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**Factors Affecting Employee Turnover at
Architecture Engineering Construction
Operations and Management (AECOM)
Afghanistan**

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Operations, and Management (AECOM)
Afghanistan**

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February 2020

**Final project submitted in partial fulfillment of the requirement for the degree of
BBA/BSc. Economics at Kardan University, Kabul, Afghanistan**

Declaration of Authorship

I hereby certify that the work embodied in this thesis project is the result of original research and has not been submitted for a higher degree to any other university or institution.

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As Aristotle says “*The more you know, the more you know you don’t know*” although this research paper is a very small drop in the ocean of human resource management it took most of my days and night during past six months to finalize it, for sure this work cannot be done alone and I would like to offer my deepest respect and gratitude to our respected families who always stood with us and supported us during these past four years.

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&

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Executive Summary

The objective of this study is to find out those factors that affect employee turnover and to also to find out the effect of those factors on employee turnover at AECOM, throughout our literature review we were able to find out four important factors pay, promotion, supervision and career growth that affects employee turnover the most.

We used regression analysis, descriptive statistics, and quantitative approach through which we distributed a questionnaire among 73 employees of AECOM randomly which is our sample size to identify the effect of our independent variable on the dependent variable, using statistical analysis we find out that promotion and career growth both have a negative relationship with turnover and 2 other factors pay and supervision based on beta value are considered significant but has a positive relationship with employee turnover.

Keywords: Turnover, pay, promotion, supervision, career growth.

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CHAPTER ONE

INTRODUCTION

1.1. Background of Company/Study

Twenty-nine years ago, AECOM launched when a handful of employees from design and engineering companies shared a dream of creating an industry-leading firm dedicated to making the world a better place.

AECOM became an independent company formed by the merger of five entities. While its official founding was in 1990. (AECOM, 2019)

AECOM is an American multinational engineering firm, mostly they are doing designing, engineering, construction and management professionals partnering with clients it is headquarter is located in Los Angeles, California, United States.

It has more than 87,000 employees and actively works in 150+ countries which covers all 7 continents. It has US\$20.2B full-year 2018 revenue and today it is listed at #164 on the Fortune 500 as one of America's largest companies. (AECOM, 2019)

Currently, it pursues a USAID project called Strengthening Watershed and Irrigation Management (SWIM) which aims to provide technical services and capacity building to support the Government of Islamic Republic of Afghanistan (GIROA) strengthen its water resource management systems, increase agricultural water productivity, and support farm communities manage water and on-farm resources. (AECOM, 2016)

1.2. Problem Statement

Having skillful, honest and dedicated employees in AECOM for a longer period can help the AECOM to achieve its goals and complete the project successfully within a specific time frame and desired quality. But, employee turnover can cost a lot to complete the project successfully, the process of recruiting, training a new employee and the most important thing is finding skillful employees will consume a lot of time and AECOM will not be able to accomplish its project within given time and quality.

Should the employee turnover gap persist, it will be very difficult to achieve desired goals and complete the project within specified time and quality. A need, therefore, arises to investigate the factors behind employee turnover.

1.3. Research Question

Throughout this research we will provide answers to the below question:

- 1) The effect of pay on employee turnover.
- 2) To find out the effect of promotion on employee turnover.
- 3) To understand how supervision affects employee turnover.
- 4) To find the effect of career growth on employee turnover.

1.4. Research objective

The objective of this research is:

- 1) To find out the factors affecting employee turnover.
- 2) To investigate the relationship of those factors with employee turnover, either negative or positive.

1.5. Significance of the study

The significant of this study was to find out those factors that affect employee turnover decision so that the case organization can take those factors under consideration to avoid employees leave the organization, skillful and honest employees are hard to be found that's why this research paper could be of use for the human resource department and they must create such a system and procedures through which employees are being kept satisfied from the job they are doing, also this research paper could be of use for those who want to do further research in the context of human resource management.

1.6. Organization of Study

This research paper will be written under five chapters which will overall discuss our topic which is factors affecting employee turnover at AECOM.

Chapter one is an introduction that includes brief information about the background of the organization, the problem statement, our research question and objectives and finally the significance of the study.

Chapter two is a literature review where we discussed our dependent variable which is turnover and the research done in that area so to find out those factors that effects turnover the most, at the end theoretical framework and our hypothesis are identified.

Chapter three is research methodology and it's consists of preliminary data gathering procedure, the research approach, research design, population of the study, sampling procedure, operationalization of variables, data collection procedure, and data analysis procedure.

Chapter four is about data analysis and findings, where we analyzed the data using SPSS and explained respondent profile, descriptive statistics analysis, reliability analysis for the questionnaire, regression analysis, and coefficient, moreover, we discussed the results and evaluated them with our research questions and objectives.

Chapter five which is the last chapter we included the conclusion and recommendations.

CHAPTER TWO

REVIEW OF LITERATURE

2.1. Turnover

Employees are said to be the backbone of any organization. Employee turnover means those employees who leave the organization for whatsoever reason it might be (Phillips et al, 2003). According to Abbasi and Hollman (2000) turnover is the circulation of employees or workers in the labor market, different jobs, firms in a different occupation or even being in the states of employment or unemployment.

Mobley et al (1979, P. 493) said: "*Employee withdrawal, in the form of turnover, has sustained the interest of personnel researchers, behavioral scientists, and management practitioners*". That's why one of the most important and critical issues which organizations are facing today is how to retain employees since the turnover rate in most industries is too high (Allen, 2008).

Moreover, there are different views about employee turnover whether it affects the organization's performance or not? According to Glebbeek and Baz (2004), they said that "*Our analysis shows that turnover can have negative effects on firms performance*" what they explained here is that we used the word "can" it means that turnover depends on many other factors that differ and varies based of the type of the firm and the circumstances, so the effect of turnover on organization performance can be different. But based on Abbasi and Hollman (2000) high employee turnover has its adverse effects and will not help an organization achieve its objectives, also the loss of key employees may negatively impact the services which are delivered by the organization.

