

# A Quantitative Study on Push, Pull and Personal Factors Affecting Employees' Turnover Intentions: A Case of Nationalized Commercial Banks (NCBs) in Bangladesh

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## Abstract

'Employee turnover' as a term is widely discussed subject matter in business sphere. Organizations nowadays spend a lot of money to retain their valuable employees. But still employees leave their organizations and join new ones. There are various reasons for which employees leave their jobs. The purpose of this paper is to explore the relationship among the factors and their contributions in turnover intentions of employees of NCBs in Bangladesh. A 5 point Likert scale format questionnaire was used to collect primary data. A total of 175 questionnaires were distributed to the employees of NCBs, of which 152 were found flawless to yield a response rate of almost 87%. A pilot study was conducted to test the questionnaire. The questionnaire had a Cronbach alpha coefficient of  $\alpha = 0.936$  suggesting that the instrument was reliable. Different factors i.e. personal, pull and push factors were considered as independent variables whereas the dependent variable was employees' turnover intentions. There were number of facets for every independent variable. Pearson Correlation was used to find out the relationship between dependent and independent variables. On the other hand, Regression tests were applied to determine the contribution of each independent variable in employees' turnover intentions. The results show that there is strong statistical positive correlation between dependent and independent variables. Besides this, all the factors have significant contributions in employees' turnover intentions. However, the most significant factor is the push factors (30.1% contributions) due to which employees intend to quit a job. Finally it is recommended that NCBs can give more emphasis on the push factors followed by pull factors and lastly personal factors to retain their valuable employees.

**Keywords:** Employee Turnover, NCBs, Tacit Knowledge, Personal Factors, Pull Factors, Push Factors.

## 1. INTRODUCTION

Employee for any organization is an important phenomenon. In the past, employees were considered as immaterial for achieving organizational goals and objectives. But with the passage of time employees are considered as human resources without which organizational goals cannot be accomplished. As a result, now all organizations are highly concerned to maintain and retain their valuable employees. It is now relatively common for employees to change jobs frequently rather than to grow with one company throughout their career life. This kind of employees' turnover directly affects the performance of the organization. Each day completed by an employee is an investment to an organization; to leave before the full term is to get no return on the investment (Bennison and Casson, 1984). When an employee leaves the organization, this may have a variety of effects that not only impact on organization but also on employee and society itself (Arokiasamy, 2013).

Banks are the center of the financial sector in the world economy. Bangladesh is no exception. Currently the country has 56 scheduled banks. According to Bangladesh Institute of Bank Management (BIBM, 2015), the banking sector of Bangladesh comprises of four nationalized commercial banks (NCBs), thirty-nine domestic private commercial banks (PCBs), four specialized commercial banks (SCBs), and nine foreign commercial banks (FCBs). These four NCBs comprise of almost 53,300 employees (source: field survey, 2016). Like all other industries, banking sector in our country is also facing the same employee turnover problem (Newaz, Ali and Akter, 2007). Now a day's different researchers are focusing on the roles of NCBs for social and economic development of Bangladesh, but still there is a dearth of research studies on employee turnover of NCBs in Bangladesh. According to Choudhury (2015), banks are facing a high rate of employee turnover each year and this leads to poor employee performance which in turn affects organizational effectiveness. When an employee leaves the organization the present employees have to fill in the gap until a new employee is appointed. Employee turnover affects employee performance because they get disrupted on their daily work performance.

As NCBs in Bangladesh have been playing a distinct role in employment generation, it has been chosen by the researcher for this study. A huge amount of theoretical and empirical literature identified various factors/reasons responsible for employees' turnover. However, there is no standard reason why people leave organization (Ongori 2007). In this paper an effort has been made to find out and understand various personal, pull and push factors and their relationship which contribute in the intention of employees of different NCBs to quit a job. More specifically, the purpose of this paper is to explore the relationship among the factors and their contributions in employees' turnover decisions of different NCBs in Bangladesh.

The manuscript is organized in 7 parts/sections. After introduction in section 1 (above), literature

review and theoretical framework are presented in section 2. Section 3 provides research objectives and hypotheses followed by methodology in section 4. Result and discussion is carried out in section 5. Paper concludes in section 6. Lastly, section 7, ‘References’, provide the lists of full bibliographical details and their journal titles.

## 2. LITERATURE REVIEW

According to Kevin et al (2004), even though there is no standard framework for understanding employee turnover, a wide range of factors has been found useful in interpreting employee turnover. It is found from the research study that intense employee turnover frequently stimulates influential consequences which may endanger the efforts to attain organizational objectives (Abbasi and Hollman, 2000). The term “turnover” is defined by Price (1977) as the ratio of the employees of organization who left in a particular period of time divided by the average number of employees in that organization during the same period of time. In other words, Harkins (1998) defines employee turnover as the “entrance of new employees into the organization and the departure of existing employees from the organization”. Another study suggests that employee turnover is the rotation of workers around the labor market, between different companies, occupations and jobs and also between states of employment and unemployment (Nel, Gerber, Van Dyk, Hassbroek, Schultz, Sono, and Werner 2001).

Employee turnover could refer to a situation whereby employees exit the organization voluntarily for various reasons and thereby affecting the organization negatively in terms of costs and the capacity to deliver the minimum required services (Yankeelov, Barbee, Sullivan, and Antle 2008). Although enough literature on employee turnover is available but still there is not universally agreed framework for why employees leave (Curran 2012). Quitting of an employee means quitting of tacit knowledge and loss of social capital. Employee turnover increases operation cost and cost on induction and training (Ongori 2007 and Amah 2008).

Employee turnover is not an event — it is a process of disengagement that can take days, weeks, months or even years until the actual decision to leave occurs (Branham 2005). It has been one of the important issue and problem for the Human resource Manager of an organization. The purpose of HR Manager is to select the eligible employees for an organization and also to retain that talented workforce for a long time. Organizations do a lot of effort to make their employees happy at workplace so that they can work effectively and efficiently for an organization. But still the employee leaves the organization and joins the new one.

The available literature indicated various factors due to which employees quit job. It is discovered by some researches that at time of economic recession majority of the employee have the tendency to stay in the organization. Conversely, once the economy recovers employees will begin to leave their organization which is found by the analysis of the correlation between voluntary turnover (quits) versus unemployment and voluntary turnover versus consumer confidence (Chafetz, Erickson and Ensell, 2011).

