will lead to the decrement of turnover intention. The alternative hypothesis (H3: Job satisfaction has a significant relationship with turnover intention of employees) was accepted. So many researches (Ahmad *et al.* (2012) [2], Mizanur, and Feroz (2013) [30], Iqra *et al.* (2014) [18] and Alamdar and Muhammad (2014) [4] conducted on the relationship between job satisfaction and turn over intention confirmed that their relationship is significant but negative.

**H4: Salary and benefits has a significant relationship with turnover intention of employees**

As provided in table 3 the relationship between salary and benefits and turnover intention of employees negative with a value of correlation coefficient(r) of -.552. The relationship is significant at a *p* value 0.000 (*p*-value<0.01). So the alternative hypothesis (H4: Salary and benefits has a significant relationship with turnover intention of employees) is accepted. Here we can understand the increment of salary and benefits will lead to decrement of turn over intention. The finding shows that Salary and benefits have the highest correlation coefficient (r) than the other four variables. Recent researches conducted by Girma *et al.* (2013) [15], Wafula (2017) [48],

Ibrahim *et al.* (2017) [17] also found that the relationship between Salary and benefits and employees turn over intention was high and significant. But they are negatively related.

**H5: Organizational Climate has a significant relationship with turnover intention of employees**

The fifth hypothesis was about the relationship between Organizational Climate and turnover intention. Table 3 shows that the correlation coefficient of Organizational Climate and turnover intention was -0.369 with a significant *p* value 0.000 (*p*-value<0.01). Their relationship was negative and significant. Organizational climate plays a great role in staying or leaving an organization. In this regard Thatcher, Stepnia, & Boyle (2003), Shamsuzzoha and Shumon (2013) [41], Alkahtani (2015) [7], and Ibrahim *et al.* (2017) [17] found the same result that the relationship between organizational climate and turn over intention was negatively and significantly related.

**4.2.2 Multiple regression analysis**

Regression analysis has been used to measure the impact of independent variable (organizational climate, job stress, organizational commitment, job satisfaction, salary and benefit) on the dependent variable (turn over intention).

**Table 4: Model Summary**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.724 <sup>a</sup>	.524	.505	1.26278

a. Predictors: (Constant), organizational climate, job stress, organizational commitment, job satisfaction, salary and benefit  
 b. Dependent Variable: turn over intention

**Source:** survey result, 2018

According to Table 4 R Square value for this model is 0.524. This means that 52.4 % of the variation in dependent variable (turn over intention) can be explained by the five independent variables (organizational climate, job stress, organizational commitment, job satisfaction, salary and benefit).

**Table 5: Analysis of Variance (ANOVA)**

ANOVA <sup>a</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	217.836	5	43.567	27.321	.000 <sup>b</sup>
	Residual	197.733	124	1.595		
	Total	415.569	129			

a. Dependent Variable: turn over intention  
 b. Predictors: (Constant), organizational climate, job stress, organizational commitment, job satisfaction, salary and benefit

**Source:** survey result, 2018

**H6: There is significant relationship between independent variables (organizational climate, job stress, organizational commitment, job satisfaction, salary and benefit) and turn over intention.**

As presented on Table 5 the F value (5,124) is 27.321 with a *p*-value 0.000 which is < 0.01 significance level. Thus, the

overall regression model for these five predictorshas significantly explained the variation in entrepreneurial intention.

**Table 6:** Coefficients of multiple regressions

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	4.095	.483		8.485	.000		
organizational commitment	-.010	.073	-.010	-.131	.896	.612	1.633
job stress	.283	.063	.283	4.494	.000	.965	1.037
job satisfaction	-.046	.020	-.148	-2.264	.025	.901	1.110
salary and benefit	-.408	.083	-.407	-4.939	.000	.566	1.766
organizational climate	-.097	.083	-.102	-1.164	.247	.567	1.764

a. Dependent Variable: turn over intention

Source: survey result, 2018

Table 6 shows the result of coefficients of the standard multiple regressions. The *B* value of, organizational commitment, job satisfaction, organizational climate and salary and benefit is negative. Only job stress has the positive beta (*B*) value. The beta (*B*) value for organizational commitment is -0.010 job stress has a beta (*B*) value of 0.283, job satisfaction has a beta (*B*) value of -0.046, salary and benefit has a beta (*B*) value of -0.408 and organizational climate has a beta (*B*) value of -0.097.