Zhang (2016) states that there are advantages and disadvantages to employee turnover, the advantage is that low-quality employee will be removed and the productivity and stability of organization will be more stable, but on the other hand, it's disadvantage will be that turnover can cost to the organization, recruitment, training and all these sorts of activities can bring cost with itself, also it will affect other employees their moral will be decreased.

Apart from this turnover can heavily cost an organization, a software which was developed by Hinkin and Tracey (2000) through which they gathered data to identify turnover cost the findings was that turnover cost is very high and they divided the turnover cost into five sections so that they could identify those sections which cost more:

1. Separation costs cover costs like exit interviewer, employee exit interview, paperwork processing, and severance pay.
2. Recruiting and attracting costs starts with advertising the vacant position.
3. Selection costs like interview, background and reference check.
4. Hiring costs like orientation, training, and security.
5. Lost Productivity cost like vacancy cost, peer and supervisory disruption. As per Hinkin and Tracy's (2008) new research, they found that this is one of the elements which poses most of the turnover cost.

Later on, the new research which was conducted in 2008 by Hinkin and Tray by gathering information from thirty-three properties located throughout the United States by the help of the software they developed on 2000 they found that the cost for highly complex jobs are more because an employee will be required to spend more time to acquire the necessary knowledge, skills, and abilities for the position they are hired.

But later on, when Hinkin and Tracy (2008) did this new research they found that recruitment activities like online postings, employee referrers, and career fair were all low at cost, the same goes with selection and finally orientation and training, and this was one of the surprising findings of their study that training and orientation poses relatively low percentage spent.

Finally, What the author suggests is that organizations must implement better policies and procedures for recruiting, training, retaining quality employees because high employee turnover reduces revenue and increases expenses so necessary precaution must be taken under consideration.

2.1.1. Turnover Types

Employees leave organization based on different reasons and each reason will have its deferent consequences for the organization so to make them more clear Allen pointed out

that there are two types of turnover; voluntary and involuntary; a voluntary turnover decision is made by the employee it means when an employee decides to leave organization willingly but the involuntary turnover decision is made by the employer and it happens when an employer fire or dismiss an employee (Allen, 2008).

Furthermore, the author explains that voluntary turnover can be either avoidable or unavoidable; avoidable turnover is the one which can be controlled or influenced by the organization as an example when employee try to leave because of low job satisfaction so the organization will improve the job situation by giving more chance to the employee to develop his/her skills but from another side unavoidable turnover is the one which cannot be controlled or influenced by the organization for instance if an employee gets sick and cannot continue the job, what the author suggests is that the organization must be cautious about unavoidable turnover because it can cost a lot to the organization.

2.2. Variables Affecting Employee Turnover

Below will be discussed different views from different scholars that why employees leave and what are the factors behind employee turnover.

2.2.1. Job Satisfaction

"At the individual level, satisfaction is the most frequently studied psychological variable thought to be related to turnover" (Mobley et al, 1979). That's why Saeed points out that when an employee has a positive feeling toward his/her job and getting pleasure from it so he/she is satisfied with the job, or the difference between expected and actual benefit so the more the difference the less the job satisfaction. The author confirms that there is a negative relationship between job satisfaction and turnover intention, it means that when employee job satisfaction is more so the turnover intention will be less, the author also suggests that organizations must try to reduce the rate between actual and expected benefits the more the difference the more will be employee turnover (Saeed et al, 2014).

Azeez et al (2016), used regression analysis and random sampling of 320 employees at LASU university to discover the relationship between employee job satisfaction, turnover intention, and organizational commitment. The study found a significant relationship between job satisfaction and turnover intention, the relationship between them is positive

and it means if employees are satisfied with the job they will retain/stay with the firm for this purpose, the author suggests that organizations must use other satisfiers like adequate benefits, promotion, equal treatment and effective communication between top management and staff.

Al Mamun et al (2017) acknowledge that job satisfaction is the key factor for employee turnover and if organizations want to retain their employees, they must consider good pay, opportunities for development, good working environment, and authority.

If an organization wants to survive in a competitive situation it must have employees who are satisfied with their jobs and they can be satisfied with their jobs by being motivated which reveals less turnover (Azeez et al, 2016).

Furthermore, Minnesota Satisfaction Questionnaire (MSQ) is used to measure job satisfaction through which the author revealed that with the increase in experience and knowledge of employees they will be more satisfied with their job and also organization must consider salary as an important tool for gaining employee satisfaction so employees must be rewarded (Sok Foon et al, 2010).

Mahdi et al (2012) revealed that both intrinsic and extrinsic job satisfaction negatively affect employee turnover although intrinsic job satisfaction will have a more inverse relationship with employee turnover.

It's also said that there are some factors which affect job satisfaction and that's why then the job satisfaction either leads to high/low employee turnover, this issue is proved by the research which is done by Hussain Khan and Aleem (2014), the authors revealed that factors such as pay, promotion, working conditions and nature of the work are prominent for job satisfaction, that's why the authors also suggest that it's the organizations responsibility to make sure that all those above factors are taken into consideration to avoid job dissatisfaction which will for sure lead to employee turnover.

2.2.2. Pay/Wage/Salary

There are different views related to pay or salary, some of them say that it has a positive relationship with turnover and others say there is a negative relationship between them.

According to Ludviga et al (2016), pay has no direct effect on employee turnover and the reason behind that is the transparent structure of job grading in the related organization, so the authors suggest if the organization is having a transparent, clear and realistic job grading system the pay or salary will not affect employee turnover. But if we look to Allen (2008) he said that "*pay level and pay satisfaction are only modest predictors of people's turnover decisions*" this means that pay level does not have that much effect on employee turnover but the author also mentioned that the organizations must carefully consider how to use rewards to retain employees, they can do it by either by giving rewards other than basic pay like giving the employee more decision making power, or they can use rewards to individual needs like benefits, variable pay and work arrangement.