There is also much discussion on the relationship between various factors and turnover. For example, Mobley and William (1977) focused on the relationship between job satisfaction and turnover. Mohammad (2006) worked on the relationship between organizational commitment and turnover. A study on the relationship between adverse working condition and turnover was carried out by Bockerman and Ilmakunnas (2007). Another study was conducted in China to show the relationship between job satisfaction, organizational commitment or career commitment by Zhou, Long and Wang (2009).

The results of each study were different as each study was carried out in different countries (having different socio-economic and culture), in different setting, for different organizations and used different independent variables. In literature various factors / reasons have been identified for the employee’s turnover intentions. These factors of turnover intentions vary from organization to organization to some extent. In this paper, all facets have been divided broadly into three main factors as follows:

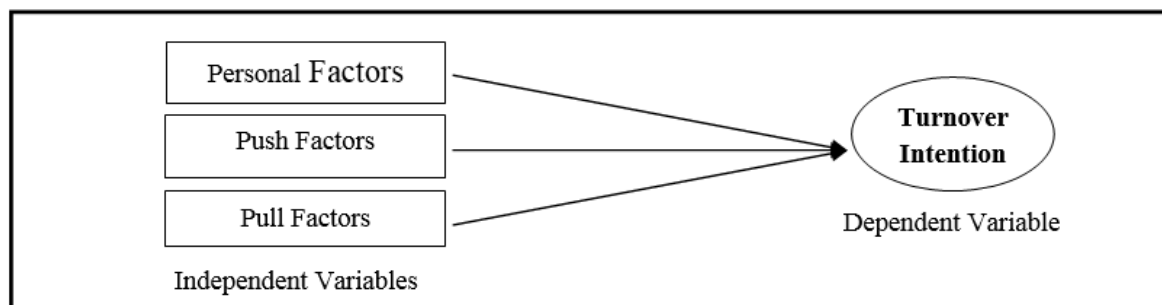
**2.1 Personal Factors:** Personal factors such as family related issues, children education and social status contribute in turnover intentions. One of the personal factors which has been missed in many research studies is the inability of employee to follow organizational timings, rules, regulations, and requirement. Masahudu (2008) found that geographic location of an organization may determine employees’ turnover decisions. The closeness of employees to their families may be a reason to look elsewhere for opportunities or stay with their current employers.

**2.2 Push Factors (Controlled Factors):** Push factors are aspects that push the employee towards the exit door. In the literature it is also called controlled factors because these factors are internal and can be controlled by organizations. Various pull factors derived from literature are: less salary, poor working environment, conflict among employees, unsecured job, less fringe benefits etc.

**2.3 Pull Factors (Uncontrolled Factors):** Pull factors are those reasons which attract the employee to a new place

of work. In some papers, pull factors are named as uncontrolled factors because it is out of the control of organizations. Various pull factors derived from literature are: high salary, career advancement, job security, good location of company, better culture, more freedom, well reputation of organization, more benefits etc.

**2.4 Theoretical Framework:** The following figure depicts the relationship among the independent variables (i.e. push, pull and personal factors) and dependant variables (i.e. turnover intention), forming the theoretical framework.



**Figure:**Theoretical Framework of the Study (Source: Alishah, Fakhr, Ahmad, and Zaman, 2010). Adapted.

### 3. RESEARCH OBJECTIVES AND HYPOTHESES

**3.1 Objectives of the Study:** This research study has three independent variables namely personal factors, pull factors and push factors and one dependant variable i.e. turnover intention. The objectives of the study are following:

- i. To find out the relationship between independent variables (push, pull and personal factors) and dependent variable (turnover intentions).
- ii. To see to what extent personal, pull and push factors contribute in the employees' turnover intention in the NCBs of Bangladesh.
- iii. To find out which factor is most significantly contributing in the intentions of employees to quit job.

**3.2 Hypotheses:** Based on the above mentioned theoretical framework and research objectives, the following null ( $H_0$ ) hypotheses are tested:

- $H_0$  (1): There is relationship between personal factors and turnover intentions.
- $H_0$  (2): There is relationship between pull factors and turnover intentions.
- $H_0$  (3): There is relationship between push factors and turnover intentions.
- $H_0$  (4): Personal factors will have significant contribution in turnover intentions.
- $H_0$  (5): Pull factors will have significant contribution in turnover intentions.
- $H_0$  (6): Push factors will have significant contribution in turnover intentions.

### 4. METHODOLOGY

**4.1 Sources of Data:** Both primary and secondary data have been used for the purpose of this study. To collect primary data a questionnaire was designed in the light of the objectives of the study. Employees from different managerial levels from different NCBs were asked to fulfill the questionnaire. Secondary data were collected from available books, publications, research studies, journals, articles, and websites. Most of the questions included in the questionnaire were taken from Alishah, Fakhr, Ahmad, and Zaman (2010). In questionnaire each statement was measured using a 1-5 Likert Scale with a rating of 1 indicating "Strongly Disagree" and a rating of 5 indicating "Strongly Agree". The questionnaire was divided into 5 Parts. Part A contains questions regarding demographic factors of the employees, Part B personal factors, Part C pull factors, Part D push factors, and Part E questions regarding intentions of employees to quit job. A pilot study was conducted to test the questionnaire having 45 different questions regarding demographic information of the respondents, personal factors, pull factors, push factors and their turnover intentions. The questionnaire had a Cronbach alpha coefficient of  $\alpha = 0.936$  suggesting that the instrument was reliable.

**4.2 Population and Study Sample:** The target population of this research refers to all the employees who are currently working in different NCBs in Bangladesh. This study conducted a questionnaire survey using convenient sampling. The survey period ranged from 1<sup>st</sup> June to 30<sup>th</sup> June 2016, and was conducted on four nationalized commercial banks in Bangladesh. A total of 175 questionnaires were distributed through the students of Management Studies, University of Barisal. The participants returned 157 questionnaires of which 152 were found flawless to yield a response rate of almost 87%. Sample size is one of the major concerns for research methodology. Therefore, the researchers practiced utmost care while determining the sample size drawn

for the available population.

