

DETERMINANT THE CAUSES OF EMPLOYEE TURNOVER

(Case Study of PT. Bank Mega, Tbk. Tomohon, North Sulawesi)

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ABSTRACT

One of the most common problem faces in Indonesia is unemployed. This problem is followed by lack of work field. So the people do not have other options, instead looking for any opportunity jobs. Sometimes, the jobs that accepted by individuals and later will become new employees in a company are not as equal as they expected. This creates the employees to turnover, which causing the companies to loss workers and pay the costs. The objective of this research is to find out the causes of employee turnover. This research will use saturated sampling method were all the numbers of population are taken as a sample, and confirmatory factor analysis to analyze identified factors. Questionnaires are taken to collect data. Twenty one factors are manage to identified, but only eighteen are affect the causes of employee turnover, and those eighteen factors create five new factors. The first factor is job stress, the second is morale motivation, the third is emotions management, the fourth is job engagement, and the fifth is employee-organization relationship. There are also three variables that do not affect the employee turnover, which are bullying and harassment, job workload, and performance appraisal.

Keywords: *employee turnover*

INTRODUCTION**Research Background**

One of the most common problem faces in Indonesia is unemployed. There are so many people with degree of bachelor launched by single university every year but this graduated people are not supported by the work field. Even nowadays, people with mastered degree are to find job as difficult as bachelor. Also, people nowadays tend to apply their application to the existing company rather than create their own. People with such rare ability and skills nowadays are search by companies. But the problem is people sometimes want to choose where they want to work instead of taking the job that offer by the companies personally. Compared with the problem that faces in Indonesia, which are unemployed and lack of work field, people do not have other options. So, they take the job t hat offer by the company.

The people get a job at the company have to learn about the system of the company. During this period, most of company must train the new employees so they can work at the position where the company places them. So the company rearranges training but sometimes depend on the situation, if necessary or not. After acquire skills in training session, new employees must implement all the capabilities they have got at work. As time passed by, new employees must integrate with company itself. Not just with the system, but the relationship with other employees and bosses. Also, the motivation affects the employee in a company because motivation is an important and unavoidable factor to be considered, rather than simply wages or salary (Hall, et al. 2001).

The new employees who leave their job couple of days or months after the training session, then it will cost the company much because the company need to find new employees to replace the empty. And if this keep happen in the company, there will be an employee turnover. In PT. Bank Mega, Tbk. Tomohon, there are 48 officers resigned since their grand opening or effective work in November 2009 until October 2013 (*Source:*

Internal Data of PT. Bank Mega, Tbk. Tomohon). As a result of employee turnover, there are costs that must be pay by the company such as: replacement recruitment, administrative cost for hiring, productivity, and training cost. Many researches have their own result of employee turnover, but to understand how the process is cannot be determined. To understand the causes of employee turnover, there is no standard for it.

Research Objective

The objective of this research is to find out what can be the possible causes of employee turnover.

THEORETICAL FRAMEWORK

Theories

Employee Turnover

Turnover is voluntary or involuntary permanent withdrawal from an organization. A high turnover rate increases recruiting, selection, and training costs. (Robbins and Judge, 2011:59). Employee turnover defines as an ending relationship between an organization and a person who received monetary compensation from the organization (Hammerberg, 2002). Employee turnover defined by Jacobs (2012) is the rate at which employees enter and leave a company in a given fiscal year.

The Turnover Factors

Salary

Heathfield (2000) states that salary is a fixed amount of money or compensation paid to an employee by an employer in return for work performed. Salary is paid, most frequently, in a bi-weekly paycheck to an exempt or professional employee. Salary is determined by market pay rates for people doing similar work in similar industries in the same region. Salary is also determined by the pay rates and salary ranges established by an individual employer.

Surrounding Environment

Surrounding environment or the external organizational environment includes all elements existing outside the boundary of the organization that have the potential to affect the organization. The environment includes competitors, resource, technology, and economic conditions that influence the organization. (Daft, 2008:72)

Working Condition

There are two working condition or work environment characteristics reviewed from employees' perceptions, which are situational constraints and social support. Situational constraints include lack of proper tools and equipment, materials and supplies, budgetary support, and time. (Noe, et al. 2006:271).

