
JOB REDESIGN AND EMPLOYEE TURNOVER INTENTION

Victor Barinua (Ph.D)

*Department of management, Faculty of Management Science
Ignatius Ajuru University of Education, Port Harcourt Rivers State, Nigeria*

Ejiogu Victor Udochukwu

*Department of management, Faculty of Management Science
Ignatius Ajuru University of Education, Port Harcourt Rivers State, Nigeria*

Abstract

This study examines job redesigned and employee turnover intention. Dimension of job redesigned adopted are task identity, task variety, task significance and dimensions of employee turnover intention are organizational culture, job satisfaction, job stress. Whenever a job is changed, a manager has a chance to increase both the quality of the employees' work life and their on-the-job productivity. As it is known employees are the most valuable assets of the organizations. So giving concern for them is very indispensable to the organizations. The one thing organizations will do with regard to their employees is to know the turnover intention of employees and the factors leading to it and redesigned job in order to comply with it. The study recommends that management should carry out investigation in order to determine the factor that influence employee turnover and redesign the job to enhance employee satisfaction, Job redesigned should be done periodically in order to carry out review that will necessitate job enrichment and job satisfaction.

Keywords: Job redesigned, employee turnover intention

Introduction

Job redesigned is an ideology that tends to recreate a job in order to enhance employee satisfaction, motivation and commitment (Ngamkroeckjoti et al, 2012). Organizational theorists attempted to improve the efficiency and effectiveness of organizations by developing a set of principles. The idea was that efficiency would be the ultimate criterion toward which organizations should strive and that the use of rational administrative practices and procedures would enable managers to reach this goal. Classical theorists developed a number of principles that they believed would maximize the rationality and efficiency of the organization. These principles emphasized the importance of clear and unambiguous channels of authority, centralization of decision making, adherence to rules and regulations, and the division of labor. The latter principle had a great impact on the worker. In essence, this principle specifies that maximum work efficiency will be achieved if jobs are simplified and specialized to the greatest extent possible (Ngamkroeckjoti et al, 2012). The notion is that the employees will function most efficiently if they perform the same specialized functions repeatedly if jobs are often redesigned in order to motivate employee.

Job redesign has been used as one of the HR strategies to develop a new dynamic and productive life in a rapidly changing business environment. It has been well-established that well-designed job characteristics (JC) will enhance employee motivation and hence their performance improvement.

Turnover intention of employees refers the likelihood of an employee to leave the current job he/she is doing (Long et al, 2012). Every organization regardless of its location, size or nature of business has always given a key concern about Employees' turnover intention. According to Kumar (2011), turnover is a critical human resource issue in all sectors of the economy which affects productivity, product and service quality, and profitability.