**4.3 Variables Used:** The following variables were used in this study:

*4.3.1 Dependent Variable:* Turnover intention, the dependent variable of the study, was assessed to find out the probability of employees' intention to leave the organization with the following statements: "As soon as I can find a better job, I will quit at this organization". The statement was represented with 5 points Likert scale to indicate employees' intention of leaving the organization in the near or distant future. A higher score indicates a higher intention to leave the organization.

*4.3.2 Independent Variables:* Personal, pull and push factors were the independent variables in the study. Personal, pull and push factors were measured using 5 points Likert scale from strongly disagree to strongly agree. Personal factors consisted of 7 questions, pull factors 10 questions, and push factors 14 questions.

**4.4 Statistical Methods:** Correlation was used to find out the relationship between dependent variable (Turnover Intentions) and independent Variables (Personal, Push and Pull Factors). In other words, correlation was used to test hypothesis H1, H2, and H3. Regression analysis was conducted on the data to find out how much personal, push, and pull variables contribute in turnover intention. In other words to test hypothesis H4, H5 and H6 regression model was used. Statistical Package for Social Sciences (SPSS) version 16 was used for the analysis of data.

## 5. RESULTS AND DISCUSSION

**5.1 Respondents' Profile:** A total of 152 employees from different NCBs were selected randomly for data collection using questionnaire method. Among the four NCBs 32% data were collected from Agrani Bank Ltd., 39% from Janata Bank Ltd, 42% from Sonali Bank Ltd. and 39% from Rupali Bank Ltd. The geographical location of the surveyed NCBs accounted 26.3% for Dhaka, 28.3% for Khulna, 3.9% for Chittagong, 34.2% for Barisal, and 7.2% jointly for Rajshahi and Sylhet. Most of the respondents were holding the position in the mid level (85.5%) and engaged in general banking department (45.4%). In the category of gender, 40.1% respondents were female and the rest were male. However, detail of respondents' profile is given in Table 1.

**Table 1: Demographic Profile of the Respondents.**

| Variables                         | Frequency  | Percentage   | Cumulative Percent |
|-----------------------------------|------------|--------------|--------------------|
| <b>Name of NCBs</b>               |            |              |                    |
| Agrani Bank Ltd.                  | 32         | 21.1         | 21.1               |
| Janata Bank Ltd.                  | 39         | 25.7         | 46.7               |
| Rupali Bank Ltd.                  | 39         | 25.7         | 72.4               |
| Sonali Bank Ltd.                  | 42         | 27.6         | 100.0              |
| <b>Total</b>                      | <b>152</b> | <b>100.0</b> |                    |
| <b>Location of Banks</b>          |            |              |                    |
| Dhaka                             | 40         | 26.3         | 26.3               |
| Khulna                            | 43         | 28.3         | 54.6               |
| Chittagong                        | 6          | 3.9          | 58.6               |
| Barisal                           | 52         | 34.2         | 92.8               |
| Sylhet                            | 9          | 5.9          | 98.7               |
| Rajshahi                          | 2          | 1.3          | 100.0              |
| <b>Total</b>                      | <b>152</b> | <b>100.0</b> |                    |
| <b>Gender of the Respondents</b>  |            |              |                    |
| Male                              | 91         | 59.9         | 59.9               |
| Female                            | 61         | 40.1         | 100.0              |
| <b>Total</b>                      | <b>152</b> | <b>100.0</b> |                    |
| <b>Highest Level of Education</b> |            |              |                    |
| High School                       | 1          | .7           | .7                 |
| Certificate/Associate Degree      | 1          | .7           | 1.3                |
| Bachelor Degree                   | 10         | 6.6          | 7.9                |
| Master Degree                     | 139        | 91.4         | 99.3               |
| Doctorate                         | 1          | .7           | 100.0              |
| <b>Total</b>                      | <b>152</b> | <b>100.0</b> |                    |
| <b>Area of Responsibility</b>     |            |              |                    |
| Loan and Advance Department       | 42         | 27.6         | 27.6               |
| IT Department                     | 6          | 3.9          | 31.6               |
| Foreign Exchange Department       | 15         | 9.9          | 41.4               |
| HR Department                     | 1          | .7           | 42.1               |
| General Banking Department        | 69         | 45.4         | 87.5               |
| Legal Department                  | 2          | 1.3          | 88.8               |
| Others                            | 17         | 11.2         | 100.0              |
| <b>Total</b>                      | <b>152</b> | <b>100.0</b> |                    |
| <b>Position of the Respondent</b> |            |              |                    |
| Top level                         | 7          | 4.6          | 4.6                |
| Mid level                         | 130        | 85.5         | 90.1               |
| Low level                         | 12         | 7.9          | 98.0               |
| Not response                      | 3          | 2.0          | 100.0              |
| <b>Total</b>                      | <b>152</b> | <b>100.0</b> |                    |

**5.2 Personal Factors: Relationship with and Contribution in Turnover Intention (H1 and H4):** In order to find out the employees' turnover intention, 7 questions belonging to their personal life which may intend them to quit job were asked. The descriptive statistics of these questions is given in Table 2.

**Table 2: Descriptive Statistics (Mean and SD of Sample of Personal Factors)**

| Sl. No.      | Variables   | N   | Mean          | Std. Deviation |
|--------------|---|-----|---------------|----------------|
| 1            | Because of my family related problem                    | 152 | 2.4342        | 1.13739        |
| 2            | Because of children education                           | 152 | 2.4145        | 1.10054        |
| 3            | Because some of my friends/relatives are changing jobs  | 152 | 2.0066        | .88771         |
| 4            | Because I do not like the style/personality of my boss  | 152 | 2.2566        | 2.2566         |
| 5            | What I expected from my present job, are not available  | 152 | 2.9276        | 1.42402        |
| 6            | Family is far from organizational location              | 152 | 2.8224        | 1.45166        |
| 7            | I am unable to follow bank timing, rules and regulation | 152 | 2.0724        | 1.02358        |
| <b>Total</b> | <b>Overall Turnover Intention</b>                       |     | <b>2.4191</b> | <b>1.16506</b> |

The respondents were slightly agreed to three facets of personal factors i.e. they intended to quit job because of family related problem (mean 2.4342and SD 1.13739), their expectations from organization were not fulfilled (mean 2.9276and SD 1.42402), and because of family living in other area (mean 2.8224and SD

1.45166). However, they were not agreed to the other four facets of personal factors i.e. they were disagreed to quit job because of children education (mean 2.4145 and SD 1.10054), relatives were changing jobs (mean 2.0066 and SD .88771), they did not like boss personality (mean 2.2566 and SD 2.2566), and they were unable to follow organizational rules (mean 2.0724 and SD 1.02358). Overall, the employees were slightly disagreed to quit job because of personal factors (mean 2.4191 and SD 1.16506). Pearson correlation, zero order correlation and regression were used in Table 3, 4 and 5 to test the hypotheses H1 and H4.

