



Measuring Industry-wise difference of employee turnover and its consequences at Site Area Kotri using ANOVA

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Abstract:

This study explored and analyzed the industry-wise difference of employee turnover and its consequences/effects at manufacturing organizations situated in Site area Kotri. The data were accumulated by semi-structured interviews, and a survey was conducted afterwards with the use of closed-ended questionnaire — comprising 37 items. Industry-wise differences of turnover and its consequences were assessed with the help of ANOVA using SPSS 24.0. Industry-wise turnover rates were found to be high at Site area Kotri, but there was no significant difference in terms of Annual employee turnover rate (observed) across the industries selected for this study. Furthermore, three factors/consequences of turnover were found to be significantly different across the industries, while six factors were not perceived to be different across the industries. The industry-wise difference in terms of consequences of turnover implies that industries should develop specific strategies and policies for reducing turnover, though general policies may also be formulated and implemented.

Keyword: Industries, Manufacturing Organizations, Turnover, Consequences

Introduction

Sindh province plays a significant part in economic development and growth of country. There are 136 small to large scale concerns situated at Site area Kotri, which have their membership in Kotri Association of Trade and Industry(KATI), the site is the second largest industrial area in the province (Kotri Association of Trade and Industry, 2020). An approximate number of 150 small and large organizations was also reported — including non-members of KATI (Regional head of Employee Old Age Benefit Institute, 2015, personal communication, 8 December). Whereas, total 80 industrial units were reported, out of which 70 are functioning and engaging approximately 27000 to 30000 employees (Assistant Director, Directorate of Labour Hyderabad, 2015, personal communication, 10 December).Industries located in the Site area Kotri cater to residents of various districts of Sindh i.e. Jamshoro, Hyderabad, Karachi, Thatta and Dadu, by providing job opportunities at large, even residents of other provinces also work there. For knowing the turnover status at the manufacturing organizations in Site Area Kotri, Employee Old Age Benefit Institute was visited. Officers of Employee Old Age Benefit Institute stated that there is a high turnover — around 20 percent prevailing in the organizations (Employee Old Age Benefit Institute

Jamshoro, 2015, personal communication, 8 December). Manufacturing organizations were also visited for pilot study and managers accede that there is 15 percent to 20 percent turnover.

Employee turnover is one of the crucial problems for organizations, and it has been intensified due to technological revolutions. Since there has been immense rivalry among organizations that results in workers' exit. Developing countries tend to suffer more, as brain-drain has intensified the problem. Nevertheless the employees' turnover of non-executive staff has been paid scant attention and gives an impetus to pay heed towards this dearth of knowledge. Such as, in-depth comprehension for the attitudes of blue collar workers emphasized by Schmitz (2014). When workers intent to quit their job, and if they actually quit, it leads to adverse consequences as opined by Long et al. (2012). Whereas, if they don't quit a job and remain employed in the organization, the outcome will be the poor performance of employees, which will eventually hinder in goal achievements for the organizations, as Karatepe and Shahriari (2014) described that employees who are planning to leave, tend to lack confidence, perform inefficiently, and deliver substandard services.

There is consensus about negative relationship of employee turnover and organizational effectiveness (Phillips, 1996); nevertheless several other factors influence on organizational performance and their significance vary from organizations to organization (Glebbeck & Bax, 2003).

According to The Centre for Professional Services (CPS) for Human Resource Service (HRS, 2006), some degree of turnover is necessary as it provides opportunity for the infusion of new ideas, insights and new energy. High turnover rate is inevitable; hence both small scale and large scale organizations consider it a severe problem for sustainability (Iddrisu, 2013).

High employee turnover conveys that an organization has inexperienced, untrained and amateur employees in the organization, which may be considered as a vulnerability of the organization. High employee turnover also indicates that dissatisfactory factors are found in the organization, which is displeasing the employees. It also signifies the incurrence of high cost on recruitment, training and development (LeCrone, 2006). In addition, it also symbolizes employees of the particular organization have been distracted from their organizational commitment by the competitors of that organization (Travaglione & Shane, 2005).