Career Opportunities

Dessler (2011:373) states that career is the occupational positions a person has had over many years. While career opportunities or career development, Dessler explain as the lifelong series of activities that contribute to a person's career exploration, establishment, success, and fulfillment. (Dessler, 2011:373).

Bullying and Harassment

Sexual harassment is any unwanted activity of a sexual nature that affects an individual's employment and creates a hostile work environment. (Robbins and Judge, 2011:463)

Mismatch of Job and Person

Wolbers (2003) states, job mismatch is defined as a discrepancy between the current occupation a school-leaver is working in and the field of education attended. Individuals working outside their field of education are treated as school-leavers with a non-matching job.

Devalued and Unrecognized

In Robbins and Judge (2011:179), values is basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

Workload/ Life Imbalance

Coetzee and de Villiers (2010) states, workload refers to the amount of stress experienced by individuals due to the perception that they are unable to cope or be productive with amount of work allocated to them.

Trust and Confidence toward Leaders

Trust is a positive expectation that another will not act opportunistically. Trust is a psychological state that exists when you agree to make yourself vulnerable to another because you have positive expectations about how things are going to turn out. (Robbins and Judge, 2011:429).

Relationship with Colleagues

In Butali et al. (2013), poor relationships among staff cause staff turnover. When staff relationships are strained, they cause discomfort to members and make the workplace not enjoyable. Staff will always seek for reasons to be away and in the course look for alternative places. In fact, in cases where they do not get alternative jobs, they ask to be transferred to other departments which may be considered to be friendlier.

Bonuses

Bonus is a pay plan that rewards employees for recent performance rather than historical performance. The incentive effects of performance bonuses should be higher than those of merit pay because, rather than paying for performance years ago, bonuses reward recent performance. (Robbins and Judge, 2011:290)

Organizational Commitment

In Robbins and Judge (2011:111), organizational commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.

Frustration

Goel and Narang (2012) define frustration is the situation which produced thwarting or the psychological effect of this situation, as when someone is frustrated tend to react with anger, withdrawal depression, or distress.

Training

Training is a planned effort to facilitate the learning of job-related knowledge, skills, and behavior by employees. (Noe, et al. 2006:257)

Performance Appraisal

Performance appraisal is evaluating an employee's current and/or past performance relative to his or her performance standards. Dessler (2011:333)

Decision Making

Decision making is identifying and choosing alternative solutions that lead to a desired state of affairs. (Kreitner and Kinicki, 2008:336)

Leadership Style

In Robbins and Judge (2011:411), explain that leadership is the ability to influence a group toward the achievement of a vision or set of goals. Robbins and Judge describe that leadership have traits called trait theories of leadership. Trait theories of leadership is theories that consider personal qualities and characteristics that differentiate leaders from nonleaders. (Robbins and Judge, 2011:411).

Job Satisfaction

In Noe, et al. (2006:436), job satisfaction is a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values.

Social Support

Social support is the amount of perceived helpfulness derived from social relationships, that determined by both the quantity and quality of an individual's social relationships. (Kreitner and Kinicki, 2008:555)

Emotional Intelligence

Emotional intelligence is the ability to detect and to manage emotional cues and information. People who know their own emotions and are good at reading emotion cues are most likely to be effective. (Robbins and Judge, 2011:147)

Perceived Organization

In Robbins and Judge (2011), describe perceived organizational as perceived organizational support (POS). perceived organizational support is the degree to which employees believe an organization values their contribution and cares about their well-being. Research suggest employees with strong POS perceptions are more likely to have higher levels of organizational citizenship behaviors, lower levels of tardiness, and better customer service. (Robbins and Judge, 2011:112-113)