**Table 03: Personal Factors Correlations**

| Pearson Correlations        |                     |        |        |        |        |        |        |        |   |
|-----------------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|---|
| Variables                   | Correlation         | 1      | 2      | 3      | 4      | 5      | 6      | 7      | 8 |
| Family related problem      | Pearson Correlation | 1      |        |        |        |        |        |        |   |
|                             | Sig. (2-tailed)     | .      |        |        |        |        |        |        |   |
| Children education          | Pearson Correlation | .617** | 1      |        |        |        |        |        |   |
|                             | Sig. (2-tailed)     | .000   | .      |        |        |        |        |        |   |
| Relatives are changing jobs | Pearson Correlation | .286** | .194*  | 1      |        |        |        |        |   |
|                             | Sig. (2-tailed)     | .000   | .017   | .      |        |        |        |        |   |
| Personality of boss         | Pearson Correlation | .315** | .281** | .322** | 1      |        |        |        |   |
|                             | Sig. (2-tailed)     | .000   | .000   | .000   | .      |        |        |        |   |
| Expectations not fulfilled  | Pearson Correlation | .273** | .231** | .110   | .263** | 1      |        |        |   |
|                             | Sig. (2-tailed)     | .001   | .004   | .176   | .001   | .      |        |        |   |
| Location of the bank        | Pearson Correlation | .368** | .366** | .083   | .197*  | .301** | 1      |        |   |
|                             | Sig. (2-tailed)     | .000   | .000   | .309   | .015   | .000   | .      |        |   |
| Unable to follow rules      | Pearson Correlation | .143   | .155   | .313** | .327** | .108   | -.009  | 1      |   |
|                             | Sig. (2-tailed)     | .078   | .056   | .000   | .000   | .185   | .911   |        |   |
| Turnover Intentions         | Pearson Correlation | .309** | .263** | .205*  | .203*  | .232** | .227** | .298** | 1 |
|                             | Sig. (2-tailed)     | .000   | .001   | .011   | .012   | .004   | .005   | .000   | . |

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

The results show that there is statistically positive relationship between all the facets of personal factors and turnover intention of the employees. However, family related problem and inability to follow organizational rules have the most significant relationship with employees' turnover intentions which were also strongly supported by the results  $r = 0.309$  at  $P \leq 0.000$  and  $r = 0.298$  at  $P \leq 0.000$  respectively. As a result, the null ( $H_0$ ) hypothesis for H1 is accepted as there is strong relationship between personal factors and turnover intention.

In order to find out the contribution of each facets of personal factor in turnover intention of employees, coefficient of correlation was calculated in Table 4.

**Table 04: Coefficients of Correlation – Personal Factors (Beta Values)**

| Variables                           | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------------------------------------|-----------------------------|------------|---------------------------|-------|------|
|                                     | B                           | Std. Error | Beta                      |       |      |
| (Constant)                          | .990                        | .383       |                           | 2.582 | .011 |
| family related problem              | .187                        | .122       | .155                      | 1.542 | .125 |
| children education                  | .067                        | .122       | .054                      | .552  | .582 |
| friends/relatives are changing jobs | .088                        | .129       | .057                      | .683  | .496 |
| personality of boss                 | -.013                       | .105       | -.011                     | -.126 | .900 |
| Expectations not fulfilled          | .109                        | .078       | .113                      | 1.388 | .167 |
| Location of the bank                | .110                        | .080       | .116                      | 1.378 | .170 |
| Unable to follow Rules              | .325                        | .110       | .242                      | 2.950 | .004 |

**Dependent Variable:** Turnover Intentions

Table 4 shows the contribution of each facet of personal factor in turnover intention. The most significant factor which contributes in turnover intentions is inability of the workers to follow organizational rules (2.42% at  $p \leq 0.004$ ). However, no variable other than organizational rules has significant contribution in turnover intentions. The overall contribution of personal factors which contribute in turnover intentions is given in Table 5.

**Table 5: Regression Summary (Personal Factors)**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .443 <sup>a</sup> | .196     | .157              | 1.26479                    | .196              | 5.011    | 7   | 144 | .000          |

The table shows that 15.7% variations in turnover were associated with personal factors. Therefore, the null ( $H_0$ ) hypothesis for  $H_4$  is accepted as personal factors have significant contribution in turnover intention of the employees of NCBs.

**5.3 Pull Factors: Relationship with and Contribution in Turnover Intention (H2 and H5):** In order to find out employees' turnover intention of NCBs, 10 questions belonging to pull factors of other organizations which may intend them to quit job, were asked. The descriptive statistics of these questions is given in Table 6.