This study aimed to determine the consequences of Employees' Turnover at manufacturing organizations of Site area Kotri. Furthermore, it also sought to analyze the industry-wise difference in employee turnover and its effects at manufacturing organizations having their operation in Site area Kotri, which will help in policy making for reducing turnover rates. By extensively reviewing the literature and having interviews as pilot study, eight variables — namely; waste of training, risk to confidentiality, low productivity, machine maintenance problem, decline in quality, spoilage of image, low cohesiveness, and reduction in salary expenses — were identified as consequences of employee turnover. Since these factors were determined after investigating and evaluating the responses of employees working in Site area Kotri, these factors truly represent the real problems emerge in the population and the factors typical to Site area Kotri.

Literature review

There have been several hundred studies of both qualitative and quantitative examinations of the turnover and many ways of understanding the phenomenon suggested. Makhdoom (2017) and Makhdoom (2018a) observed that employee turnover is detrimental for organizations. Likewise, Long et al. (2012) opined that proliferation of direct and indirect expenditure may affect the strength and steadiness of an organization and cause disruption due to high levels of turnover. However, Johnson, Griffeth, and Griffin (2000) and Wallace and Gaylor (2012) have emphasized and distinguished between functional and dysfunctional turnover. Functional turnover is the exit of poor performers, whereas dysfunctional turnover is the parting of good performers.

Theoretical studies are found about effects of turnover, but empirical studies on outcomes or consequences of employee exit are very few. However, six factors were explored as consequences of employee turnover by extensively reviewing the relevant literature, the factors are described below.

Waste of Training

New employees take time to be fully equipped and employees who leave organization are trained and experienced. Such as, Gialuisi (2012) argued that workers have expertise, and command in their work, such learning can be lost due to turnover. Dess and Shaw (2001) identified waste of knowledge, and recurrence of trainings in the organization as results of employee turnover. According to Nawaz et al. (2009), time and other resources are invested on new employees' orientation, training and development, as the entrants tend to be novice and less productive.

Low Productivity

Employees are source of productivity for organization, their quit can lower productivity. Low productivity denotes a decline in the ratio of output production to input effort. According to Shamsuzzoha and Shumon (2007), until the replacement of leavers is made by organization, the productivity of the organization falls down. Mabindisa (2013) described 'disruption and decline in service delivery' as an outcome of turnover. Whereas, Durbin (2000) also described that productivity has negative influence of employee turnover.

Decline in Quality

Decline in quality can be defined as "the change in the level of performance or output to an inferior state, or a noticeable deterioration in the required degree of satisfaction". According to Kwame et al. (2017), labour turnover may result in quality compromise and will ultimately decreased organizational effectiveness. Dess and Shaw (2001) identified that the quality of goods and services may go down in an organization as a result of employee turnover. Ton and Huckman (2008) opined that repeated work setting can improve organization performance so for employees who replace old employees will not be easy to produce quality product or service.

Spoilage of Image

Well reputed organizations establish their goodwill. Makhdoom(2018b) found that spoilage of image is the strongest factor as a result of employee turnover.

Melaku (2014) argued that high rates of turnover can result in loss of trust and customer loyalty, and demotivate employees for being faithful with the organization; even it also discourages potential employees for becoming part of organization. Likewise, Ampomah and Cudjor (2015) established that it is a drawback for an organization if it has higher turnover rates, because it hampers in appealing potential employees. Similarly, Dee (2004) concluded that increase in employee turnover can be destructive for the name of an organization, and it spoils its reputation.

Low Cohesiveness

Cohesiveness denotes social bonds and rapport among employees in their work environment. Shamsuzzoha and Shumon (2007) argued that fresh entrants in the organization take time to assimilate with situations, get along well with the peers, and to be comfortable in the new surroundings. On the other hand, Mobley (1982) asserted that employee turnover has negative implications from organizational-social perspective. Similarly, troubles inside the organization, detached personal bonds, and communication gaps among the employees were found to be possible adverse outcomes of voluntary turnover by Muchinsky and Morrow (1980).