The regression coefficient of organizational commitment - 0.010 implies that one percent increase in organizational commitment decreases turn over intention by 1% if other variables are kept controlled. The regression coefficient of job satisfaction -0.046 implies that one percent increase in job satisfaction decreases turn over intention by 4.6% if other variables are kept controlled. The beta (*B*) value -0.408 of salary and benefit implies that one percent increase in salary and benefit will lead to the decrease of turn over intention by 40.8%. Also the beta (*B*) value -0.097 of organizational climate implies that one percent improvement in organizational climate will lead to the decrease of turn over intention by 9.7%.

The only factor that possesses a positive beta (*B*) value (0.283) is job stress. Here we can understand that a one percent increase in job stress will lead to the 28.3% increment in turn over intention if other variables remain constant.

So by considering the regression coefficients we can determine the regression formula as follows.

Turn over intention = 4.095 + (-0.010 Organizational commitment) + 0.283(Job stress) + (-0.046 Job satisfaction) + -0.408 (Salary and Benefits) + (-0.097 Organizational climate)

## 5. Conclusions

This study was conducted to identify factors that will determine the turn over intention of academic staffs of Wolaita Sodo University which is found in Ethiopia. The study identified five variables that will determine turn over intention from different literatures and developed five hypotheses to be tested. All the five alternative hypotheses were accepted since they fulfill the criterion.

From the identified variables, organizational commitment, job satisfaction, salary and benefits and organizational climate were negatively and significantly related with employees turn over intention. Only job stress was positively and significantly related with turn over employee's intention.

## 6. References

1. Aguenza B, Som A. Motivational factors of employee retention and engagement in organizations. *International Journal of Advances in Management and Economics*. 2012; 1(6):88-95.
2. Ahmad F, *et al.* The Relationship between Job Satisfaction and Turnover Intention, *American Journal of Applied Sciences*. 2012; 9(9):1518-1526. ISSN 1546-9239
3. Ahuja M, *et al.* IT road warriors: balancing work-family conflict, job autonomy and work overload to mitigate turnover intentions. *MIS Quarterly*. 2007; 3(1):1-17.
4. Alamdar H, Muhammad A. Impact of job satisfaction on employee turnover: An empirical study of Autonomous Medical Institutions of Pakistan, *Journal of International Studies*. 2014; 7(1):122-132. DOI: 10.14254/2071-8330.2014/7-1/11
5. Ali N. Factors Affecting Overall Job Satisfaction and Turnover Intention, *Journal of Managerial Sciences*
6. Alishah I, *et al.* Measuring push, pull and personal factors affecting turnover intention: a case of university teachers in Pakistan, review of economic and business studies. 2010; 3(1):167-192. ISSN-1843-763X
7. Alkahtani H. Investigating Factors that Influence Employees' Turnover Intention: A Review of Existing Empirical Works, *International Journal of Business and Management*, 2015, 10(12). ISSN 1833-3850 E-ISSN 1833-8119 Published by Canadian Center of Science and Education
8. Armstrong M. *A Handbook of Human Resource Management Practice*, 10<sup>th</sup> edition, Kogan Page, London and Philadelphia, 2006.
9. Bashir A, Durrani F. A study on Determinants of Turnover Intention in Pakistan, *Journal of Public Administration and Governance*, 2014, 4(3). ISSN 2161-7104.
10. Cave H. Determining the Factors Affecting Retention of Employees in Taiwanese Electronic's Firms - General Vs Repatriated Employees, *International Journal of Academic Research in Business and Social Sciences*. 2013; 3:1. ISSN: 2222-6990
11. Chun-Chang, *et al.* (n.d). A study on factors affecting turnover intention of hotel employees, *Asian economic and financial review*. 2013; 2(7):866-875.
12. Daly C, Dee J. Greener Pastures: Faculty Turnover Intent in Urban Public Universities. *Journal of Higher Education*. 2006; 775(8/9):59-64.