**Table 6: Descriptive Statistics (Mean and SD of Sample of Pull Factors)**

| Sl. No.      | Variables                             | N   | Mean          | Std. Deviation  |
|--------------|---------------------------------------|-----|---------------|-----------------|
| 1            | High salary                           | 152 | 3.2566        | 1.33470         |
| 2            | Career advancement / promotion        | 152 | 3.5592        | 1.31085         |
| 3            | Bank is located in good region / city | 152 | 3.1382        | 1.17394         |
| 4            | More freedom and autonomy             | 152 | 2.8421        | 1.23474         |
| 5            | More respect and values               | 152 | 3.3421        | 1.30260         |
| 6            | Good organizational culture           | 152 | 3.3289        | 1.55592         |
| 7            | Less work load                        | 152 | 2.5395        | 1.10317         |
| 8            | Good organizational support           | 152 | 3.2434        | 1.19600         |
| 9            | Well reputation of bank               | 152 | 3.1776        | 1.20760         |
| 10           | More financial benefits               | 152 | 3.3224        | 1.26910         |
| <b>Total</b> | <b>Overall Turnover Intention</b>     |     | <b>3.1750</b> | <b>1.268862</b> |

The table shows that respondents were slightly agreed to quit present job because of seven pull factors of other organizations i.e. high salary (mean 3.2566 and SD 1.33470), career advancement / promotion (mean 3.5592 and SD 1.31085), more respect and values (mean 3.3421 and SD 1.30260), good organizational culture (mean 3.3289 and 1.55592) more financial benefits (mean 3.3224 and SD 1.26910), good organizational support (mean 3.2434 and SD 1.19600), and well reputation of bank (mean 3.1776 and SD 1.20760). However, they were not agreed to quit the present job because of the other three pull factors i.e. location of organization, freedom and autonomy, and less work load. Overall, the employees were slightly disagreed to quit job because of pull factors (mean 3.1750 and SD 1.268862). Pearson correlation, zero order correlation and regression were used in Table 7, 8 and 9 to test the hypotheses  $H_2$  and  $H_5$ .

**Table 7: Pull Factors Correlations**

|  |                     | Correlations |        |        |        |        |        |        |        |        |        |    |
|--|---------------------|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----|
| Variables                                | Correlation         | 1            | 2      | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10     | 11 |
| High salary                              | Pearson Correlation | 1            |        |        |        |        |        |        |        |        |        |    |
|  | Sig. (2-tailed)     | .            |        |        |        |        |        |        |        |        |        |    |
| Career advancement/<br>promotion         | Pearson Correlation | .621**       | 1      |        |        |        |        |        |        |        |        |    |
|  | Sig. (2-tailed)     | .000         | .      |        |        |        |        |        |        |        |        |    |
| Bank is located in good<br>region / city | Pearson Correlation | .463**       | .647** | 1      |        |        |        |        |        |        |        |    |
|  | Sig. (2-tailed)     | .000         | .000   | .      |        |        |        |        |        |        |        |    |
| More freedom and<br>autonomy             | Pearson Correlation | .447**       | .370** | .431** | 1      |        |        |        |        |        |        |    |
|  | Sig. (2-tailed)     | .000         | .000   | .000   | .      |        |        |        |        |        |        |    |
| More respect and values                  | Pearson Correlation | .452**       | .519** | .398** | .598** | 1      |        |        |        |        |        |    |
|  | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .      |        |        |        |        |        |    |
| Good organizational<br>culture           | Pearson Correlation | .319**       | .442** | .446** | .341** | .607** | 1      |        |        |        |        |    |
|  | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .      |        |        |        |        |    |
| Less work load                           | Pearson Correlation | .175*        | .106   | .162*  | .321** | .244** | .035   | 1      |        |        |        |    |
|  | Sig. (2-tailed)     | .031         | .194   | .046   | .000   | .002   | .670   | .      |        |        |        |    |
| Good organizational<br>support           | Pearson Correlation | .525**       | .572** | .476** | .430** | .473** | .462** | .166*  | 1      |        |        |    |
|  | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .000   | .041   | .      |        |        |    |
| Well reputation of bank                  | Pearson Correlation | .460**       | .531** | .473** | .339** | .487** | .466** | .176*  | .699** | 1      |        |    |
|  | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .000   | .030   | .000   | .      |        |    |
| More financial benefits                  | Pearson Correlation | .514**       | .520** | .472** | .244** | .398** | .489** | .074   | .620** | .654** | 1      |    |
|  | Sig. (2-tailed)     | .000         | .000   | .000   | .002   | .000   | .000   | .367   | .000   | .000   | .      |    |
| Turnover Intentions                      | Pearson Correlation | .456**       | .411** | .404** | .418** | .387** | .247** | .271** | .285** | .280** | .311** | 1  |
|  | Sig. (2-tailed)     | .000         | .000   | .000   | .000   | .000   | .002   | .001   | .000   | .000   | .000   | .  |

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

The results supported all the 10 factors of pull variables. However, out of the 10 factors, the most significant factors were high salary ( $r = 0.456$  at  $P \leq 0.000$ ), freedom and autonomy ( $r = 0.418$  at  $P \leq 0.000$ ), organizational support ( $r = 0.285$  at  $P \leq 0.000$ ), career advancement ( $r = 0.411$  at  $P \leq 0.000$ ), location of other banks ( $r = 0.404$  at  $P \leq 0.000$ ), more financial benefits ( $r = 0.311$  at  $P \leq 0.000$ ) and well reputation of bank ( $r = 0.280$  at  $P \leq 0.000$ ) which were strongly correlated with turnover intentions of the employees of NCBs. So the null ( $H_0$ ) hypothesis for  $H_2$  is accepted as there is strong relationship between pull factors and employees' turnover intention.

In order to find out the contribution of each facet of pull factors in turnover intention of employees, coefficient of correlation was calculated in Table 8.



**Table 8: Coefficients of Correlation – Pull Factors (Beta Values)**

| Variables                             | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|---------------------------------------|-----------------------------|------------|---------------------------|--------|------|
|                                       | B                           | Std. Error | Beta                      |        |      |
| (Constant)                            | .398                        | .376       |                           | 1.058  | .292 |
| High salary                           | .229                        | .101       | .222                      | 2.276  | .024 |
| Career advancement / promotion        | .110                        | .117       | .105                      | .942   | .348 |
| Bank is located in good region / city | .167                        | .116       | .143                      | 1.443  | .151 |
| More freedom and autonomy             | .187                        | .108       | .167                      | 1.735  | .085 |
| More respect and values               | .101                        | .116       | .095                      | .869   | .387 |
| Good organizational culture           | -.025                       | .086       | -.028                     | -.288  | .774 |
| Less work load                        | .177                        | .093       | .142                      | 1.900  | .059 |
| Good organizational support           | -.139                       | .126       | -.121                     | -1.108 | .270 |
| Well reputation of bank               | -.049                       | .124       | -.043                     | -.392  | .696 |
| More financial benefits               | .111                        | .113       | .102                      | .987   | .325 |

**Dependent Variable: Turnover Intentions**

The table shows the contribution of each facets of pull factor in turnover intention. However, only one facet of pull factors i.e. high salary (2.28%) is significant in contributing employees' intention to quit job. The overall contribution of pull factors which contribute in turnover intentions is given in Table 9.