Apart from above ideas and results, there are some research papers which reveals that there is a negative relationship between pay/salary and employee turnover, like Rana et al (2009) states that with the increase in salary there will be a drop in employee turnover it means that if the salaries are high the employees will have a stronger bond with the organization which will lead to low employee turnover, the author explains that most of the people are looking for good rewards, enjoyable and enrich jobs so if they do not find these within their job they are most likely to leave that job which will for sure increase employee turnover.

According to Hussain Khan and Aleem (2014), the pay comes under those factors which affect job satisfaction and finally job satisfaction can affect employee turnover either positive or negative, the authors point out that pay along with other factors are prominent for the job satisfaction so if the pay relation with job satisfaction is negative so for sure it will affect turnover intention since employees who are not satisfied for sure will leave the organization.

This concept is also proved by Malik et al (2012) throughout their research gathering 200 questionnaires and using non-probability random sampling they found that pay has a significant impact on job satisfaction and for sure if an employee is satisfied with his job then the turnover rate will be low.

There is another study that collected data from 8 garment factories and they find out that wage payment is one of the important factors affecting employee turnover, it's said that comparative wages retain the skillful and experienced employee and that's the reason why

an employee will stay with the organization if they are receiving good salaries compared to other competitors so they will for sure stay with the current organization and the turnover rate will be low. So, the author states that salary affects employee turnover (Hossain and Mahmood, 2018).

Rate of the salary can be another important factor affecting employee turnover, as Kitur (2015) measured this rate by giving different percentages starting from 4% or less and ending at above 7%, the result was quite shocking almost 92% of 100 respondents responded that the rate of salary increment is 4% or less or even none and this is the main reason that explains why employees leave for other organizations and for sure an increase in turnover.

2.2.3. Promotion

What Quarles, R (1994) explains regarding promotion is that some factors which are affecting employee turnover and job satisfaction are personal in nature as age, tenure and educational level and these factors can be affected by organization very less because most of them are personal but there are other factors like policy, procedures, and structure which is directly under organization control one of these factors is promotion, what this means is that this factor can be controlled by the organization the same goes regarding its relationship with other variables like job satisfaction or turnover.

Furthermore, the author used path analysis "*the path analysis process involves the examination for the presence of a statistically significant standardized beta value between each independent variable and dependent variable in question*" through which he proved that promotion can lead to job satisfaction which will decrease employee turnover, this means that if employees are promoted their satisfaction from the job will prevent them from leaving the organization. Last but not least the author states that higher job satisfaction and lower turnover will benefit the organization and its staff effectiveness.

The same goes for the study done by Verma and Chaurasia (2016, p. 650) they did the research on factors that are affecting employee turnover and based on regression analysis they found that "*the largest beta coefficient belongs from opportunity for promotion*". What this explanation is that promotion is one of the important factors that affect and influence

job satisfaction. It's based on Saeed et al (2014) findings that job satisfaction negatively affects employee turnover so when an employee is not satisfied with his job for sure he will leave the organization and the turnover rate will go high.

2.2.4. Career Growth

Career growth and working environment is considered to be another most important variable affecting employee intentions to stay with organization according to Ludviga et al (2016), the authors declare that public sectors organizations need to create such working environment through which employees can receive vast support for career development, career plans must be developed for new and old employees moreover, the organization must consider training that can really provide an opportunity of growth to the employee, this is being said that young employee prefer to have more chances or growth within the organization they work.

The authors also state that the work environment is the second most important thing is their research, factors such as cleanness, availability of office equipment's and satisfactory workspace can create a good working environment.

Weng & McElroy (2012) points out that employee who can meet their career growth expectation within an organization are more likely to stay with that organization and those who cannot more likely look for a new job, the author also states that those organizations which provides the opportunity for an employee to grow either by giving them promotion or increase in salary will not only keep employee but also decrees the cost that is associated with leaving handover of the employee.

The research that these two authors conducted on China found out that career growth is negatively associated with turnover intention and the suggestion they give is that *“that the greater opportunities provided by an organization for employees to meet their career goals, acquire additional professional skills, and the degree to which the organization rewards those activities, make it less likely employees will think about leaving that organization.”* (P. 262).

It's the same case with Biswakarma (2016) research, based on Pearson's correlation analysis he found that negative relationship exists between career growth within the organization

and the turnover, he also used demographic factors but those had no effect on employee turnover. The author suggests avoiding employee turnover organizations must focus on providing good remuneration and promotion chances.

However, Shahzad et al (2011) found that career growth has a negative effect on turnover intention but that is a mild relationship and all other research papers such as Biswakarma (2016), Weng & McElroy (2012) and Ludviga et al (2016) stated a negative relationship between career growth and turnover intention.

2.2.5. Supervision

The research was done by Harr et al (2016) about abusive supervision and turnover intention, using 3 studies a sample of 430 in total and testing the distributed questionnaire by structural equation modeling (SEM) they tried to find out the effect of abusive supervision and its effect on employee turnover, their finding was that "*abusive supervision has a negative effect on turnover intentions, suggesting that abusive supervision signals an inequitable social exchange with subordinates, which ultimately encourages them to seek employment elsewhere*" (P 150) it means that abusive supervision will for sure cause turnover and has a negative relationship with it.

What the authors furthermore explains that this abusive supervision will affect both the employee and the employer if the supervisor is behaving in an abusive way the employee will perceive this as the behavior of the organization toward them. So, to prevent such cases they suggest 2 way that must be practiced by the organization; the first one is a good HR policy because organizations have control over that so they must either select or promote that employee who is well suited for the supervisory position and the second way is that organizations must provide a vast amount of support to employees so that they should feel cared and will thus help them to eliminate the harmful effects which will cause from abusive supervision.