13. Dockel A. The Effect of Retention Factors on Organisational Commitment: An Investigation of High Technology Employees, 2003.
14. Donald, *et al.* Personnel/Human Resource Management: 4th ed.: Universal Book Stall; New Delhi, 2000.
15. Girma A, *et al.* Assessment of Factors Affecting Turnover Intention Among Nurses Working at Governmental Health Care Institutions in East Gojjam, Amhara Region, Ethiopia, American Journal of Nursing Science, Published online, 2013-2015, (<http://www.sciencepub.com/j/ajns>)
16. Hassan R. Factors influencing turnover intention among technical employees in information technology organization: a case of xyz (m) sdn. Bhd, International Journal of Arts and Commerce ISSN, 2014, 1929-7106 [www.ijac.org.uk](http://www.ijac.org.uk)
17. Ibrahim Y, *et al.* Academic Staff Turnover Intention in MaddaWalabu University, Bale Zone, South-east Ethiopia, International Journal of Higher Education, 2017, 6(3).
18. Iqra S, *et al.* The relationship of Turnover intention with job satisfaction, job performance, Leader member exchange, Emotional intelligence and organizational commitment, International Journal of Learning & Development ISSN 2164-4063, 2014; 4:2.
19. Jha S. Determinants of employee turnover intentions: A review Management Today. 2009; 9(2):26-33.
20. Kean C. Determinants of employee turnover in manufacturing company, master in human resource management: university Utara Malaysia, 2015.
21. Khan A. The factors affecting employee turnover in an organization: The case of Overseas Pakistanis foundation, African Journal of Business Management, 2013.
22. Kumar R. Turn over issues in the textile industry in Ethiopia: A case of Arba Minch Textile Company, African Journal of Marketing Management. 2011; 3(2):32-44, Available online <http://www.academicjournals.org/ajmm>, ISSN 2141-2421 ©2011 Academic Journals
23. Kumar R. Turn over issues in the textile industry in Ethiopia: A case of Arba Minch Textile Company, African Journal of Marketing Management. 2011; 3(2):32-44, Available online, <http://www.academicjournals.org/ajmm>, ISSN 2141-2421 ©2011 Academic Journals
24. Lambert E. The impact of organizational justice on correctional staff, Journal of Criminal Justice. 2003; 31:155-68.
25. Lanka S, Perere G. The Impact of Job Stress on Turnover Intention: A Study of Reputed Apparel Firm in Srilanka, 3rd International HRM Conference. 2016; 3(1):ISSN: 2420-7608
26. Lin C, Chen M. Career commitment as a moderator of the relationships among procedural justice, perceived organizational support, organizational commitment, and turnover intentions, Asia Pacific Management Review. 2004; 9(3):519-38.
27. Long S, *et al.* Leadership Styles and Employees' Turnover Intention: Exploratory Study of Academic Staff in a Malaysian College, World Applied Sciences Journal. 2012; 19(4):575-581.
28. Malik E, *et al.* Employee's Turnover Intentions: Is this HR Failure or Employee's better employment opportunity? International Conference on Innovation, Management and Service IPEDR IACSIT Press, Singapore, 2011.
29. Malik E, *et al.* Employee's Turnover Intentions: Is this HR Failure or Employee's better employment opportunity? International Conference on Innovation, Management and Service, IACSIT Press, Singapore
30. Mizanur R, Feroz I. A Comprehensive Relationship between Job Satisfaction and Turnover Intention of Private Commercial Bank Employees' in Bangladesh, International Journal of Science and Research (IJSR), India Online ISSN, 2013, 2319-7064.
31. Mowday R, Porter L, Steers R. Employee-organization linkages: The psychology of commitment, absenteeism, and turnover. In P. Warr (Ed.), Organizational and Occupational Psychology, London: Academic Press Inc, 1982.
32. Mrope G, Bangi I. Examining the Influence of Management Practice and Attitudes on Employee Turnover: A Case of Kibaha District Council, The International Journal Of Business & Management, 2014, 2321-8916, [www.theijbm.com](http://www.theijbm.com)
33. Mulu B. Factors affecting academic staff turnover intentions and the moderating effect of gender, Impact: International Journal of Research in Business Management (IMPACT: IJRBM) ISSN (E): 2321-886X; ISSN (P): 2347-4572. 2014; 2(9):57-70.
34. Nasrin A, Hojat D. The Relationship of Job Stress with Turnover Intention and Job Performance: Moderating Role of OBSE, 3rd World Conference on Psychology, Counseling and Guidance (WCPCG-2012), Procedia-Social and Behavioral Sciences. 2013; 84:706-710. Available online at [www.sciencedirect.com](http://www.sciencedirect.com)
35. Neal J. Employee turnover and the exit interview, Library trends summer, 1998.
36. Ngamkroekjoti C. *et al.* Determinant Factors of Turnover Intention: A case study of Air Conditioning Company in Bangkok, Thailand, International Conference on Trade, Tourism and Management (ICTTM'2012), 2012, 21-22. Bangkok (Thailand)
37. Perez M. Turnover intent Diploma Thesis, University of Zurich, 2008.
38. Rizwan M, *et al.* Determinants of Employees intention to leave: A Study from Pakistan, International Journal of Human Resource Studies, ISSN 2162-3058, 2014; 4:3.
39. Rizwan M, *et al.* (n.d). Determinants of Turnover Intentions in Government and Private Employees: An Empirical Study from Pakistan, Journal of Business and Management (IOSR-JBM), [www.iosrjournals.org](http://www.iosrjournals.org)
40. Shah A, *et al.* measuring push, pull and personal factors affecting turnover intention: a case of university teachers in Pakistan, Review of Economic and Business Studies. 2010; 3(1):167-192.
41. Shamsuzzoha A, Shumon H. Employee Turnover-a Study of its Causes and Effects to Different Industries in Bangladesh, 2013.
42. Stone P, *et al.* Organizational climate and intensive care unit nurses' intention to leave, Critical Care Medicine. 2006; 34(7):1907-1912.
43. Syed W, *et al.* Causes of Employee Turnover Intention: A Study on Banking Industry of Pakistan, International