**Table 9: Regression Summary (Pull Factors)**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .571 <sup>a</sup> | .326     | .278              | 1.17023                    | .326              | 6.819    | 10  | 141 | .000          |

The table shows that 27.8% variations in turnover intention were associated with pull factors. Therefore, the null (H<sub>0</sub>) hypothesis for H<sub>5</sub> is accepted as pull factors have significant contribution in turnover intention of the employees of NCBs.

**5.4 Push Factors: Relationship with and Contribution in Turnover Intention (H3 and H6):** In order to find out employees' turnover intention, 14 questions belonging to push factors of the present organizations which may intend them to quit job were asked. The descriptive statistics of these questions is given in Table 10.

**Table 10: Descriptive Statistics (Mean and SD of Sample of Push Factors)**

| Sl. No.      | Variables                                     | N   | Mean          | Std. Deviation |
|--------------|---|-----|---------------|----------------|
| 1            | Less salary                                   | 152 | 2.7763        | 1.15774        |
| 2            | Fringe benefits are less                      | 152 | 2.7632        | 1.18901        |
| 3            | Job is not secured                            | 152 | 2.1711        | 1.14381        |
| 4            | Bank is located in rural area                 | 152 | 2.7763        | 1.25649        |
| 5            | Social status                                 | 152 | 2.4737        | 1.23389        |
| 6            | Working environment is not good               | 152 | 2.8684        | 1.19427        |
| 7            | Lack of motivation                            | 152 | 3.0197        | 1.28398        |
| 8            | Conflict among employees                      | 152 | 2.5461        | 1.11485        |
| 9            | Lack of recognition                           | 152 | 2.6579        | 1.10451        |
| 10           | Lack of career advancement                    | 152 | 2.8224        | 1.24007        |
| 11           | More office work load                         | 152 | 2.7368        | 1.21108        |
| 12           | Job make me too tired to enjoy my family life | 152 | 2.8684        | 1.25906        |
| 13           | Bad behavior of my boss                       | 152 | 2.3158        | 1.10040        |
| 14           | There is no fairness/justice                  | 152 | 2.3750        | 1.18943        |
| <b>Total</b> | <b>Overall Turnover Intention</b>             |     | <b>2.6550</b> | <b>1.19132</b> |

The above table shows that respondents were slightly agreed to quit present job because of nine push factors of the present organizations i.e. less salary (mean 2.7763 and SD 1.15774), low fringe benefits (mean 2.7632 and SD 1.18901), lack of career advancement (mean 2.8224 and SD 1.24007), more work load (mean 2.7368 and SD 1.21108), too tired to enjoy family life (mean 2.8684 and SD 1.25906), lack of recognition of the work (mean 2.6579 and SD 1.10451), bank is located in rural area (mean 2.7763 and SD 1.25649), working environment is not good (mean 2.8684 and SD 1.19427) and lack of motivation (mean 3.0197 and SD 1.28398). On the other hand, they were not agreed to quit the present job because of the other 5 push factors of the present

organizations i.e. social status, conflict among employees, bad behavior of boss, job is not secured and no fairness/justice. Overall, the employees were slightly disagreed to quit job because of push factors (mean 2.6550 and SD 1.19132).

Pearson correlation, zero order correlation and regression were used in Table 11, 12 and 13 to test the hypotheses H3 and H6.

**Table 11: Push Factors Correlations**

|                                   |                     | Pearson Correlations |        |        |        |        |        |        |        |        |        |        |        |        |        |    |
|-----------------------------------|---------------------|----------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----|
| Variables                         | Correlation         | 1                    | 2      | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10     | 11     | 12     | 13     | 14     | 15 |
| Less salary                       | Pearson Correlation | 1                    |        |        |        |        |        |        |        |        |        |        |        |        |        |    |
|                                   | Sig. (2-tailed)     | .                    |        |        |        |        |        |        |        |        |        |        |        |        |        |    |
| Fringe benefits are less          | Pearson Correlation | .596**               | 1      |        |        |        |        |        |        |        |        |        |        |        |        |    |
|                                   | Sig. (2-tailed)     | .000                 | .      |        |        |        |        |        |        |        |        |        |        |        |        |    |
| Job is not secured                | Pearson Correlation | .284**               | .371** | 1      |        |        |        |        |        |        |        |        |        |        |        |    |
|                                   | Sig. (2-tailed)     | .000                 | .000   | .      |        |        |        |        |        |        |        |        |        |        |        |    |
| Bank is located in rural area     | Pearson Correlation | .452**               | .434** | .087   | 1      |        |        |        |        |        |        |        |        |        |        |    |
|                                   | Sig. (2-tailed)     | .000                 | .000   | .288   | .      |        |        |        |        |        |        |        |        |        |        |    |
| Social status                     | Pearson Correlation | .302**               | .303** | .294** | .252** | 1      |        |        |        |        |        |        |        |        |        |    |
|                                   | Sig. (2-tailed)     | .000                 | .000   | .000   | .002   | .      |        |        |        |        |        |        |        |        |        |    |
| Poor working environment          | Pearson Correlation | .429**               | .440** | .283** | .404** | .357** | 1      |        |        |        |        |        |        |        |        |    |
|                                   | Sig. (2-tailed)     | .000                 | .000   | .000   | .000   | .000   | .      |        |        |        |        |        |        |        |        |    |
| Lack of motivation                | Pearson Correlation | .440**               | .454** | .277** | .426** | .303** | .701** | 1      |        |        |        |        |        |        |        |    |
|                                   | Sig. (2-tailed)     | .000                 | .000   | .001   | .000   | .000   | .000   | .      |        |        |        |        |        |        |        |    |
| Conflict among employees          | Pearson Correlation | .342**               | .368** | .259** | .296** | .230** | .522** | .640** | 1      |        |        |        |        |        |        |    |
|                                   | Sig. (2-tailed)     | .000                 | .000   | .001   | .000   | .004   | .000   | .000   | .      |        |        |        |        |        |        |    |
| Lack of recognition               | Pearson Correlation | .266**               | .331** | .408** | .279** | .304** | .664** | .645** | .604** | 1      |        |        |        |        |        |    |
|                                   | Sig. (2-tailed)     | .001                 | .000   | .000   | .001   | .000   | .000   | .000   | .000   | .      |        |        |        |        |        |    |
| Lack of career advancement        | Pearson Correlation | .323**               | .393** | .255** | .365** | .315** | .592** | .601** | .622** | .598** | 1      |        |        |        |        |    |
|                                   | Sig. (2-tailed)     | .000                 | .000   | .002   | .000   | .000   | .000   | .000   | .000   | .000   | .      |        |        |        |        |    |
| More office work load             | Pearson Correlation | .236**               | .338** | .248** | .196*  | .124   | .475** | .548** | .436** | .437** | .423** | 1      |        |        |        |    |
|                                   | Sig. (2-tailed)     | .003                 | .000   | .002   | .015   | .128   | .000   | .000   | .000   | .000   | .000   | .      |        |        |        |    |
| Too tired to enjoy my family life | Pearson Correlation | .257**               | .364** | .241** | .245** | .168*  | .526** | .632** | .401** | .467** | .447** | .663** | 1      |        |        |    |
|                                   | Sig. (2-tailed)     | .001                 | .000   | .003   | .002   | .038   | .000   | .000   | .000   | .000   | .000   | .000   | .      |        |        |    |
| Bad behavior of boss              | Pearson Correlation | .420**               | .301** | .346** | .291** | .216** | .425** | .431** | .469** | .476** | .439** | .286** | .417** | 1      |        |    |
|                                   | Sig. (2-tailed)     | .000                 | .000   | .000   | .000   | .008   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .      |        |    |
| There is no fairness/justice      | Pearson Correlation | .321**               | .297** | .308** | .110   | .144   | .455** | .394** | .524** | .446** | .405** | .432** | .409** | .607** | 1      |    |
|                                   | Sig. (2-tailed)     | .000                 | .000   | .000   | .179   | .076   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .      |    |
| Turnover Intentions               | Pearson Correlation | .436**               | .292** | .221** | .279** | .170*  | .383** | .359** | .358** | .322** | .444** | .383** | .409** | .372** | .346** | 1  |
|                                   | Sig. (2-tailed)     | .000                 | .000   | .006   | .000   | .036   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .000   | .  |