According to Sherman (1989), Satisfaction with supervision was found to be more important in retaining employee and it has its negative effect, means that wrong supervision will increase turnover. The author explains to avoid employee turnover organization must "*focus on giving subordinates greater autonomy and decentralizing responsibility when*

appropriate and possible” (P. 419) also supervisors must know where their subordinates fit will to allocate them which will give subordinated a sense of importance, moreover, the subordinates must be given the chance to take part in decision making when possible.

Tepper (2000, P 178) stats the conclusion of his research on the consequences of abusive supervision as "*Subordinates who perceived their supervisors were more abusive were more likely to quit their jobs. For subordinates who remained with their jobs, abusive supervision was associated with the lower job and life satisfaction, lower normative and affective commitment, and higher continuance commitment, the conflict between work and family, and psychological distress*” the author says that abusive supervision ultimately caused turnover intention.

Finally, we can say that overall if we look into social context as Loewenberg (1979) says “*The more unsatisfactory the supervision which social workers receive, the greater the probability for higher rates of turnover*” and if we look into Sherman (1989) research that is conducted in an engineering field or wither to Harr et al (2016) all of them are stating that a good supervisor and good supervision can retain the employee and even they can take the help of some activity to keep them motivated as explained above but if there exists abusive supervision and an adverse relationship between supervisor and employee ultimately employee will look for better opportunities which will increase employee turnover.

2.2.6. Other Variables

There are some other variables like firm stability which can affect employee turnover be level of employee satisfaction, through the research done by Ahmed et al (2016) they gathered questionnaire from 220 individuals and found that factors such as firm stability can affect turnover, the authors explained it like if an organization can keep itself sustained they will for sure achieve their goals and objectives and if an organization is capable of that so for sure they will be more stable and employees will stay with that organization. The author states it will be very expensive for an organization to recruit new employees therefore an organization needs to understand factors such as firm stability and control employee turnover by controlling those factors.

Jeswani and Dave (2012) by using Personality Big-Five Factors (Goldberg, 1981) and gathering sample form 261 individuals explained that employees with good personality factors such as extraversion and agreeableness are less likely to quit their job, the author explained that if employees are having good sociability, attention to others, active participation (extraversion trait) and also they are very friendly, helpful, courteous and they want to compromise their personal interest with others (agreeableness trait) so they are less likely to quit the job. What they suggest is that management must have appropriate strategies and clear human resource practices which leads to positive personality traits which will ultimately lead to increased retention and decrease turnover rate for employees.

Broader research was done by Boxall et al (2003) in New Zealand on a sample of 549 NZ employees to find out the causes of retention or leaving an employer; here the researchers used the words *moving* in place of resigning or leaving and *staying* in the place of retention. Throughout the research, authors asked employees if they had changed employers in the past five years and almost half of them stated that they moved to new jobs.

But for further understanding and clarification we need to go deeper into the research done by this author he explained the effect of some variables on either moving or staying with the employer as below:

1. Gender was not an important issue while differentiating between moving or staying.
2. Age, on the other hand, was considered a significant factor in turnover behaviors, the findings are that career choices are more in younger people than older they want to experience more career choices; these employees change their jobs because they are looking for better pay and good training and development opportunities.
3. Interesting work is another important factor in retaining employees. The lack of interesting work will ultimately lead to high turnover.
4. Extrinsic rewards such as pay, promotion and security is considered to be another important factor affecting employee moving or stay with the organization, but it's been found by the author that overall pay is not an important issue in employee turnover, it's said that employees will stay with the organization if they receive a certain level of pay.

Finally, their results also indicate that employee turnover is never riskless to employees, some of them will benefit from it by finding better jobs, promotion or interesting work, while others will be badly affected, but overall the author states “*stayers are more likely to make gains than movers in pay, job security and in skill development, it is not obviously better to be a mover*”.

Health and safety can be another important factor affecting employee turnover, the research that is conducted by Hossain and Mahmood (2018) in Bangladesh on employee turnover in garment industry indicates that those garment production companies with better fire safety provisions, enough firefighter, standard health and safety precautions and routine based training to employees regarding fire incident are having lower employee turnover and vice versa those companies with fewer safety provisions are having high employee turnover.

A sound leadership can direct workers to achieve organizational goals, but a wrong form of leadership can cause employee turnover too Kitur (2015). The author measured leadership by the style of leadership like democracy, autocracy, dictatorship, free for all or other. The results indicate that 42% of selection was dictatorship which reviles that this leadership style does not recognize the employee contribution in the project and this will ultimately develop the feeling of being less worthless which will subsequently lead employees to look for new opportunities and the turnover will increase. So, this study clearly says that if an organization does not choose a good leadership style for sure a wrong one will lead to employee turnover decisions.

According to Michaels and Spector (1982), a good job market can also lead to turnover intention, it's explained like when an employee intends to quit the job he will for sure go and start looking for another job and since the labor market is in a good situation he/she will find another job and will quit the current job which is an indicator to employee turnover.

Chauhan and Patel (2013) state that there are four factors behind employee turnover in the IT industry: lack of appraisal system, lack of training opportunity, unsatisfactory salary package and lack of flexibility in pay and timing.

