

IMPACT OF HRM PRACTICES ON TURNOVER INTENTIONS

Nedeem Ahmed¹ Zaeem Ahmad²

¹Department of Management Sciences, University of South Asia Lahore, Phone No 00923244926692, Email: nadeemahmed714@gmail.com

²Accounts Department, Lahore Garrison University, No 00923234850064, Email: zaeem.ahmad432@gmail.com

ABSTRACT: Employee turnover is a threat to organization development and performance. It is believed that employee turnover intention may affect by salary, job satisfaction, organizational commitment and availability of alternative opportunity. The main intention of conducting this study was to assess the relationship and determine how much these factors causing employee/labor turnover intention and suggest identified possible solutions to labor turnover in the sugar industry. Primary data was collected from 100 sugar industry employee using questionnaire method collected. Data was analyzed by use of basic descriptive statistical tools. Results of the study revealed that all factors contributed to employee's turnover intention. The study found organizational commitment significant negative impact and availability of alternative opportunity significant positive impact on turnover intention. Study also indicated that salary and job satisfaction are not significant factors effecting turnover intention in the employees of Pakistan sugar industry.

KEY WORDS: Salary, Job Satisfaction, Organizational Commitment, Availability of Alternative Opportunity, Turnover Intention, Sugar Industry, Pakistan

INTRODUCTION

The sugar industry in Pakistan is second largest agro-based industry after textile. Pakistan is an important cane producing country and is ranked fifth in world cane acreage and 9th in sugar production. The share of the sugar industry in value-added agriculture and GDP are 3.2 percent and 0.7 percent, respectively. It employs over 1.5 million people including all categories of employees [14]. People are the organization's key resource and organizational performance largely depends on them. Pakistan is one of populous country and there is an available supply of manpower but the effective and efficient workforce is crucial for achieving maximum production. Sugar industry like other industries is also competitive industry; Punjab sugar industry had the competitive advantage of lower cost of production than other provinces [3]. People are the key resource in the creation of firm-specific competitive advantage rather than other resources like technology and type of raw material. Karl Marx and Karl Polanyi both contended that labor is a fictitious "commodity" and any attempt to treat human beings as a commodity, "like any other" would necessarily lead to deeply felt grievances and resistance [5]. The term "turnover" is defined by the researcher as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period [28]. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated; a new employee must be hired and trained. This replacement cycle is known as turnover [29]. Institutional histories and labor biographies narrow focus has been significantly broadened to include social concerns, race, class, gender, the work place locality and state. Labor movement has switched from traditional industrial issues to broadened union incorporating a wider social agenda [11]. Labor movement has been facing the challenges of inequality of wages, hostile regulatory environment, workplace conditions, rising job insecurity and declining labor density. Globalization, liberalization, information explosion and intense competition from inside and outside the country compelled organizations to increase "added value" of

their employees. Employees should be encouraged to retain in the organization and increase productivity beyond its minimum level using scarce resources [15].

Significance of study

As researchers note, "...it is not surprising that turnover continues to be a vibrant field despite more than 1500 academic studies addressing the topic." From a financial perspective, turnover can be very costly. When an employee leaves an organization, it forces it to spend scarce resources – both time and money – to either replace the employee or get others to cover the work. Some costs, such as the disruption of the organization's daily operations and the emotional stress and, at times, the work overload it causes those who remain, are difficult to capture in monetary terms. Undesirable turnover can also project a negative image of the organization – both internal and external; thus, it is not surprising that voluntary turnover continues to attract the attention of scholars and practitioners alike.

The aim of the study is to explore the impact of salary, job satisfaction, organizational commitment and availability of alternative opportunities on employee intentional turnover in Pakistan's sugar industry. There is no noteworthy work have been done to focus on the human resource of sugar industry so that can help human resource management to manage the human resource. Cost and profitability are important to compare competitiveness [3]. Technical and labor cost is one of the main expenses in sugar production and cause hindrance in achieving maximum profit [14]. Labor turnover is significant because it is accompanied by the direct and indirect cost to the organization [26]. Today's knowledge economy demands investments in human capital to create a work environment where employees excel their jobs but human resource practices are ignored in Pakistan.