Previous Research

Shamsuzzoha and Shumon (2007) found that salary is the main reason of turnover. The other reasons are rearranging employees, good stream relation, better working environment, preferable job location etc. Abu Jadayil (2011) found that the main reasons for turnover are salary, working condition, and environment. Butali, et al. (2013) found that dissatisfaction with conditions of work; insufficient career development opportunities at place of work; Bullying and harassment at place of work; the job or workplace not living to the employees' expectations; Mismatch between the person and the job; Employees feeling devalued and unrecognized; Stresses from overwork and work/ life imbalance; Loss of trust and confidence in senior leaders; and Poor relationship with colleagues are some of the causes of staff turnover. Bula (2012) found that motivation is the cause but it is influenced by other factors. The factors are salary, training, promotion, performance appraisal, work condition and all other factors investigated in this research.

Salary (X1), Surrounding Environment (X2), Working Condition (X3), Career Opportunities (X4), Bullying and Harassment (X5), Mismatch of Job and Person (X6), Devalued and Unrecognized (X7), Workload / Life Imbalance (X8), Trust and Confidence toward Leaders (X9), Poor Relationship with Colleagues (X10), Bonuses (X11), Organizational Commitment (X12), Frustration (X13), Training (X14), Performance Appraisal (X15), Decision Making (X16), Leadership Style (X17), Job Satisfaction (X18), Social Support (X19), Emotional Intelligence (x20), Perceived of Organization (x21)



Confirmatory Factor Analysis

Figure 1: Conceptual Framework

RESEARCH METHOD

Type of Research

This research will use exploratory study design as the type of research. In Sekaran and Bougie (2011:103), an exploratory study is undertaken when not much is known about the situation at hand, or no information is available on how similar problems or research issues have been solved in the past. Also, it is necessary when some facts are known, but more information is needed for developing a viable theoretical framework.

Place and Time of Research

The place where will taking this research is in Tomohon, especially in PT. Bank Mega, Tbk., North Sulawesi, Indonesia. This study will conduct somewhere between period of late September to late of October 2013.

Population and Sample

In Sekaran and Bougie (2011:262), the population refers to the group of people, events, or things of interest that the researcher wishes to investigate. It is the group of people, events, or things of interest for which the researcher wants to make inferences (based on sample statistics).

A sample is a subset of the population. It comprises some members selected from it or in other words, some but not all, elements of the population form the sample (Sekaran and Bougie, 2011:263). The sample size in a general rule, the minimum is to have at least five times as many observations as there are variables to be analyzed. (Hair, et al. 1998:5). This research will use saturated sampling method were all the numbers of population are taken as a sample.

Data Collection Method

Hair, et al. (2010:26) define primary data is information collected for a current research problem or opportunity. Tools that used to collect the primary data in this research is questionnaires.

Hair, et al. (2010:26) also define secondary data is information previously collected for some other problem or issues. Tools that used to collect the secondary data are books, journal of articles and other tools.

Operational Definition and Measurement of Research Variables

Operational Definition of Research Variables

1. Salary: the amount of wages received by the each employees in the dealing / marking time as a reward for work or perform in a given job.
2. Surrounding Environment: the condition and or situation outside and inside the company that support the workplace.
3. Working Condition: the condition where the place that the employees work are fully support and in a good condition.
4. Career Opportunities: a process which a job that held by an employee has an opportunity in the future to create wealthiness.
5. Bullying and Harassment: the some kind of distraction or unwanted action occur during the employees work inside or outside company.
6. Mismatch of Job and Person: the condition where an employee is still want or need the empty position that offers by the company which tend to be in contradiction with the employee's capability, hoping that it will fit with the employee's interest.
7. Devalued and unrecognized: devalued is the condition where an employee start to feel rejected among colleagues after an event. While, unrecognized is the condition where an employee start to feel ignored among peers or colleagues.
8. Workload / Life Imbalance: a situation where an employee received an over-work rather than others.
9. Trust and Confidence toward Leaders: trust is a psychology situation where employees have an ability to believe on a person, especially leaders or bosses and or vice versa. Confidence is a psychology effect that employees feel believe in themselves toward other.