What the author suggests is that organizations must prepare a good HR policy and must always provide employees will different trainings which will for sure update their

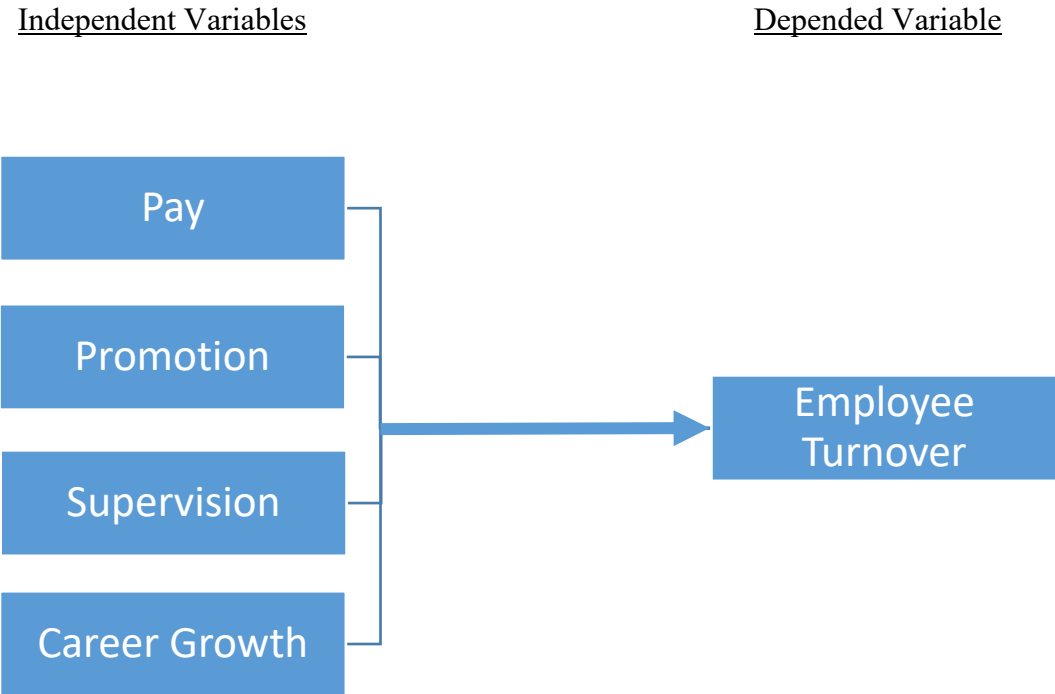
knowledge and capacity along with this there must flexibility in pay and timing with employees and in case if above points are not considered by the organization it can lead employees to leave the organization.

Extrinsic factors such as salary, polices, promotion, training, supervision, and benefits can affect staff turnover, as Gebreyohannes (2019) states that form a sample of 258 Commercial Bank of Ethiopia only 31.7% received training and other didn't and the same goes with salary, about 68.4% rated that they are not receiving good salary compared to other banks. At the same turnover has an adverse effect on the organization as the author states that loss of highly specialized employee and the cost associated with recruitment and training of new employees are the consequences of employee turnover so the organization must keep their employees satisfied, provide them with enough training, a good employer and employee relationship and a good mechanism for a fair salary scale.

2.3. Theoretical Framework

In the light of the literature review we developed our theoretical framework as below:

Figure 2.1: Theoretical Framework



2.4. Hypothesis

In the light of the literature review we propose our hypothesis as below:

H0: There is a significant negative relationship between pay and employee turnover.

H1. There is a significant positive relationship between pay and employee turnover.

H0: There is a significant negative relationship between promotion and employee turnover.

H2. There is a significant positive relationship between promotion and employee turnover.

Ho: There is a significant negative relationship between supervision and employee turnover.

H3. There is a significant positive relationship between supervision and employee turnover.

H0: There is a significant negative relationship between career growth and employee turnover.

H4. There is a significant positive relationship between career growth and employee turnover.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Preliminary Data Gathering Procedure

Based on an interview we had with some employees of AECOM office we understood that most of the employees are leaving the organization very rapidly, they also stated that there are certain reasons behind it but it's not clear what could be those reasons to understand the issue more deeply we are conducting this research to find out the reasons/factors behind this employee turnover.

3.2. Research Approach

We will use the hypothetic-deductive approach because we want to find out the effects of independent variables of pay, promotion, supervision, career growth on a dependent variable which is employee turnover. that's why we developed our theoretical framework and hypothesis to test those hypotheses. As Sekaram (2003, p. 27) states “*starting with a theoretical framework, formulating hypotheses, and logically deducing from the results of the study is known as the hypothetico-deductive method*”.

3.3. Research Design

The research design is quantitative alongside this we will use a descriptive approach and also explanatory to describe and find out the relationship among variables. According to Sekaram (2003), a descriptive study is a type of study that finds and describes the relationship among variables of interest.

3.4. Population of Study

The population for our study will be the whole staff of AECOM which are 90 individuals. The reason behind choosing AECOM staff is that they are well aware of the situation inside the organization and they can provide an exact response to our questions and inquires. Therefore, those employees above 18 years of age will be our target population who are 90 employees of AECOM.

3.5. Sampling Procedure

Based on our sampling technique simple random sampling we will take 73 employees as our sample size from a population of 90 employees using Sekaran (2003, PP. 294) table that he developed.

We used MS Excel for random sampling, in the first column we entered the number of our population which is 90 employees and then on the second column we used the excel formula =Rand() which generates random numbers and to keep these random numbers constant we copied and past those random number as value, then we selected the whole population in this formula but only assigned for our target sample which is 73 employees: =INDEX(\$A\$2:\$A\$91, RANK.EQ(B2, \$B\$2:\$B\$91) + COUNTIF(\$B\$2:B2, B2) - 1, 1) This formula select numbers randomly 100% duplicate free (Cheusheva, 2019).

3.6. Operationalization of Variables

Within this paper we are looking for those factors that affect employee turnover our dependent variable, going through literature review we found out that Pay, Promotion, Supervision, and career growth the independent variables have the most effect on employee turnover. Based on the literature review we found that below 4 variables are having the most effect on employee turnover:

Table 3.6.1: Sources of Variables

Number	Variables	Source
1.	Pay	(Rana et al, 2009), (Malik et al, 2012), (Hussain Khan & Aleem, 2014), (Hossain & Mahmood, 2018)
2.	Promotion	(Quarles R, 1994), (Verma & Chaurasia, 2016)
3.	Supervision	(Harr et al, 2016), (Tepper, 2000), (Loewenberg, 1979), (Sherman, 1989)
4.	Career Growth	(Ludviga et al,2016), (Weng & McElroy, 2012), (Biswakarma, 2016)

To measure these variables, we then distributed a questionnaire and used regression analysis for finding the effect of independent variables on the dependent variable.