Objectives of the Study

The general objective of the study is to establish the correlation of independent factors on Labor intentional turnover. Specific objectives are:-

- To assess the affect of salary on Labor intentional turnover

- To explore the impact of job satisfaction on labor intention turnover.
- To determine the influence of organizational commitment on intentional turnover
- To assess alternative job opportunities impact on intentional turnover
- To identify possible solutions to labor turnover in sugar industry

LITERATURE REVIEW

Researchers around the world have worked to find out the reasons of employee turnover in organizations. High turnover in organization indicates dissatisfaction of employees on what the organization provides as needs and desires. In 1995, a Meta-analysis of some 800 studies was conducted by researchers which was recently updated [9]. These analyses confirmed established findings on the causes of turnover. These include: job satisfaction organizational commitment, comparison of alternatives and intention to quit [9]. Organizational performance and operations suffer due to labor turnover [1]. The dynamic business environment requires treating employees as one of their assets [26].

There is a lot of literature discussing different factors that force employees to quit, researchers [20] found that there is a consistent link among job satisfaction, organizational commitment and intention to quit [22]. Worked on the relationship between job satisfaction and turnover. Rahman, Naqvi and Ramay (2008) carried out a study in Pakistan to find out the relationship among job satisfaction, organizational commitment, alternative opportunity and intentional turnover. According to one study [7], salary is ranked as a most eminent factor influencing employee leaving decision. The result of each study was different, as each study was carried in different countries (having different socio-economic culture), in different settings, for different organizations and used a different independent variable. But there is no empirical research showing the effects of salary, job satisfaction, organizational commitment and alternative job opportunities on an intentional turnover in Pakistan. Managers usually more than one management theory out of six most popular theories (scientific theory, administrative theory, bureaucratic theory, human relation theory, system theory and theory X and Y). Managers who hold Human relation theory (Elton Mayo) of participation belief simply in involvement for the sake of involvement, arguing that as long as subordinates feel that they are participating and are consulted, their ego need will be satisfied and they will be more cooperative.

Salary

The study of labor turnover in Kenya sugar industry revealed salary as the major factor causing turnover intention [5]. From the theoretical view, traditional design and processes often lead to rigid payment system, which cannot effectively motivate employees, and result in low employee morale. Competitive and regularly reviewed salaries are necessary to retain a workforce in sugar industry [5]. Researchers' findings which demonstrated that pay level and pay raise, although related to each other, have independent effects on

employee turnover intent. In their findings, only pay raise was significantly and negatively related to turnover.

A study by Mercer (2003) reports, that employee will remain in an organization if they are rewarded and also they may leave if they are poorly rewarded. Employees are likely to stay in organizations where they believe that their capabilities, contributions and efforts are appreciated. It is noted by [9] that pay has a strong effect on employee turnover intention. Employee should be compensated adequately otherwise he may leave. Researchers [19] investigates the determinants of labor turnover using establishment-level survey data for the UK. Martin found that there is an inverse relationship between salary and turnover intention. On the other hand, the research conducted to find out the link between salary and turnover intention is inconclusive [21], concluded that results from studies on the role of pay on turnover found that there is no significant relationship between pay and turnover intention [20] also found the impact of salary on intention to quit is still inconclusive. After examining the previous literature we hypothesize that;

H1 There is a negative relationship between salary and turnover intention.

Job satisfaction

Job satisfaction is a collection of positive or negative feelings that an individual holds towards his or her jobs. There is consistent link found between job satisfaction and turnover intention in many turnover studies [17]. Locke (1976) defined job satisfaction as "... a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." That is, it is the discrepancy between what an employee values and what the situation provides. Smith suggested that "... job satisfaction is feelings or affective responses to facets of the situation". Management theory has emphasized the importance of coordinating the organization-human relationship to enhance productivity and develop human capital. Satisfied employees tend to be more productive, creative and committed to their employers. [10] Found that overall job satisfaction modestly predicted turnover. A research conducted on IT workforce and found a significant negative correlation between job satisfaction and intentional turnover [16]. Similar has been proved by researchers, who have explored the relationship between job satisfaction and turnover intentions. He has also identified job satisfaction as a predictor of turnover intention. Job satisfaction has been verified a strong negative predictor of turnover intention [4]. The findings of [2] were consistent with the notion of job satisfaction as a strong factor causing turnover intention. Considering the previous research evidence we hypothesize that;

H2 There is a negative relationship between job satisfaction and turnover intention.