- Interdisciplinary Journal of Scholarly Research (IJSR), 2015, 1(2). ISSN 2412-303X
44. Tariq N. The impact of employee turnover on the efficiency of the organization: interdisciplinary journal of contemporary research in business, 2013.
  45. Taylor S. Employee Resourcing, Cromwell Press, Wiltshire, 1998.
  46. Tett R, Meyer P. Job satisfaction, organizational commitment, turnover intention, and turnover – path analyses based on meta-analytic findings Personnel Psychology. 1993; 46:259-93.
  47. Thatcher J, Stepnia L, Boyle R. Turnover of information technology workers: Examining empirically the influence of attitudes, job characteristics and external markets. Journal of Management Information Systems. 2003; 19(3):231-261.
  48. Wafula M. Factors affecting employee turnover in hospitality establishments in Kisii Town, Kenya, Merit Research Journal of Business and Management (ISSN: 2408-7041). 2017; 5(1):030-040. Available online <http://www.meritresearchjournals.org/bm/index.htm>.
  49. Wei Su H, *et al.* Turnover Determinants of New Employees in International Hotels, Journal of Service Science and Management. 2011; 4:158-164, Published Online June (<http://www.SciRP.org/journal/jssm>)
  50. Wu X. Factors Influencing Employee Turnover Intention: The Case of Retail Industry in Bangkok, Thailand.