Conceptual framework

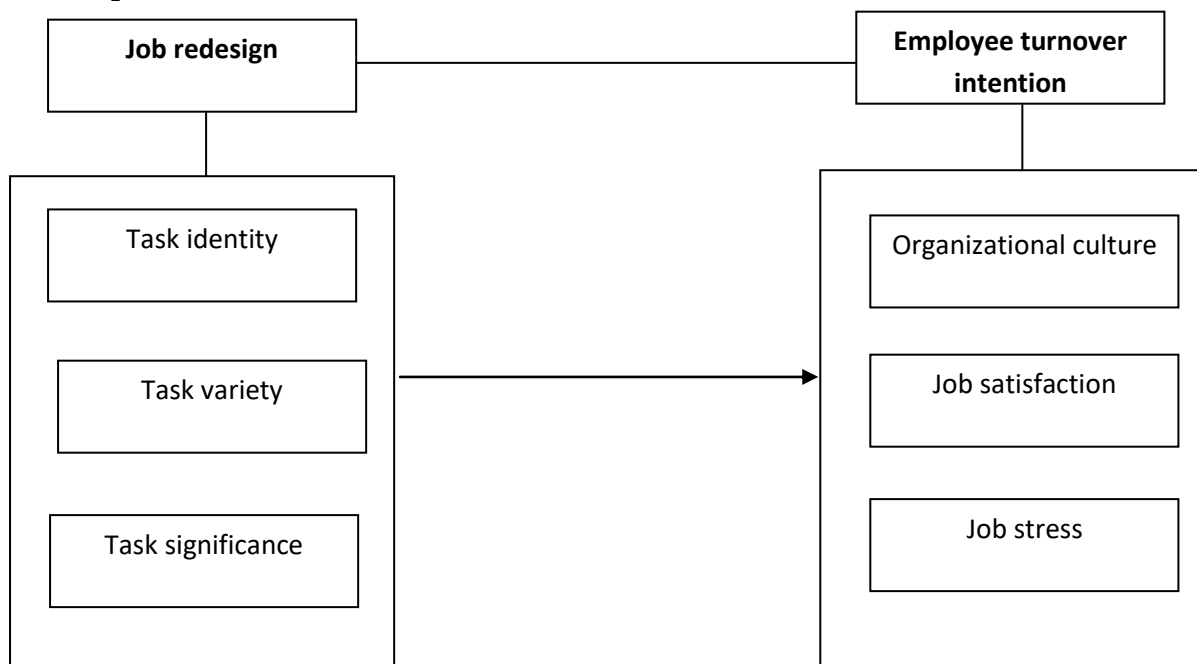


Fig 1.1: conceptual framework showing dimensions of job redesigned and measures of employee turnover intention.

Source: Davis (1966) and researcher conceptualized (2021)

Review of Related Literatures

Conceptual Review

Job Redesign

According to Shamsuzzoha (2013), Job redesign is an effort where job responsibilities and tasks are reviewed, and possibly re-allocated among staff, to improve output. Redesigning jobs can lead to improvements in both productivity and in job satisfaction.

Jha (2009) asserted that Job design is the deliberate purposeful planning of the job, including all its structural and social aspects and their effect on the employee. Job design is a broad concept that can refer to any part or combination of parts of the job. For example, industrial engineering and job enrichment are both job-design approaches. Many factors affect job design, such as managerial style, unions, working conditions, and technology. Whereas this exercise focuses on the job-enrichment approach, the impact of the total system must be considered for a complete understanding of the field of job redesign three major factors appear relevant. First, the job should allow a worker to feel personally responsible for a meaningful portion of his or her work. A job is meaningful to an individual when he or she feels personally responsible for the job's success or failure.

Dimension of Job Redesign

There are several ways in which jobs can be made more meaningful, Kaya and Abdioglu (2010) asserted the following:

1. Task identity. Individual jobs can focus on an entire unit as opposed to just a portion of it. For example, a bank teller may be responsible for satisfying all the bank needs of a customer, including transactions involving checking, savings, utility payments, loan payments, and mortgage payments, rather than specializing only in savings account deposits and withdrawals. Behavioral scientists have referred to this as task identity.

2. Task variety: The task may require an individual to develop and use a variety of skills and abilities in the performance of the task. In the case of a general superintendent of a manufacturing plant, the technical knowledge of the firm's machinery, the skill to supervise others, and the ability to determine plant shutdowns and repairs without loss of revenues provides a significant amount of task variety.

3. Task significance. Jobs should have a substantial impact on the welfare of the organization. By recruiting high-caliber students and faculty the dean of a college not only satisfies society's needs for well educated men and women, but provides jobs for others at the college as well. A high degree of task significance is attached to this job.

Third, the job should provide feedback about what is accomplished. Knowledge of one's task performance is a requirement for higher-order needs satisfaction. If an employee is working on a task that is meaningful, for which he or she is held personally responsible, satisfaction of higher order needs will not be obtained unless some form of task feedback is provided. Feedback can originate from either doing the task itself, or from others, such as supervisors, co-workers, or customers.

A job that is high on all core job dimensions is that of the surgeon. It presents a constant opportunity for using highly varied skills, abilities, and talents in diagnosing and treating illnesses. There is plenty of task identity, as the same surgeon normally diagnoses, performs the operation, and monitors the convalescence period. Task significance is also high, as much of the surgeon's work will be a matter of life, death, or comfort to the patient. Autonomy is quite high since the surgeon is the final authority on the procedures and techniques of the job during the operation. Finally, the feedback from the job is high because the surgeon can tell within a short period of time whether the operation was successful.