Reduction in Salary Expenses

Reduction in salary expenses denotes the perceived decrease in the amount of money paid by organization as salary or wages to employees. Glebbeek and Bax (2004) established that exit of employees who have higher rewards would be a favorable change for organization. Similarly, Fay (2005) recommended organizations to hire fresher employees at minimum wages for substituting the leavers, turnover can be beneficial consequently. Garino and Martin (2007) also identified the reduced salaries as one of the benefits if employees leave an organization.

Thus, the seven variables determined from literature and six factors explored from interviews constituted total eight variables — waste of training, risk to confidentiality, low productivity, machine maintenance problem, decline in quality, spoilage of image, low cohesiveness, and reduction in salary expenses — that are asserted to be significant in Hypothesis 1, and Hypothesis 2 asserts the industry-wise difference with regard to these variables of employee turnover.

Interviews as pilot study

As pilot study, semi-structured and sequential interviews were conducted until the saturation point was met. The convenient sample composed of 11 senior employees of manufacturing organizations. Latham (2013) suggested saturation around 11 participants. They were asked to describe the consequences of employees' turnover in their organization. Their responses were recorded on hand notes and were translated; thematic analysis was done for identifying factors. There have been seven factors determined as consequences of turnover by developing themes after conducting the interviews. Apart from the factors identified by reviewing the literature, two more factors "Risk to Confidentiality" and "Machine Maintenance Problem" were also identified from the results of sequential interviews. Whereas, Spoilage of Image is emphasized in the literature

but could not be identified in the themes of interviews. Table 1. Exhibits the list of factors along with the sources they identified from.

Table 1. Factors identified as consequences of employee turnover

Number	Factors identified in interview	Factors identified in literature	Factors not identified in literature review	Factors not identified in interview
1.	Waste of Training	Waste of Training	Risk to Confidentiality	Spoilage of Image
2.	Risk to Confidentiality	Low Productivity	Machine Maintenance Problem	
3.	Low Productivity	Decline in Quality		
4.	Machine Maintenance Problem	Spoilage of image		
5.	Decline in Quality	Low cohesiveness		
6.	Low cohesiveness	Reduction in Salary Expenses		
7.	Reduction in Salary Expenses			

Source: This Study

Hypotheses of the study

H1: Waste of training, risk to confidentiality, low productivity, machine maintenance problem, decline in quality, spoilage of image, low cohesiveness, and reduction in salary expenses are significant perceived consequences of employees' turnover at manufacturing organizations of Site Area Kotri

H2: There is significant difference with regard to employee turnover and its consequences among the industries at Site Area Kotri.

Research methodology

For this study, extensive literature has been reviewed. Furthermore, for determining and ascertaining the factors considered as consequences of employee turnover in the actual setting of manufacturing organizations functioning in Site Area Kotri — sequential and semi-structured interviews were taken from the employees of mills situated at Site Area Kotri, and a survey was conducted afterwards.

Instrument

A closed-ended questionnaire was used for conducting survey. The instrument was developed by the nine variables identified from the reviewed literature and themes developed in interviews. It comprised 37 items — four items for each of the nine variables. Responses were measured on a five-point Likert scale; 1=strongly disagree to 5=strongly agree. There was also one question included about annual

turnover rate (observed by respondents). The questionnaire was used as researcher-administered questionnaire for less-educated and uneducated respondents.

Sampling

Sample of the study composed of existing employees—operatives/non-executive workers and line-managers—of manufacturing organizations in Site Area Kotri. Sample size of 352 was taken by Morrell et al. (2001) for nurses' turnover, and size sample of 325 was taken by Lee (2008) for line probation officers' turnover from 4 agencies in Texas.

For collection of data, 420 questionnaires were circulated in 12 mills of Site Area Kotri. The number of questionnaire retrieved was 361, out of which 19 incomplete questionnaires were dropped. Thus, the valid sample size of study is 342 which is 81 percent response rate, Mohammed, et al. (2014) considered 80 percent response rate satisfactory and significant, while working on a similar study. The mills selected for study belong to four dominating industries. Sample size of 102 was taken from oil/ghee industry, 57 respondents were from flour industry, 105 respondents were from textile industry, and 78 respondents from paper industry.