We have adopted and adapted below items for our questionnaire:

Table 3.6.2: Sources of Questionnaire

Variable	Item	Measurement	Reference
Turnover (Dependent Variable)	1. I would like to leave my present organization. 2. I am looking for a new job	A questionnaire, 5-point Likert scale is used	Rahman and Nas (2013)
	3. I frequently think of quitting my job 4. I am likely to leave my current job within the next 12 months		Boxall et al (2003)
Pay (Independent Variable)	1. My take-home pay 2. My overall level of pay 3. Differences in pay among jobs in the company 4. How the company administers pay 5. My most recent raise 6. Consistency of the company's pay policies	A questionnaire, 5-point Likert scale is used	Heneman and Schwab (1985)
Promotion (Independent Variable)	1. There is really too little chance for promotion on my job 2. Those who do well on the job stand a fair chance of being promoted 3. I am satisfied with my chances for promotion	A questionnaire, 5-point Likert scale is used	Spector (1985)
Supervision (Independent Variable)	1. My supervisor is unfair to me 2. My supervisor shows too little interest in the feelings of subordinates 3. I like my supervisor	A questionnaire, 5-point Likert scale is used	Spector (1985)

Career Growth (Independent Variable)	1. My present job moves me closer to my career goals 2. My present job encourages me to continuously gain new job-related skills 3. My current promotion speed is fast enough for my career growth	A questionnaire, 5-point Likert scale is used	Weng and McElroy (2012)
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The data will be evaluated based on Likert scale starting from 1 to 5 as below:

1= Strongly Disagree	2= Disagree	3= Neutral	4= Agree	5= Strongly Agree
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3.7. Data Collection Procedure

We will go for the primary source of data and through the questionnaire will collect data from the targeted sample size, our collection tool is reliable because it was used by Mahdi et al (2012), Verma and Chaurasia (2016), Huselid (1995) and Rana et al (2009) as a tool for collecting the data for dependent and independent variables. Our questionnaire consists of demographic factors that are involved in our data analysis and a total of 19 items.

3.8. Data Analysis Procedure

Regression analysis and descriptive statistics will be used to analyze the data since we want to find out the effect of our independent variables on the dependent variable, according to Foley (2018) “*Regression analysis is a helpful statistical method that can be leveraged across an organization to determine the degree to which particular independent variables are influencing dependent variables*”.

This procedure is also applied by Saeed et al (2014), Ahmed et al (2016), Hussain Khan and Aleem (2014), Boxall et al (2003) and Glebbeek and Bax (2004) while they were trying to find out the effect of the independent variable on the dependent variable. Also, we will use SPSS and Excel for analyzing the data.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1. Introduction to Chapter

Throughout this chapter, we analyzed our data using SPSS and we will present the findings to explain the effect of pay, promotion, supervision and career growth on employee turnover, we used regression analysis and descriptive statistics to analyze the data.

4.2. Respondent Profile

This part explains the demographic profile of the respondents, we have 4 demographic components which are explained in the below table:

Table 4.2: Respondent Profile

Demographics	Description	Frequency	Percentage
Gender	Male	47	64.4
	Female	26	35.6
	Total	73	100
Age	18 - 20	0	0
	20 - 30	37	50.7
	30 - 40	28	38.4
	40 - 50	6	8.2
	50 – above	2	2.7
	Total	73	100
Education	Some High School	0	0
	High School Graduate	2	2.7
	Bachelor	48	65.8
	Masters	23	31.5
	PhD	0	0
	Total	73	100
	1 – 2	5	6.8

Working Experience (Years)	2 – 4	4	5.5
	4 – 6	17	23.3
	6 – 8	16	21.9
	8 – above	31	42.5
	Total	73	100

In the above table, 4.1 Male respondents were 64.4% and females were 35.6% of which 50.7% comes under the age of 20-30, 38.4% in 30-40, 8.2% in 40-50 and finally only 2.7% comes in between 50 – above. If we look at their level of education 2.7% are school graduates, 65.8% which is the highest value is having a bachelor's degree, 31.5% have masters and no one had a Ph.D. Moreover, about their working experience, 6.8% had 1-2 years of experience, 5.5% had 2-4 years of experience, 23.3% which is the second-highest value who had 4-6 years of experience, 21.9% had 6-8 year of experience and 42.5% which is the highest value had 8 – above that experience.

4.3. Descriptive Statistics Analysis

Here we want to explain the basic features of the data using descriptive statistics which are extracted from SPSS, we will use mean, standard deviation, skewness, and kurtosis to explain where most of our responses fall and that how much our data is skewed or symmetric and from symmetric we mean that either the data is the same on both right and left side, for this purpose we will go through below table:

Table 4.3: Descriptive Statistics

Variables	N	Mean	Std. Deviation	Skewness	Kurtosis
Turnover	73	2.716	0.779	0.052	0.082
Pay	73	3.267	0.704	0.190	-0.663
Promotion	73	2.845	1.045	-0.607	-0.521
Supervision	73	2.457	0.974	-0.277	-0.590
Career Growth	73	3.648	0.716	0.108	-0.258

In table 4.3 turnover is our dependent variable and all other starting from pay, promotion, supervision, and career growth are the independent variables, for turnover we have mean value 2.71(SD=0.799) which means that most of the employee are disagree with quitting their current job so the turnover rating according to employees response is low; pay has mean value of 3.26 (SD=0.704) means that they are not disagree not agree about their

salaries but they are 0.26 toward agreeableness so somehow they ok with their salaries; promotion has a mean value of 2.84 (SD=1.045) which explains that they are not being promoted on time and are not agree with the promotion dimension; supervision has a mean value of 2.45 (SD=0.974) it says that the supervision has some problems and the employees are not agree with this supervision, and finally career growth has a mean value of 3.64 (SD=0.716) which is near to agreeableness means that this job is helping employees toward their career growth.