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

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

The results supported all the facets of push factors. However, the most significant factors were less salary ( $r = 0.436$  at  $P \leq 0.000$ ), less fringe benefits ( $r = 0.292$  at  $P \leq 0.000$ ), bank is located in rural area ( $r =$

0.279 at  $P \leq 0.000$ ) poor working environment ( $r = 0.383$  at  $P \leq 0.000$ ), lack of recognition of work ( $r = 0.322$  at  $P \leq 0.000$ ), and bad behavior of boss ( $r = 0.372$  at  $P \leq 0.000$ ), there is no fairness/justice ( $r = 0.346$  at  $P \leq 0.000$ ), too tired to enjoy my family life ( $r = 0.409$  at  $P \leq 0.000$ ), more office work load ( $r = 0.383$  at  $P \leq 0.000$ ), lack of career advancement ( $r = 0.444$  at  $P \leq 0.000$ ), conflict among employees ( $r = 0.358$  at  $P \leq 0.000$ ) and lack of motivation ( $r = 0.359$  at  $P \leq 0.000$ ) which were strongly correlated with turnover intentions of the employees of NCBs. Therefore, the null ( $H_0$ ) hypothesis for H3 is accepted as there is strong relationship between push factors and employees' turnover intentions.

In order to find out the contribution of each facets of push factor in turnover intention of employees, coefficient of correlation was calculated in Table 12.

**Table 12: Coefficients of Correlation – Push Factors (Beta Vales)**

| Variables                         | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-----------------------------------|-----------------------------|------------|---------------------------|--------|------|
|                                   | B                           | Std. Error | Beta                      |        |      |
| (Constant)                        | .473                        | .349       |                           | 1.355  | .178 |
| Less salary                       | .417                        | .114       | .350                      | 3.668  | .000 |
| Fringe benefits are less          | -.150                       | .110       | -.129                     | -1.362 | .175 |
| Job is not secured                | .048                        | .098       | .040                      | .488   | .626 |
| Bank is located in rural area     | .059                        | .093       | .054                      | .633   | .528 |
| Social status                     | -.029                       | .086       | -.026                     | -.334  | .739 |
| Working environment is not good   | .037                        | .129       | .032                      | .288   | .773 |
| Lack of motivation                | -.207                       | .134       | -.193                     | -1.551 | .123 |
| Conflict among employees          | .058                        | .130       | .047                      | .445   | .657 |
| Lack of recognition               | -.027                       | .137       | -.022                     | -.196  | .845 |
| Lack of career advancement        | .291                        | .111       | .262                      | 2.625  | .010 |
| More office work load             | .147                        | .111       | .129                      | 1.319  | .189 |
| Too tired to enjoy my family life | .233                        | .115       | .213                      | 2.015  | .046 |
| Bad behavior of my boss           | .047                        | .123       | .037                      | .380   | .705 |
| There is no fairness/justice      | .038                        | .114       | .033                      | .333   | .740 |

**Dependent Variable:** Turnover Intentions

The table shows the contribution of each facet of push factor in turnover intention. Only three facets of push factors were statistically significant in contributing employees' intention to quit job. However, the most significant factor is less salary (3.5%) which contributes employees' intention to quit jobs followed by lack of career advancement (2.62%) and too tired to enjoy family life (2.13%). The overall contribution of push factors in turnover intentions is given in Table 13.

**Table 13: Regression Summary (Push Factors)**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .604 <sup>a</sup> | .365     | .301              | 1.15193                    | .365              | 5.635    | 14  | 137 | .000          |

The above table shows that 30.1% variations in employee turnover were associated with push factors. So, the null ( $H_0$ ) hypothesis for H6 is accepted as push factors have significant contribution in turnover intention of the employees of NCBs.