Task variety, identity, significance, autonomy, and feedback have been termed the core dimensions of a job because they relate directly to the attainment of personal satisfaction.

The core dimensions. First, combining tasks. When tasks are combined, all tasks required to complete a given task are performed by one person, rather than by a series of individuals who do separate, small parts of the job. When a number of tasks are combined to form a single large one, skill variety almost invariably increases. Moreover, task identity often improves as well, because the employee is able to identify with the complete product or service. Second, when work is formed into "natural" units, the parts of work handled by employees are arranged into a logical grouping. This technique focuses on the ownership of a job by giving the worker continuing responsibility for an identifiable portion of work.

Employee Turnover intention

Turnover among the employees is one of the biggest challenges for any organization and have far lasting effects. It has been seen as a serious issue especially in the field of human resources management (Habib, 2015). Hassan (2014) added that Employee turnover become a major concern for many organizations nowadays and high employee turnover have a devastating effect on a company, especially if the lost employees are high performers.

Turnover intention of employees refers the likelihood of an employee to leave the current job he/she is doing (Loquercio et al, 2006). Every organization regardless of its location, size or nature of business has always given a key concern about Employees' turnover intention (Richardson, 2005).

Types of turnover

Turnover can be classified as voluntary and involuntary turnover. As Perez(2008) stated, since turnover is often associated with variables, such as job satisfaction, it is important to distinguish voluntary from involuntary turnover, otherwise the estimation of such a relationship in terms of all leavers will be inaccurate. When an employee leaves his work and the organization by his or her will the turnover is termed as voluntary turnover. As cited by Perez (2018) described that Voluntary turnovers create significant cost, both in terms of direct cost, such as replacement, or in terms of indirect cost, such as the pressure on remaining staff or the loss of social capital. Taylor (1998) as cited in Perez (2018) further divided Voluntary turnovers into functional and dysfunctional turnovers. Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refer to the exit of effective performers. Dysfunctional turnover further classified into avoidable turnover (caused by lower compensation, poor working condition, etc.) and unavoidable turnovers (like family moves, serious illness, death, etc.) over which the organization has little or no influence. Involuntary turnover refers the decision of management to force the employee to leave the organization.

Factors affecting employee turnover intention

Turnover may be caused by different factors. These factors of turnover intentions are different from organization to organization to some extent. According to Griffin and Moorhead (2014) the following are factors affecting employee turnover intention:

Leadership styles: Griffin and Moorhead (2014) defined leadership as it is both a process and a property. As a process, leadership involves the use of non-coercive influence. As a property, leadership is the set of characteristics attributed to someone who is perceived to use influence successfully. When we tried to discuss about leadership, we have to consider the leadership styles. Leadership style is the way and manner in which a manager or supervisor chooses to act towards his employees or subordinates and the way the leadership function is being carried out by them. A leadership style is the approach used by managers to exercise their leadership function. Leadership style is said to be a particular behavior applied by a leader to motivate his or her subordinates to achieve the objectives of the organization (Wu & Polsaeam (2011). In accordance with Ali et al. (2014) leadership styles have a very strong relationship with turnover intention. Puni et al. (2016) asserted that employees under autocratic leaders are more prone to intentions to quit job mainly as a result of the leaders over emphasis on production than people. Workers under democratic leadership style are less likely to involve in turnover intentions due to the collective decision-making approach of the leader.

Demographic variables: Siew (2017) described demographic variables, such as age, professional experience (tenure), marital status, professional title and previous knowledge about the profession have no effect on the probability of turnover intention. However, Chowdhury (2015) identified that the demographic factors such as age, marital status, tenure, wage, position, and working department are determinants for turnover intention.

Gul et al (2012) found significant relationship between gender and turnover intention as gender had no significant influence on the intention of employees to leave. Victoria and Olalekun (2016) identified significant differences between gender, age group and marital status toward turnover intention, such as female has higher intention to leave as compared to male, while married respondents have higher job commitment as compared to single respondents and elders are willing to retain in their respective institutions as compared to those younger.