10. Relationship with Colleagues: a level of relation between a person with others. Colleagues in this case are the employees.
11. Bonuses: an extra payment that is not involved in ordinary salary.
12. Organizational Commitment: an attitude of organization to commit and maintain the commitment to achieve their goals.
13. Frustration: a psychology effect where a person at the bottom level of stress.
14. Training: an activity where new employees should take before place into their workplace.
15. Performance Appraisal: an employee or human resource team who give a review or result of the employees' job performance.
16. Decision Making: choice that taken by the executor or employees to execute or choosing something, which creates good or bad decision.
17. Leadership Style: the type of leadership that possess by a person in a way to interact and convince with others.
18. Job Satisfaction: a condition where employees feel comfort and satisfy with their job, throughout the abilities and skills they possess.
19. Social Support: a support from the colleagues, family and or partners toward a person's job.
20. Emotional Intelligence: a psychology knowledge that has an ability and sense of our and others feelings, and convert it into an information to motivate ourself and each other.
21. Perceived Organization: a situation and condition where the employees feel supported from organization and integrated with the company, which can reduce the error of a person.

This research will use Likert-Scale as the measurement for the variable research. According to Sekaran and Bougie (2011:152), the Likert scale is designed scale to examine how strongly subjects agree or disagree with statements on a five-point scale with the following anchors: 1=Strongly Disagree, 2=Disagree, 3=Neither Agree Nor Disagree, 4=Agree, 5=Strongly Agree.

Data Analysis Method

Validity is the extent to which the conclusions drawn from the experiment are true. (Hair, et al. 2010:120). Validity is a measure of accuracy in measurement. (Hair, et al. 2010:157). In Sekaran and Bougie (2011:157), validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure. The function of the validity test is to ensure that the researcher measure with certain reasonable.

Reliability is the extent to which the measurements taken with a particular instruments are repeatable. (Hair, et al.2010:368). Sekaran and Bougie (2011:157) defines reliability is a test of how consistently a measuring instrument measures whatever concept it is measuring.

Factor Analysis Model

In Wells and Sheth (1971:3), factor analysis is a multivariate technique that addresses itself to the study of interrelationships among a total set of observed variables. Basically, factor analysis used to find out the basic problem among various existing problems, creating new problem factors, and analyze the new ones. This research will use the CFA to analyze the causes of employee turnover in Bank Mega company, in Tomohon, North Sulawesi. In confirmatory factor analysis, the number of factors can be identified which previous researcher have determined or discover.

RESULT AND DISCUSSION

Result

There are 21 variables in this research exclude the primary variable, and those variables are valid. The MSA value of salary is .757, surrounding environment is .541, working condition is .676, career opportunity is .803, bullying and harassment is .859, match of job and person is .744, devalued and unrecognized is .705, job workload is .821, trust and confidence toward leader is .834, relationship with colleagues is .670, bonuses is .836, organization commitment is .858, frustration is .660, training is .918, performance appraisal is .564, decision making is .688, leadership style is .789, job satisfaction is .830, social support is .756, emotional intelligence is .767, and perceived organization is .738. The anti-image value of all the variables are more than .50. The validity test in this research conduct a valid result, so this research can proceed to the next analysis.

The reliability test in this research shows that the Cronbach's Alpha is .930, which mean that the consistency reliability in this research are good and the consistency can be conduct if the measurement to the same subject are repeated.

Result of Factor Analysis

The test of Kaiser-Meyer-Olkin measure of sampling adequacy must be more than .5 and the significant test of Bartlett's test of Sphericity must be less than .05 to proceed for factor analysis. The test shows that the value of KMO measure of sampling adequacy in this research is .770, and the value of Bartlett's test of Sphericity is .000, which mean that the data of this research can proceed to the factor analysis test. In the rotated component matrix, the value of the variables must be more than .55 to have a strong correlation with other variables to create a factor. Which mean that, if the value of variable is less than .55, the variable can be considered as weak correlation with other variables. There are 3 variables performed with weak correlation: bullying and harassment, job workload, and performance appraisal. Below are the eighteen variables, that form five new factors.