Organizational commitment

Many studies have revealed a strong association between organizational commitment and turnover intention [17]. Organizational commitment (OC) is "employee's identification with and involvement in a particular organization" [27]. Identification, in this case, means employee's sense of unity with the organization. According to the theory, employee commitment to the organization should

be a solid predictor of turnover intention. Researchers define OC as a psychological condition related to the employee relationship with the organization and strongly influence his decision to stay or leave. According to the researcher, the sources of OC may vary from person to person. The researcher has argued that there is a reciprocal link between commitment and turnover intention i.e. lower commitment increases turnover intention.

Researchers conceptualized OC in terms of three distinct dimensions: affective, continuance and normative. Affective commitment is characterized by the presence of emotional attachment to the organization and affectively committed employees remain with the organization because they want to. The continuance dimension of commitment refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Individuals exhibit committed behaviors because it is the right thing to do. Employees who are normatively committed feel they ought to remain with the organization. This study indicated that all three components of commitment are a negative indicator of turnover intention. Considering the literature evidence we hypothesize that;

H3 There is a negative relationship between organizational commitment and turnover intention.

Availability of Alternative Job Opportunity

Traditional turnover models assume that people search to find an alternative job and that search is a precursor to turnover [9]. Michaels and Spector suggest: "if an employee intends to quit a job, he or she may most likely quit when another job becomes available". The repetitive theme in turnover literature is that the availability of alternative jobs influences turnover intentions and behavior. March and Simon stated that: Under nearly all conditions the most accurate single predictor of the labor turnover is the state of the economy.....when jobs are plentiful, the turnover intention is high; when jobs are scarce, the turnover intention is low [12]. This view is consistent with the economic literature, "when labor markets are tight (jobs are more plentiful relative to job seekers) one would expect higher quit rate rather than labor markets are loose (few jobs for many layoffs). Researchers have conducted research on IT workforce e turnover intention and found a strong positive relation between turnover intention and perceived alternative opportunity. An employee may stay with the organization because of the lower opportunity of alternative in general labor market [34]. Rahman, Naqvi & Ramay found alternative job availability strongly correlated to turnover intention in the study of IT professionals. According to the study of researchers [15] conducted in Singapore, using a sample of low-level workers who have limited job opportunities with same working conditions and incentives in the industry, perceived alternative opportunities were a poor predictor of turnover

intention. Considering the literature evidence we hypothesize that;

H4 There is a positive relationship between the availability of alternative opportunities and turnover intention.

THEORETICAL FRAMEWORK

The objective of the study is to find out the effect of salary, job satisfaction, organizational commitment and availability of alternative opportunity on turnover intention so that an insight to turnover intention among employees of the sugar industry in Pakistan may be acquired. All of the research literature reviewed comprise research in different industries of American, European and Asian firms but has an emphasis on sugar industry context in Pakistan. The framework of this research study consists of four independent variables namely salary, job satisfaction, organizational commitment and available alternative job opportunity and one dependent variable i.e. turnover intention as illustrated in figure 1, with following assumptions:

H1 There is a negative relationship between salary and turnover intention.

H2 There is a negative relationship between job satisfaction and turnover intention.

H3 There is a negative relationship between organizational commitment and turnover intention.

H4 There is a positive relationship between the availability of alternative opportunities and turnover intention.

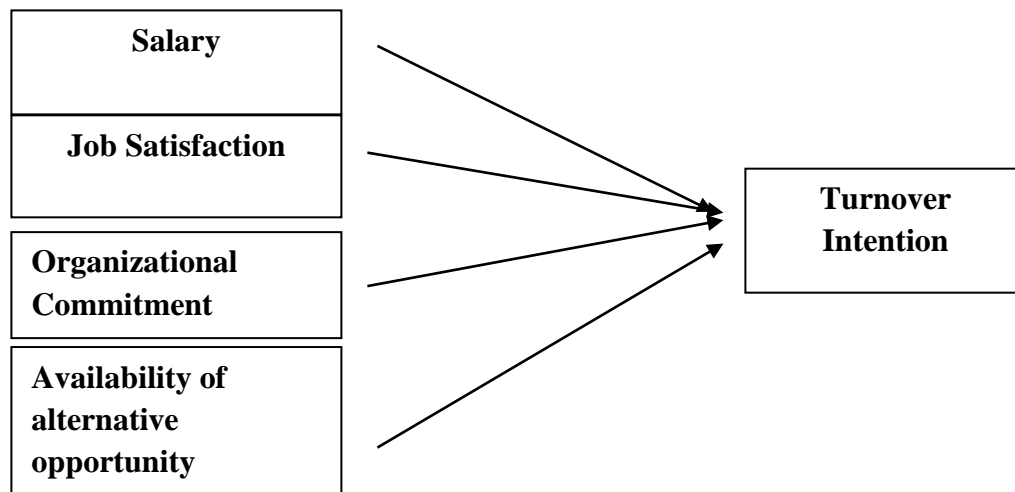
Following model depicts the relationship of independent variables with the dependent variable, forming the theoretical framework.