Organizational commitment: organizational commitment is a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization (Lambert, 2003). Organizational commitment is a psychological attachment of an employee to an organization (Choong et al, 2013). Organizational commitment negatively related with employee's turnover intentions. Organizational commitment is the strongest predictor of employee turnover intention. Emiroglu (2015) found that Organizational commitment was significantly related to turnover intention.

Organizational justice: Justice is a broad and multifaceted concept associated with nondiscrimination and fair observance of differences within various disciplines (Lin and Chen, 2004). Organizational justice refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature. Organizational justice is characterized by different individuals and parties' perception of fairness of behaviors in an organization and their behavioral responses to those perceptions. In order to ensure that

employees are satisfied, committed, and loyal, the organization needs to be fair in its systems regarding distributive, procedural, and interactional justice. When we consider the relationship between organizational justice and turnover intention, Ahuja (2007) found that turnover intention have an inverse and significant relationship to organizational justice. The better justice by organization managers, the lower intention to leave among employees, and so more effectiveness, efficiency and better performance of employees. A negative and statistically significant relationship between distributive justice, procedural justice and employee turnover intention. Ali Shah et al. (2010) explained that the higher the level of employee's perception towards fairness to the means used to determine outcomes (procedural justice) and fairness of the outcomes employees receive (distributive justice) tended to increase the level of employees' job satisfaction, organizational commitment while reduces turnover intention.

Organizational climate: Hassan (2014) assesses the effect of organizational climate on the turnover intention in an information technology firm and they confirmed as it has a direct effect on intention to leave the organization. It was also point out that as there is a strong link between organizational climate and intention to leave. When we try to see the organizational climate we have to consider organizational culture. The biggest factor in attracting and most importantly retaining key employee is culture.

In accordance with Perez (2008) indicated in his review of existing empirical works, different researches established that discouraging organizational climate negatively affects job satisfaction which in turn may expedite employee turnover.

Promotion opportunities: Jha (2009) is of the view that promotion as an advancement of employee to a higher post with greater responsibilities and higher salary, better service conditions and thus higher status. Promotion opportunities along with organizational commitment, job characteristics, promotion opportunities, pay level and rewards, quality of work life and job satisfaction has negative and significant relationship with turnover intentions. Job satisfaction and promotion opportunities appeared as significant factor affecting turnover intentions. Promotion Speed and Remuneration Growth are the foremost factors that have direct high impact on Employees' Turnover Intentions.

Promotional opportunity is one of the factors shaping turnover intention along with salaries and conditions of service, job performance, career growth, work environment, job satisfaction, supervisory style, and employee commitment. Perceived career opportunities outside the organization and lack of career advancement opportunities inside organization increase the employee's intentions to leave the organization. If promotion opportunity is mishandled, it leads to discontentment, frustration, skepticism, bickering among the employees and culminates in a high rate of employee turnover.

Salary: Employees in different organizations seek to improve their level of income. Therefore, employees in an organization improve their pay level if they obtain a pay increment in their current organization or by joining other organizations which will provide good pay. With regard this stated that organizations pay level has a potentially important direct influence on voluntary turnover. In today's work environment where pay is one of a determinant factor, employees quits current job and accept the job with higher pay opportunity. Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires.

In the view of Kumar (2011) turnover of employees is mainly due to low salary. Pay level and rewards had negative and significant relationship with turnover intension.

Dimensions of employee turnover intention

Organizational culture: Organizational culture reflects the shared and learned values, beliefs, and attitudes of its members. Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations (Griffin, 2014).

Turnover Intention is significantly influenced by Organizational Culture. Organizational culture is important element which highly influences the employee commitment, job satisfaction and retention. Habib (2014), Organizational culture that provides challenging jobs diminishes employees' absenteeism and withdrawal intentions from the occupation, job, and the organization.