Tabel 1. Performed Factors of Employee Turnover

Factor	Variables	Values
1	Working Condition	.616
	Match of Job and Person	.714
	Bonuses	.765
	Training	.845
	Decision Making	.763
	Leadership Style	.764
2	Job Satisfaction	.728
	Salary	.658
	Devalued and Unrecognized	.784
3	Organization Commitment	.648
	Surrounding Environment	.647
	Frustration	.739
4	Emotional Intelligence	.734
	Career Opportunity	.674
	Trust and Confidence toward Leader	.557
5	Social Support	.748
	Relationship with Colleagues	.806
	Perceived Organization	.650

Source: Analysis data of rotated component matrix in SPSS

Data analysis above, training has the highest values in factor 1, devalued and unrecognized in factor 2, frustration in factor 3, social support in factor 4, and relationship with colleagues in factor 5. But above all variables, training has the highest values.

Discussion

Job Stress

For the first factor, the factor will be termed as job stress. Job stress can be defined as the external-internal and physical-psychological pressure faced by a person, in which can be result or convert into a positive or negative effect. Job stress can be impact on both physical and psychological. The physical impact could be speed-up work, agile, or sick. While the psychological could be systematic work, mental disorder, or failure of concentration. In Kreitner and Kinicki (2008:551), stress can be defines as an adaptive response, mediated by individual characteristics and/or psychological processes, that is consequences of any external action, situation, or event that places special physical and/or psychological demands upon a person. Hans Selye

in Kreitner and Kinicki (2008:552), emphasized that both positive and negative events can trigger an identical stress response that can be beneficial or harmful.

The stress that is positive or produces a positive outcome defines as eustress. Based on Coetzee and de Villiers (2010), stressors in the workplace are those conditions that have the potential to result in a person's experiencing a situation as stressful. In the sources of job stress (Coetzee and de Villiers, 2010), point aspects of the job refers to the fundamental nature of the job, the factors includes physical working condition and amount of satisfaction derived from the job itself. Point role ambiguity refers to aspect relates to the amount of stress experienced by an individual, regarding the performance expectations, duties, responsibilities, and constraints that define individual's job. Point tools and equipment refers to individuals need to feel they have the appropriate training, resources, and equipment to perform the job effectively. Point compensation and benefits refers to financial rewards that often influence individual's feeling of self-worth and perceptions of their value to the organization. Point lack of job autonomy refers to the experiences of stress is strongly linked to perceptions of decision-making authority and control. And in the point lack of leader/manager support refers to employees need both tangible and emotional support, including trust and confidence, guidance, recognition, feedback and active interest from the immediate manager.

Since in the factor 1 found that training has the most value, with .845, it will be good if the organization can provide a training to the employees before they are placed in the field. Training is not just a simple as to learn about the company. But it is a standard for the new hired employees to learn about the systems, the organization, the situation and condition, and the tasks the employees will do. Training has a potential in this company to have an employee to leave their job. Keep in mind that training has a strong affect on job stress. A good training is a good start.

Morale Motivation

The second factor will be termed as morale motivation. Morale motivation can be defined as the act of individual to motivate other person in order to improve or boost up the performance of the person to perform something. Hasty (2012) states that morale motivation divided into two parts, which are morale and motivation. Morale is defined as the willingness to perform assigned tasks, cheerfulness and discipline. Motivation can be defined as the act of getting a person or a group to work to achieve the organization's objective, while also working to achieve individual objectives. Morale and motivation are often used synonymously. Based on Hasty (2012), good morale motivation is promoted by many factors, one of them is recognition. There are forms of recognition in Hasty (2012). They are: thanks – verbal/written, praise, money, time off, promotion, publicity, announcement in group meeting, out-to-lunch, and note to spouse.

In the second factor, devalued and unrecognized have the strongest value with .784. To boost up the morale motivation of the employees, organization should care about the employees, especially in the side of valued and recognized. Perhaps this step could assist the organization to prevent the employees leave their job. The employees in this company has no affect on employee turnover, since the percentage shows a good result.