Population and Sampling Method

According to researchers [34] "the term population in research means all elements that meet the criteria for inclusion in a study". Researchers [35] define a population as the totality of all subjects that conform to a set of specifications, comprising the entire group of persons that is of interest to the researcher and to whom the research results can be generalized. The process of selecting a portion of the population to represent the entire population is known as sampling. The population of the study consisted of all sugar mills in Pakistan. The convenient random sampling method is being used due to time and the huge size of the population.

Sample Size

Pakistan sugar industry comprises of 78 sugar mills with 100,000 labors employed, according to Pakistan Society of Sugar Technologists (PSST). the term sample may be defined as "a proportion of a population". Obtaining data from the population of sugar mills employees as well as analyzing and interpreting vast amounts of data would have been impossible to accomplish within the time constraints and with the limited financial resources which were available for conducting this research. Therefore, a convenient random sample has been used to select respondents from 4 selected firms. In this study, data is collected from a convenient sample of 100 respondents which were selected randomly.

Figure 1**Data Collection Methods**

Researchers [35] define data as “information obtained during the course of an investigation or study”. There are mainly two sources of data collection, primary and secondary. For this research, the researcher has used both sources. Researcher initially used secondary sources of data (surveys, documentaries, multiple sources etc) to reanalyze secondary data that already have been collected for some other purpose. Quality literature is reviewed to collect data about the trends and behavior of employees under different circumstances. Reports, journals, organizations surveys and books have been reviewed for hypothesis generation.

Data collected specifically for the present research is known as, primary. Secondary data provide useful information but primary data is collected to answer research questions. Primary data can be collected using tools like interviews, questionnaires, observation and surveys etc. Data collected from the primary source is more specific and objective oriented that focus on the research question. Primary data provides fresh and innovative results and give new insights to the field of study that never have been noticed before. In this study, the researcher used both sources with evaluating information to conclude. In this study, the questionnaire has been used for collecting information about turnover information in the sugar industry. The researcher has used a combination of both sources of data to develop a manifold study that will further provide valid research findings.

Data collection instrument

Data collection instruments refer to devices used to collect data such as tests, questionnaires, interviews, classroom observations, diaries, journals, etc. [36]. Quantitative research designs use tests and closed-ended questionnaires in order to gather, analyze and interpret the data. Researchers [35] define a questionnaire as "a method of gathering information from respondents about attitudes, knowledge, beliefs and feelings. The questionnaire was designed to gather information in this study about the turnover intention of employees.

Questionnaire design

The questionnaire is the primary source of data collection and needs researcher to deliberately focus on questionnaire

design. Prior to designing a questionnaire, you must know precisely what data you need to collect to answer your research question and to meet your objectives. Questionnaire was based on research question and objectives in order to capture feelings and intentions of sugar industry labor. One part of the questionnaire was about demographic information and second part consisted of close-ended questions related to measuring factors affecting turnover intention. The questionnaire was compiled and discussed with the researcher's supervisor. The questionnaire will be handed-over to the participants who will contribute their opinion by filling it. These questions are designed in a simple form to make the information easy and quick. The information collected through the questionnaire will be transformed into tabular and graphical form. This representation of the research leads it towards accurate findings and gets results in self-explanatory form.

DATA ANALYSIS

The researcher would use numerical statistical analysis which allows to either reject the hypothesis or to determine the effect size. The researcher would use descriptive and inferential statistics, descriptive statistics would indicate the central tendencies of data and inferential statistics allow the researcher to compare the effect of independent variables on a dependent variable by analyzing changes in the dependent variable. This analysis would help the researcher to analyze data from a sample and then to draw conclusions about the population.