Job stress: Job stress is a major organizational factor that augments quitting intentions of employees which will come from role ambiguity, role-conflict, work-over-load, and work-family conflict, create stress among employees. Hassan (2014) found that job stress is the most significant factor influencing turnover intention. Job stress is an important variable which affect turnover intention. On the other hand, job stress is an important variable which affect turnover intention.

Job satisfaction: Job satisfaction is the status in which a person is satisfied and glad with the job Wu (2011) stated that job satisfaction was found to have a significant negative association with turnover intention. Job satisfaction had a relationship with employee's intention to leave their job. Perez (2008) asserted that job satisfaction was strongest significant predictors of future quits.

Job redesigned and employee turnover intention

Job performance can be described as a behaviour or action by employees at the individual level (Campbell, 1990 as cited in Emiroglu and Tanriverd, 2015). Job performance is an important outcome of core self-evaluation (CSE). Individuals with high-CSE scores are more motivated to perform in their jobs. They will perform the job better by increasing in confidence and abilities. Their model asserts that CSE is positively related to both job satisfaction and individual performance. Several studies espouse the individual performance concept and have confirmed employee performance relationship with various variables. Lambert (2013) found out that a career plateau is significantly related to a reduction in job performance. Job redesign influences employee attitude, behaviour, and organizational commitment. Past research also investigated employee performance in relation to organizational outcomes such as productivity, firm growth, and firm performance (Lin and Chen, 2004).

In organizations, job design is one of the effective ways to increase the performance of employees. Job design can solve problems such as those related to skills, work overload, repetitiveness, and increase in working hours (lin and chen,2004). Internally, when organizations experience changes due to market competition or expansion of the firm's business operations, job redesign has a focus on administrative changes that improve working conditions with work design. For example, job redesign is needed when business process re-engineering is implemented (e.g. the introduction of information technology) to enhance the

effectiveness of customer service. Well-designed jobs also lead to increased employee well-being.

Job redesign is thus an alternative approach to reduce job dissatisfaction and enhance the motivational potential of a job. Job design motivation and teamwork are positively related to productivity. Job design is also found to be a strategy to enhance employees' work environment. Wu (2011) is of the view that the relationship between job satisfaction and high-involvement work practices. Their findings show that employee satisfaction can increase participation in high involvement practices. In addition, job satisfaction is positively associated with work design involvement that requires high-problem solving skill levels for job rotation plans. Job enrichment is one such job design technique that contributes to a more interesting, challenging and satisfying job. Job enrichment and job satisfaction ascertains the positive relationship between the two variables.

Thus, work redesign has an influence on productivity and is essential in providing a challenging and satisfying opportunity in organizations. In the Asian context, Ali et al (2010) find that job design can improve employee performance. The job characteristics model (JCM) has been applied to investigate the impact of job design and employee performance in the fast-moving consumer goods sector in Pakistan. Findings assert a significant and positive relationship between job design and employee performance. Job resources also increase the level of nurses' job performance. In addition job design significantly and positively contributes to employee performance.

Theoretical Review

This study is anchored on job characteristics theory and job enrichment theory

The Job Characteristics Theory

According to DeCenzo, et al., Herzberg "suggests expanding the content of a job with opportunities for personal growth, advancement, responsibility, interesting work, recognition and achievement to create more opportunities for job satisfaction and motivation." Organizational psychologists J. Richard Hackman and Greg Oldham built on Herzberg's theories, developing a job design model (referred to as the job characteristics theory or JCT) based on the following five job characteristics:

1. **Skill Variety** or the "degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of a person."
2. **Task Identity** or the "degree to which the job requires completion of a whole, identifiable piece of work; that is, doing a job from beginning to end with visible outcome."
3. **Task Significance** or the "degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large."
4. **Autonomy** or the "degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedure to be used in carrying it out."

5. **Feedback** or the “degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance.”

Job Enrichment theory

The theory of job enrichment is attributed to Frederick Herzberg, who famously stated that “if you want people to do a good job, give them a good job to do.” Herzberg believed that “employee satisfaction can be enhanced through ‘job enrichment’—the addition of different tasks associated with a job that provides greater involvement and interaction with that job.” Specifically, he proposed that: “the job must use the full ability of the employee and provide them with sufficient challenge and any employee who demonstrates an increasing level of ability should be given correspondingly increasing levels of responsibility.