Emotions Management

For the third, the factor will be termed as emotions management. The definition of emotions management in this research can be defined as the way of individuals to create steps or mechanism to handle the emotion based on their past experience, that enabling the individuals to gain control of their emotion. Emotions management is meant to habilitate the employees in the administrating the emotional resources aiming at the correct adaptation to the organizational environment and the necessities in the work activity. (Andries, 2009). Andries (2009) defines emotions management is accomplished at two more important levels: personal level or subjective (represented by the person's self-control capacity, the emotional intelligence, and the ability to administrate the positive and negative emotions), and an interpersonal or social level, centered upon settling the emotional changes between employers and leader, between employees and clients.

Frustration has the most value in the factor 3 with .739. Which mean that frustration has a strong affect on emotions management. Preventing the employees to get frustration may helps the organization to prevent the employees to leave their job. Or, in the other words, keep the employees feel comfort and happy. But even though frustration has a strong effect, it has no affect on the employees to quit.

Job Engagement

The fourth factor will be termed as job engagement. Job engagement can be defined as a series of job process, which are the integration of individuals toward their job in the workplace, until the employees are fully engaged or end up with quit. Branham (2005) states that there are seven hidden reason of the employees, which decide them not to stay and not to be more fully engaged. Those reasons are: the job or workplace was not as expected, the mismatch between job and person, too little coaching and feedback, too few growth and advancement opportunities, feeling devalued and unrecognized, stress from overwork and work-life imbalance, and loss of trust and confidence in senior leaders. The social support in fourth factor has the highest value with .748. Which mean, the social support are affect the job engagement. A good support from the family or friends of employees will be a good boost in the job. And in this organization, the social support of the employees has no trouble with the turnover of employees.

Employee-Organization Relationship

For the fifth, the last factor in in this research, named or termed as employee-organization relationship. Employee-organization relationship (EOR) can be defined as the relation occurs between employees and the organization, in which both parties will give equal benefits to each other.

Coyle-Saphiro and Shore (2007) describe that in essence, three aspects are fundamental to social exchange: relationship, reciprocity, and exchange. But in the EOR, who are the parties? Coyle-Saphiro and Shore (2007) explain that the implicit conjecture in most studies is that the individual employee and the organization enter into a relationship. To create a relation with the organization, the employees needs to integrate or involve themselves with the organization. Based on Robbins and Judge (2011:287), employee involvement is a participative process that uses the input of employees and is intended to increase employee commitment to an organization's success. On the contrary, the organization or the leaders must provide a good relation with the employees. Employee-oriented leader is a leader who emphasizes interpersonal relations, takes a personal interest in the needs of employees, and accepts individual differences among members. (Robbins & Judge, 2011:415). The employees must keep their relationship with other colleagues, since it has the most value in factor 5 with .806. It means that relationship with colleagues has strong affect on employee-organization relationship. Keeping their relationship perhaps will provide a benefits to the organization and prevent the employee turnover. Relationship with colleagues in this research has no affect on employee turnover.

CONCLUSION AND RECOMMENDATION

Conclusion

There are five factors that cause the employee turnover in PT. Bank Mega, Tbk. Tomohon, North Sulawesi, which are: job stress, morale motivation, emotions management, job engagement, and employee-organization relationship. Three factors that did not affect employee turnover in the case study are bullying and harassment, job workload, and performance appraisal.

Recommendation

Perhaps in the future research could provide and identify more factors of employee turnover. In the future, the reason for the employees to quit their job will be more vary. It will be good for many organizations if those varieties reason are manage to identified. For the company, especially in the organization of case study, which in this case is the PT. Bank Mega, Tbk., Tomohon, North Sulawesi, it is good if the organization can pay attention to these new five factors. And it will be better if the organization pay an extra attention to this factors: the match of job and person, the bonuses, the training, and the salary of the employees. In the discussion found that these four factors could be the factors of the employees leave their job. And for the leaders in the company of study case, perhaps the leader should improve the style of leadership.

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