Findings and discussion

This chapter focuses on the presentation and analysis of data obtained from survey questionnaire. The purpose of analyzing data is to obtain usable and useful information. The analysis of data describes and summarizes the data, identify relationships

between variables, compare variables, and identify the difference between variables and forecast outcome. Use of statistical analysis makes the connection between what is known and what can be learned through research. The researcher has evaluated an integrated plan to find out the influence of independent variables on turnover intention.

Data Analysis Tools

The researcher has used a Likert scale for convenient selection of the most appropriate option by respondents. Likert scale is selected at questionnaire stage because it is easier to interpret data collected through this tool. Descriptive statistics are used to indicate central tendencies in the data through mean, mode, median). The inferential statistical analysis allows the researcher to compare the effect of independent variables on one or more groups by analyzing changes in the dependent variable. This allows the researcher to analyze data from a sample and then to draw conclusions about an unknown population. The purpose of this kind of study is to assess whether the differences in groups (their means) or the relationship among variables is much greater or less than what we would expect from the total population. One way ANOVA test and Regression analysis were used for measuring inferential statistics.

FINDINGS

Demographics

All the data in this research has been collected from district Rahim Yar Khan, the territory of province Punjab. The first section of questionnaire contains items to collect demographic information of respondents. It includes questions related to age, department, work experience and education. . Demographics were not used in the correlation analysis with the dependent variable i.e. turnover intention. Tables and graphs are used to exhibit results of the analysis.

The demographic information of the sample is represented in table 1.Out of 100 respondents in the sample, 31 belonged to the category of an age more than 30.About 32% of the respondents had the diploma degree and 28% had an only elementary education. Almost 61% of the respondents had the experience of more than one year to five years. Respondents having technical nature of job comprised 76% of the sample. Only 17% of the respondents were involved in administrative activities.26% of the respondents had tenure more than five years in this industry. About 61% respondents have work experience of more than one year to five years. The table is represented on next page:

Table:4.1 Demographics

Demographics	Category	Percentage%
Age	Below 2o	10
	20-25	30
	26-30	29
	More than 30	31
	Education	Elementary
	Diploma	32
	Degree	23
Work Experience	Mast	17
	One year	13
	More than one year	37
	Five year	24
	Above five years	26
Department	Cane	35
	Mechanical	41
	IT	7
	Administration	17
Total		100

Regression Analysis

Table: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 ^a	.411	.386	1.58920

a. Predictors: (Constant), AONEW, JOB SATISFACTION, OCNEW, SALARY

Table: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	167.519	4	41.880	16.582	.000 ^b
Residual	239.928	95	2.526		
Total	407.447	99			

a. Dependent Variable: turnover intention

b. Predictors: (Constant), AO, JOBSATISFACTION, OC, SALARY

Table: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.875	1.247		3.108	.002
SALARYNEW	.386	.324	.127	1.191	.236
JOBSATISFACTION	-.481	.335	-.154	-1.435	.155
Organizational commitment	.333	.084	.393	3.950	.000
Availability of Alternative opportunity	.563	.102	.449	5.544	.000

a. Dependent Variable: turnover intention

The model summary shows 41.1% R square and 38.6% adjusted R square of data. These statistics reveal the dependence level of independent variables on the dependent variable. According to researchers [37], if R square and adjusted R square is 30% or above, it is acceptable and considered good for social sciences research work. Results are indicating the strength of the relationship between dependent and independent variables used in this study.

The first number under (df) is between groups degrees of freedom followed by your within groups degrees of freedom. Because your degrees of freedom are dependent on the number of participants you have in each of your conditions. F value is 16.582, showing the quality of primary data collected and significant difference between means and "sig" is 0.00. A one-way ANOVA was conducted to compare the means between the groups, there was a statistically significant effect of independent variables on turnover intention at [F (4, 95) =16.58, sig =0.00].

Level of significance of organizational commitment and availability of alternative opportunity is 0.00 which is highly expected significance level for research. Significance level indicates that these two variables are highly correlated with turnover intention. Other variables values are greater than 0.10 that is level of significance that's highlight the low relation between dependent and independent variable. This is analyzed that organizational commitment and availability of alternative opportunities have a significant impact on turnover intention of employees. The analysis also reveals that salary and job satisfaction were not significant factors to effect on employee turnover intention.