Component of job enrichment theory

- *Learn new skills:* By having more responsibilities, the employee will have the chance to work on new tasks and therefore learn new skills. Decision making can lead to the employee to think, decide, and try new things. By having to learn new skills, the employee has the opportunity to become proficient at certain tasks and even become experts.
- *Reduce boredom:* Job enrichment focuses on giving employees more variety and responsibilities. The target of job enrichment is to reduce the chance of boredom from the repetitive, tedious activities.
- *Creates a better work environment:* The net result of job enrichment is an overall more positive environment that promotes maximum productivity. This is simply because employees who are treated better tend to have better attitudes around the work place and tend to spread that positivism around the office.

Techniques for job enrichment theory

Job enrichment, as a managerial activity, includes a three-step technique:

1. Turn employees' effort into performance:

- Ensuring that objectives are well-defined and understood by everyone. The overall corporate mission statement should be communicated to all. Individuals' goals should also be clear: each employee should know exactly how he/she fits into the overall process and be aware of how important their contribution is to the organization and its customers.
- Providing adequate resources for each employee to perform well. This includes support functions like information technology, communication technology, and personnel training and development.
- Creating a supportive corporate culture. This includes peer support networks, supportive management, and removing elements that foster mistrust and politicking.
- Free flow of information. Eliminate secrecy.
- Provide enough freedom to facilitate job excellence. Encourage and reward employee initiative. Flextime or compressed hours could be offered.
- Provide adequate recognition, appreciation, and other motivators.

- Provide skill improvement opportunities. This could include paid education at universities or on the job training.
- Provide job variety. This can be done by job sharing or job rotation programmes.
- It may be necessary to re-engineer the job process. This could involve redesigning the physical facility, redesign processes, change technologies, simplification of procedures, elimination of repetitiveness, redesigning authority structures.

2. Link employees performance directly to reward:

- Clear definition of the reward is a must
- Explanation of the link between performance and reward is important
- Make sure the employee gets the right reward if performs well
- If reward is not given, explanation is needed

3. Make sure the employee wants the reward. How to find out?

- Ask them
- Use surveys (checklist, listing, questions). Once you know what the employees want, give them the tools they need to earn it and follow through on your word.

Findings

Job redesign is a conceivable way to mobilize employee performance through the interaction with job satisfaction. We deduce that job satisfaction could be a key link to employee performance mobilization. To this end, we suggest that prior to an implemented job redesign, the organizational HR function should provide relevant support endeavours that will increase employee job satisfaction (i.e. training, coaching, etc.). In addition, and crucially, any job redesign requires an underpinning of involvement and consultation with concerned employees. Organizational communication can be an important facet in this scenario, enhancing employee psychological commitment towards an effective job redesign. After all, a committed relationship between employee and manager influences performance (Kaya and Abdioglu, 2010).

According to Perez (2008) job enrichment involves raising the level of responsibility associated with a particular job by allowing employees a greater voice in the planning, execution, and evaluation of their own activities. Although similar to job enrichment, job enlargement does not raise the level of responsibility associated with the work, but rather allows the employee take on additional, varied tasks in an effort to make them feel that they are more valuable members of the organization. One study of enlarged jobs found that that they led to greater employee satisfaction, improved employee initiatives which in turn result in employee retention than those of persons in non-enlarged jobs.

Conclusion

As it is known employees are the most valuable assets of the organizations. So giving concern for them is very indispensable to the organizations. The one thing organizations will do with regard to their employees is to know the turnover intention of employees and the factors leading to it and redesigned job in order to comply with it.

Recommendations

The following recommendations were made from the study:

1. Management should carry out investigation in order to determine the factor that influence employee turnover and redesign the job to enhance employee satisfaction.
2. Job redesigned should be done periodically in order to carry out review that will necessitate job enrichment and job satisfaction.

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