If we look into skewness “*If skewness is less than -1 or greater than 1, the distribution is highly skewed. If skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed. If skewness is between -0.5 and 0.5, the distribution is approximately symmetric.*” (spcforexcel, 2008). In table 4.3 skewness value for turnover is 0.052; for pay, the skewness value is 0.190; for promotion, the skewness value is -0.607; for supervision, the skewness value is -0.277 and for career growth, the skewness value is 0.108. Finally, if we look into the values only promotion value (skewness= -0.607) is moderately skewed and all other values fall in between -0.5 and 0.5 which means that data distribution is approximately symmetric.

However, Kurtosis means the near its value is to 0 the better the data distribution, the values for kurtosis the table 4.3 for turnover is 0.082; for pay it's -0.663; for promotion it's -0.521; for supervision it's -0.590 and for career growth it's -0.258. Finally, in table 4.3 all variables fall in-between +1 and -0 so it means that the data is well distributed.

4.4. Reliability Analysis

Reliability test shows that how much the questionnaire is consistence and trustworthy, we adapted most of the questions but since the adaption is form different sources even for one variable so that's why we had reliability test using SPSS and the results will be explained in below table:

Table 4.4: Reliability Test

Variable	Cronbach's Alpha	No of Items
Turnover	0.803	4
Pay	0.803	6
Promotion	0.668	3
Supervision	0.688	3
Career Growth	0.705	3

Data reliability based on Cronbach's Alpha should be more than 70%, here the value for turnover which is our dependent variable is 80.3%, for pay it is 80.3%, however, for promotion it is 66.8% which is less than the required value, for supervision it is 68.8 which also less than the required value and finally, for career growth, it is 70.5% which is an acceptable value. Overall our questionnaire for turnover, pay, and career growth is reliable but for two other factors of promotion and supervision, it's not.

4.5. Regression Analysis

Regression analysis is used to explain the effect on our independent variables on one dependent variable, by using SPSS software regression analysis was applied and below results are found:

4.5.1. Model Summary

This table explains that how much of depended variable is explained by our independent variables, we used SPSS model summary table and will explain it in terms of R-value and R square, R shows that how much our dependent variable is explained by our independent variables and R square will show us the goodness of our model.

Table 4.5.1: Model Summary

R	0.579
R ²	0.336

In our research the R-value is 57.9% which means that 57.9% of turnover was explained by pay, promotion, supervision, and career growth. The remaining 43.1% is explained by those factors which are not in this study and it can be considered in future research.

Overall, we can say that pay, promotion, supervision and career growth has effects on turnover because almost 57.9% of turnover is explained by thesis factors which are a reasonable percentage.

4.5.2. Analysis of Variables

ANOVA describes how much independent variables have either a significant or insignificant effect on the dependent variable if the F value is more than 5 and Sig is ≤ 0.05 so its effect is significant.

Table 4.5.2: ANOVA

F	8.591
Sig	0.000

Based on table 4.5.2 we can say that all four independent variables pay, promotion, supervision, and career growth have a significant effect on employee turnover over since out $F=8.591$ and $Sig=0.0000$.

4.5.3. Coefficient

In this section, we will explain the significance of our research using t and sig value so if the t value is ≥ 1.96 and the sig value is ≤ 0.05 so that variable is significant. However, we will elaborate on our research model equation and will explain each independent variable relationship with the dependent variable that either they have a positive or negative relationship.

Table 4.5.3: Coefficients

	Unstandardized Coefficients B	t	Sig
(Constant)	2.538	4.038	0.000
Pay	0.387	3.482	0.001
Promotion	-0.026	-0.357	0.722
Supervision	0.223	2.772	0.007
Career Growth	-0.427	-3.852	0.000

In table 4.5.3 the value for pay is $t=3.482$ which is higher than 1.96 and the $sig=0.001$ which is more than 0.05 so this independent variable is significant; the value for promotion is $t=-0.357$ and $sig=0.722$ so this explains that this variable is not significant since the sig value is more than 0.05; the value for supervision is $t=2.772$ and $sig=0.007$ so this variable is also significant; career growth value is $t=-3.852$ and $sig=0.000$ so this variable is also significant.

Furthermore, we will explain our model equation using β value which is available on the above table 4.5.3 by using that equation we will either accept or reject our hypothesis as below:

$$Y = \beta_0 \pm \beta_1 X_1 \pm \beta_2 X_2 \pm \dots \pm \beta_n X_n + \Sigma$$

$$Y = +2.538 + 0.387 \text{ Pay} - 0.026 \text{ Promotion} + 0.223 \text{ Supervision} - 0.427 \text{ Career Growth}$$

As per the above equation and the t and sig value which we already discussed above the below results are found:

1. Pay has a positive significant effect on employee turnover.
2. The promotion has a negatively insignificant effect on employee turnover.
3. Supervision has a positive significant effect on employee turnover.
4. Career growth has a negatively significant effect on employee turnover.

4.6. Discussion and Result

Throughout this research paper, all of our research questions were answered, we found the relationship and effect of all those four factors on employee turnover as below:

The purpose of this study was to find out the factors affecting employee turnover at AECOM, and based on our literature review we found out that four factors have the most effective while an employee is trying to leave his/her organization it's pay, promotion, supervision, and career growth all of these factors will lead an employee to be either satisfied from his job or dissatisfied and ultimately this satisfaction or dissatisfaction will affect employee turnover rate.