Research findings

On the basis of correlation, regression and descriptive statistics this study clearly reveals the relationship between independent variables on turnover intention. Findings of primary data depict the negative relationship between salary

job satisfaction, organizational commitment and turnover intention. It also shows a positive link between the availability of alternative opportunity and turnover intention. By and large, results of study approve all hypotheses. Considering everything, literature review and its comparison with primary data result it is very clear that salary, job satisfaction, organizational commitment and availability of alternative opportunities have their significant impact on turnover intention. Findings also reveal that organizational commitment and availability of alternative opportunities have a highly significant impact on turnover intention while salary and job satisfaction are not that much significant.

CONCLUSION AND RECOMMENDATIONS

The purpose of conducting this study was to explore the impact of salary, job satisfaction, organizational commitment and availability of alternative opportunity on turnover intention. The literature showed a strong negative impact on salary, job satisfaction, OC and the positive impact of the availability of alternative opportunity on turnover intention. The data collected from sugar industry employees were analyzed statistically and shows interesting results. Descriptive statistics show that all these variables have an impact on turnover intention of employees. Pearson coefficient of correlation was calculated to assess the level of significance and impact of each variable on turnover intention. The study found organizational commitment and availability of alternative opportunity highly significant and influential on turnover intention, however, salary and job satisfaction were not been found significant. The impact of these variables can be considered relevant as this finding agrees with the finding of the research conducted by researchers [10]. Surprisingly, there is no evidence that salary system and job satisfaction has its strong negative impact on turnover intention, although it was found significant in the

literature of [27] and [28], they reported “pay” and “job satisfaction” to be consistently and negatively related to turnover. But the findings of this research are underpinned by the literature of [21] and [20], these studies also found the impact of salary inconclusive. The researcher has successfully attained the objectives of conducting this study like assessing the relationship between salary, job satisfaction, organizational commitment, availability of alternative opportunity and turnover intention. Overall, the findings of the present study have provided answers to the research questions and recognized all hypotheses to be correct.

In conclusion, study shows organizational commitment and availability of alternative opportunity are the main predictors of turnover intention in sugar industry of Pakistan. The researcher found the strong negative impact of organizational commitment and strong positive impact of alternative opportunity on turnover intention. There is no significant negative impact on salary and job satisfaction have been found on turnover intention of sugar industry employees. This study has largely contributed to research area by providing an example in the form of a survey conducted within specifically selected sugar mills. The study revealed that sugar industry employees turnover intention is noteworthy affected and boost by lack of commitment and available alternative opportunity, although the study found salary and job satisfaction effective but not significant to impact turnover intent.

Contribution of the study

- This study adds researcher’s efforts to understand the relationship among salary, job satisfaction organizational commitment availability of alternative opportunity and turnover intention in Sugar industry of Pakistan.
- The study contributed new directions in the research of management by opening up a debate on the importance of organizational commitment and availability of alternative opportunity. The fact of statistically significant correlations and regression results are indicating that these independent variables have a significant impact on the dependent variable of turnover intention.

Future research

Specifically, we suggest further studies to be done on the same by expanding the scope and examining other causes of employees’ turnover than salary, job satisfaction, organizational commitment and available alternative opportunity. Future researchers should undertake a similar study on all the sugar firms in the country to allow the results to be generalized taking into account the limitations outlined in this research. A similar research should be undertaken to investigate the impact of other variables on turnover intention. The future researcher should also consider investigating the impact of turnover intention. If the above studies can be undertaken, factors causing labor turnover and their impacts critically determined and proper analysis done, then labor turnover can be arrested and productivity of the sugar firms improved in Pakistan's sugar industry.