### 5.5 Comparison of Personal, Pull and Push Factors in terms of their Contribution in Turnover Decision:

Each facet of personal factors, pull factors and push factors is compared in Table 14 to show which facet most significantly contributed in turnover intentions. Similarly, the overall contribution of personal factors, pull factors and push factors in turnover intention has been shown in the last section of Table 14 from the comparison point of view.

**Table 14: Comparison of Personal, Pull and Push Factors in Contributing Employees' Turnover Intentions.**

| Variables                         | Personal Factors |       |      | Pull Factors |        |      | Push Factors |        |      |
|-----------------------------------|------------------|-------|------|--------------|--------|------|--------------|--------|------|
|                                   | Beta             | t     | Sig. | Beta         | t      | Sig. | Beta         | t      | Sig. |
|                                   | 1                |       |      | 2            |        |      | 3            |        |      |
| <b>1. Personal Factors</b>        |                  |       |      |              |        |      |              |        |      |
| Family related problem            | .155             | 1.542 | .125 |              |        |      |              |        |      |
| Children education                | .054             | .552  | .582 |              |        |      |              |        |      |
| Relatives are changing jobs       | .057             | .683  | .496 |              |        |      |              |        |      |
| Personality of boss               | -.011            | -.126 | .900 |              |        |      |              |        |      |
| Expectations not fulfilled        | .113             | 1.388 | .167 |              |        |      |              |        |      |
| Location of the bank              | .116             | 1.378 | .170 |              |        |      |              |        |      |
| Unable to follow Rules            | .242             | 2.950 | .004 |              |        |      |              |        |      |
| <b>2. Pull factors</b>            |                  |       |      |              |        |      |              |        |      |
| High salary                       |                  |       |      | .222         | 2.276  | .024 |              |        |      |
| Career advancement                |                  |       |      | .105         | .942   | .348 |              |        |      |
| Location of the bank              |                  |       |      | .143         | 1.443  | .151 |              |        |      |
| More freedom and autonomy         |                  |       |      | .167         | 1.735  | .085 |              |        |      |
| More respect and values           |                  |       |      | .095         | .869   | .387 |              |        |      |
| Good organizational culture       |                  |       |      | -.028        | -.288  | .774 |              |        |      |
| Less work load                    |                  |       |      | .142         | 1.900  | .059 |              |        |      |
| Good organizational support       |                  |       |      | -.121        | -1.108 | .270 |              |        |      |
| Well reputation of bank           |                  |       |      | -.043        | -.392  | .696 |              |        |      |
| More financial benefits           |                  |       |      | .102         | .987   | .325 |              |        |      |
| <b>3. Push Factors</b>            |                  |       |      |              |        |      |              |        |      |
| Less salary                       |                  |       |      |              |        |      | .350         | 3.668  | .000 |
| Fringe benefits are less          |                  |       |      |              |        |      | -.129        | -1.362 | .175 |
| Job is not secured                |                  |       |      |              |        |      | .040         | .488   | .626 |
| Bank is located in rural area     |                  |       |      |              |        |      | .054         | .633   | .528 |
| Social status                     |                  |       |      |              |        |      | -.026        | -.334  | .739 |
| Poor working environment          |                  |       |      |              |        |      | .032         | .288   | .773 |
| Lack of motivation                |                  |       |      |              |        |      | -.193        | -1.551 | .123 |
| Conflict among employees          |                  |       |      |              |        |      | .047         | .445   | .657 |
| Lack of recognition               |                  |       |      |              |        |      | -.022        | -.196  | .845 |
| Lack of career advancement        |                  |       |      |              |        |      | .262         | 2.625  | .010 |
| More office work load             |                  |       |      |              |        |      | .129         | 1.319  | .189 |
| Too tired to enjoy my family life |                  |       |      |              |        |      | .213         | 2.015  | .046 |
| Bad behavior of my boss           |                  |       |      |              |        |      | .037         | .380   | .705 |
| There is no fairness/justice      |                  |       |      |              |        |      | .033         | .333   | .740 |

| Variables  | R <sup>2</sup> | Adj. R <sup>2</sup> | Sig F Change |
|--|----------------|---------------------|--------------|
| Personal Factors   | .196           | .157                | .000         |
| Pull Factors   | .326           | .278                | .000         |
| Push Factors   | .365           | .301                | .000         |
| **Significant at the .01 level;<br>*Significant at the .05 level |                |                     |              |

The table indicates that the most significant facet of personal factors which contributed in turnover intention was inability of the employees to follow organizational rules. The overall contribution of personal factors in turnover intention was 15.7%. In pull factors of other organizations, the most significant reason that intended employees to quit the job was lucrative salary structure. The overall contribution of pull factors in turnover intention was 27.8%. In push factors of the present organizations, the most significant factors that intended employees to quit the job were less salary, lack of career advancement and no time to enjoy family life. Similarly, the overall contribution of push factors in turnover intention was 30.1%.

## 6. CONCLUSION

In literature, various factors / reasons have been identified for the employee's turnover intentions. These factors of turnover intentions vary from organization to organization to some extent. From the analysis it is found that

the most significant reason in personal factors for which employees quit jobs was strict organizational rules (employees quit a job because they were unable to carry out organizational rules). The most significant reason in the pull factors of the other organizations that induce employees to quit job was lucrative salary structure. In push factors, the most significant reasons due to which employees quit were less salary, lack of career advancement and employees were too tired to enjoy family life.

Therefore, the overall conclusion is that though all the factors i.e. push, pull and personal factors, significantly contribute in the turnover intentions of the employees, the most significant is the push factors (30.1% contributions in employees' turnover intentions) due to which employees of NCBs intend to quit a job followed by pull factors (27.8% contributions) and lastly personal factors (15.7% contributions).

Only selecting or hiring the best human resources is not good enough to be successful. Organizational success, to large extent, along with hiring the good human resources, depends on maintaining and retaining those human resources. It would be wise for NCBs in Bangladesh to keep in mind that whenever an employee leaves an organization, he or she leaves the organization with his or her tacit knowledge that she/he gathered throughout working life in that particular organization. Therefore, nationalized commercial banks (NCBs) in Bangladesh may take into consideration the push factors followed by pull factors and lastly personal factors to reduce employee turnover and retain valuable employees.

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