The statistical results of this research paper indicate that pay has a positive relationship with employee turnover, so this factor does not affect employee turnover negatively but is very significant since it has the highest beta value which is 0.387. this finding is the same with Ludviga et al (2016) who said that there is a positive relationship between pay and turnover.

Furthermore, the promotion has a lower effect on employee turnover decision based on its beta value which is -0.026, however, if we look into table 4.3 descriptive statistics the mean for promotion is 2.845 this means that most of the employees are disagree with the promotions and also based on our research paper hypothesis it has a negative relationship with turnover and that is accepted, it means that if there are no chances of promotion for employees they are more likely to leave that organization which will for sure increase rate of turnover.

Moreover, supervision also has a positive relationship with employee turnover it means that it does not affect the turnover decision of employees within the context of this organization but is significant because it has the second-highest beta value which is 0.223.

Finally, career growth has a negative relationship with employee turnover it means that if this factor is not considered important and crucial it will affect an employee’s decision for leaving the organization. However, it has the lowest beta value which is -0.427 but it has a negative relationship with turnover which is indicated in (Ludviga et al,2016), (Weng & McElroy, 2012) and (Biswakarma, 2016) research papers, all of these scholars indicated that career growth has a negative relationship with turnover, means the less the chances for career growth the higher the turnover.

Our hypothesis is as below:

Table 4.6: Hypothesis

Hypothesis	Accepted/Rejected
H0: There is a significant negative relationship between pay and employee turnover.	Rejected
H1: There is a significant positive relationship between pay and employee turnover.	Accepted
H0: There is a significant negative relationship between promotion and employee turnover.	Accepted

H2: There is a significant positive relationship between promotion and employee turnover.	Rejected
H0: There is a significant negative relationship between supervision and employee turnover.	Rejected
H3: There is a significant positive relationship between supervision and employee turnover.	Accepted
H0: There is a significant negative relationship between career growth and employee turnover.	Accepted
H4: There is a significant positive relationship between career growth and employee turnover.	Rejected

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

In general, this research paper discussed the effects of pay, promotion, supervision and career growth on employee turnover, the objective of this was to find out those important factors that affect the employee turnover which we found out from literature review and the relationship that each variable has on turnover.

Statistical analysis found that out of those four factors promotion and career growth has a negative relationship with employee turnover, it means if employees are being promoted on time and those who do well and they are being recognized by promotion for sure employee turnover rate will be low and if this does not occur employees will look for better job opportunities and will leave the organization; career growth which is the second most important factor also has a negative relationship with turnover means that if there are fewer chances of growth for employees they may consider looking for new opportunities.

However, two other factors pay and supervision are also identified as significant but they have a positive relationship with turnover means that they do not affect turnover within this respected organization but the organization must consider it significant.

5.2. Recommendation

Looking into findings out of four factors three of them pay, supervision and career growth were significant, hence the researchers are recommending some recommendations through which respected organization can develop such policies which can prevent the employee from leaving the organization, our recommendations are as following:

1. The organization must consider pay or salary as an important factor because it had the highest beta value, they must create a policy through which all employees are treated equally and there is not that big gap between the responsibility they have and the payment they receive for it.

2. Supervision is considered to be the second important factor that affects employee turnover decisions, having a motivational supervisor can motivate the employee, the human resource department must offer pieces of training that how managers must behave with their subordinates.

Also, another important issue to be considered is while recruiting supervisors, the HR department must consider an individual who can lead and keep a team motivated.

3. On data analysis section the tested regressions proved that career growth is having the negative relationship with turnover, the organization must take this under consideration and provide training opportunities, skill development related training through which employees can improve the growth of their career and learn new things, that's because employees are always looking for better jobs where they can grow their background and earn new skills.

4. Based on model summary 57% of turnover is explained by pay, promotion, supervision, and career growth; this means that remaining can be explained by other variables that are not concluded in this research, the respected organization and future researchers may conclude those other important variables in their study.

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Appendix: Questionnaire

Kindly check one number from each column:

Gender	Age	Education	Working Experience (Years)
1. <input type="checkbox"/> Male	1. <input type="checkbox"/> 18 – 20	1. <input type="checkbox"/> Some High School	1. <input type="checkbox"/> 1 – 2
2. <input type="checkbox"/> Female	2. <input type="checkbox"/> 20 – 30	2. <input type="checkbox"/> High School Graduate	2. <input type="checkbox"/> 2 – 4
	3. <input type="checkbox"/> 30 – 40	3. <input type="checkbox"/> Bachelor	3. <input type="checkbox"/> 4 – 6
	4. <input type="checkbox"/> 40 – 50	4. <input type="checkbox"/> Masters	4. <input type="checkbox"/> 6 – 8
	5. <input type="checkbox"/> 50 – above	5. <input type="checkbox"/> PhD	5. <input type="checkbox"/> 8 – above

Please check one number for each question that comes closest to reflecting your opinion about it:

No.	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Turnover						
T1	I would like to leave my present organization	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
T2	I am looking for a new job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
T3	I frequently think of quitting my job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
T4	I am likely to leave my current job within the next 12 months	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Pay						
P1	My take-home pay	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
P2	My overall level of pay	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
P3	Differences in pay among jobs in the company	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
P4	How the company administers pay	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

No.	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
P5	My most recent raise	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
P6	Consistency of the company's pay policies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Promotion						
PR1	There is really too little chance for promotion on my job	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
PR2	Those who do well on the job stand a fair chance of being promoted	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
PR3	I am satisfied with my chances for promotion	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Supervision						
S1	My supervisor is unfair to me	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
S2	My supervisor shows too little interest in the feelings of subordinates	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
S3	I like my supervisor	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Career Growth						
CG1	My present job moves me closer to my career goals	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
CG2	My present job encourages me to continuously gain new job-related skills	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
CG3	My current promotion speed is fast enough for my career growth	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5