REFERENCES

1. Abdali, F. (2011). Impact of Employee Turnover on Sustainable Growth of Organization in Computer Graphics Sector of. *Afro Asian Journal of Social Sciences*, Volume 2, No. 2.4.
2. Abdul Rahman, S. M. (2008). Measuring Turnover Intention: A Study of IT Professionals in. *International Review of Business Research Papers*, 45-55.
3. Ali Muhammad Khushk*, A. M. (2011). ANALYSIS OF SUGAR INDUSTRY COMPETITIVENESS IN. *Analysis of sugar industry competitiveness in Pakistan*, 137-151.
4. Brough, P. a. (2004). Predicting Police Job Satisfaction and Turnover Intentions: The role of Social Support and Police Organizational Variables’,. *New Zealand Journal of Psychology*, 8-16.
5. Bula, H. O. (2012). Labor Turnover in the Sugar Industry in Kenya. *European Journal of Business and Management*.
6. Dalsgaard, P. (n.d.). Pragmatism and Design Thinking.
7. Gawel, J. E. (1997-07-00). ED421486 1997-07-00 Herzberg’s Theory.
8. Ghauri, P. a. (2005). *Research Methods in Business Studies* (3rd ed.).
9. Griffeth R. W., H. P. (2000). A Meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research Implications for the next millennium. *Journal of Management*.
10. Griffeth RW, H. P. (June 2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium”,. *Journal of Management*, vol. 26 no. 3, 463-488.
11. H, O. (2007). A review of the literature on employee turnover. *African journal of business management*, o49-054.
12. James G. March and Herbert A. Simon. (1958). *Organizations*. New York: John Wiley & Sons, Inc.
13. Jaros*, S. (2007). Meyer and Allen Model of Organizational Commitment: Measurement Issues. aTnhde IAcfalei nU nMivoerdseitly offer eOssr.
14. Kamran, s. (June 2013). *overview of the sugar industry in Pakistan*. research and development. The Lahore Chamber of commerce and industry.
15. kimathi. (2000).
16. Korunka, C. H. (2005). A Universal Turnover Model for the IT Work Force - A Replication Study. *Human Factors in Organizational Design*, 467-472.
17. Lum L., K. J. (1998). Explaining nursing turnover intent: job satisfaction, pay satisfaction or organizational commitment? *Journal of Organizational Behavior*, vol.19(3), 305-320.
18. Mark N.K. Saunders, A. T. *Research Methods for business students*. (5th, Ed.)
19. Martin, C. Explaining labour turnover: Empirical evidence from UK establishments’,. *Labour*, 7 (3), 391-412.
20. MINTRAC. (2011). Literature review on labour turnover and retention strategies.

21. Mobley W. H., G. R. (1979). 'Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86(3), 493-522.
22. Mohammad et al. (2006). Affective Commitment and Intent to Quit: the Impact of Work and Non-Work Related Issues. *Journal of Managerial Issues*.
23. Natalie J. Allen¹, * a. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 1-18.
24. Normala, D. (October 2010). Investigating the Relationship between Quality of Work Life. *International Journal of Business and Management*.
25. Olusegun, S. O. (2013). Influence of Job Satisfaction on Turnover Intentions of Library Personnel in Selected Universities in South West Nigeria. *Library Philosophy and Practice (e-journal)* .
26. Ongori, H. (2007). A review of the literature on employee turnover. *African Journal of Business Management*, 049-054.
27. Porter, L. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians,. *Journal of Applied Psychology*, 603 -609.
28. Price, J. (1977). *The study of turnover*,. (1. edition, Ed.) Iowa state.
29. R.H, W. (1995). *Human resource management*. Michigan: The educational institute of the American.
30. Samuel Emeka Mbah, C. O. (July 2012). Job Satisfaction and Employees' Turnover Intentions in total Nigeria plc. in Lagos state. *International Journal of Humanities and Social Science*.
31. Sharon Ruvimbo Terera, H. N. (2014). The Impact of Rewards on Job Satisfaction and Employee Retention. *Mediterranean Journal of Social Sciences* .
32. Zhoutao Cao¹, J. C. (2013). Does Total Rewards Reduce the Core Employees' Turnover Intention? *International Journal of Business and Management*.
33. Ehrenberg, R.G. & Smith, R.S. (1982). Modern labor economics. Glenview, Illinois: Scott, Foresman, and Company.
34. Burns, J. M. (2003). *Transforming leadership: A new pursuit of happiness* (Vol. 213). Grove Press.
35. Polit Denise, F., and P. Hungler Bernadette. "Nursing research principles and methods." (1999): 79-80.
36. Seaman, C. L., Maple, M. B., Lee, B. W., Ghamaty, S., Torikachvili, M. S., Kang, J. S., ... & Cox, D. L. (1991). Evidence for non-Fermi liquid behavior in the Kondo alloy Y 1- x U x Pd 3. *Physical review letters*, 67(20), 2882.
37. Hire, N. N., and D. V. Derle. "Microsphere as drug carrier: A review." *Int. J. Adv. Res* 2.3 (2014): 901-913.