Statistical Methods

Cronbach alpha was used for checking internal consistency and unidimensionality among the items of all variables. Cronbach's α value of all constructs of the instrument are above the recommended criterion 0.7. Furthermore exploratory factor analysis and confirmatory factor analysis was also performed for ascertaining the validity of instrument. Three items were having low factor loading, therefore deleted and eventually, the instrument achieved the construct validity; convergent and discriminant validity. The hypotheses were tested with the use of Analysis of Variance (ANOVA), since the hypotheses claimed about the significance and the difference among the industries with regard to turnover and its consequences.

Results and Discussion

Data were analyzed using SPSS 24.0. Industry-wise differences of turnover rates (observed), and consequences are assessed with the help of ANOVA.

Industry-wise Analysis of Employee Turnover

One item in the questionnaire was about annual turnover rate (observed), and respondents have to answer the approximate annual turnover rate prevailing in their organization. In a similar kind of study, employees were also questioned about the approximate annual turnover rate they observe in the organization by Pawar and Chakravarthy (2014). Hence, results of this study show that employees of organizations situated in Site Area Kotri observe 14 percent annual turnover in their organization, since the mean score 14.00 (SD = 8.6947) exhibited in Table 2.

Table 2. Analysis of variance (ANOVA) for Industry-wise Annual Turnover Rate (n = 342)

	N	Mean	Std. Deviation	Maximum	F	Sig.
Oil	102	13.28	8.12	30.0	1.55	.201
Flour	57	15.91	9.91	40.0		
Textile	105	13.23	6.35	25.0		
Paper	78	14.60	10.85	40.0		
Total	342	14.01	8.70	40.0		

Note. Reprinted from "Employees' exit from manufacturing organizations: Investigating the consequences" by T. R. Makhdoom, 2018, *Pakistan Administrative Review*, 2(2), p. 247.

Annual turnover rate was not found to be significantly different across the industries investigated in this study. As Table 2 shows that F values are less than 3 and p-value is insignificant, since $p > 0.05$. Flour mills functioning at Site area Kotri were found to have highest turnover rates, as mean score is 15.91 (SD = 9.91). Flour mills mostly offers temporary employment and workers are also less trained so neither employees remain committed nor employers strive to retain them in the organization. The paper industry has second highest annual turnover rate with mean score of 14.60 (SD = 10.85). Textile mills and oil mills have comparatively low mean scores 13.23 (SD = 6.35) and 13.28 (SD = 8.12) respectively, because textile mills and oil mills have regular employment policies with retirement benefits as well, and they also have trained and skilled employees. Bares (2017) reported 10.1 percent turnover rate in manufacturing sector while 9.1 and 8.6 percent in 2015 and 2014 respectively. For this study, data were collected in the start of 2017. The overall turnover rates and industry wise turnover rates in site area Kotri are much higher as compared to worldwide turnover rates in manufacturing industry reported by Compensation force — an online website.

6.2 INDUSTRY-WISE ANALYSIS OF CONSEQUENCES OF EMPLOYEE TURNOVER

Industry-wise difference in terms of consequences of employee turnover was measured on five point Likert scale and analyzed with ANOVA.

Table 3. Analysis of variance (ANOVA) for industry-wise employee turnover and its consequences (n = 342)

		N	Mean	Std. Deviation	F	Sig.
Employee Turnover	Oil	102	3.41	1.01	0.969	.407
	Flour	57	3.42	1.00		
	Textile	105	3.33	0.99		
	Paper	78	3.18	1.02		
	Total	342	3.34	1.01		
Waste of Training	Oil	102	3.20	1.00	3.394	.018
	Flour	57	3.03	0.91		
	Textile	105	3.23	1.06		
	Paper	78	2.79	1.04		
	Total	342	3.09	1.03		
Risk to Confidentiality	Oil	102	2.86	0.98	5.438	.001
	Flour	57	2.44	0.87		
	Textile	105	2.80	1.09		
	Paper	78	2.36	0.93		
	Total	342	2.66	1.00		
Low Productivity	Oil	102	3.11	1.10	1.062	.365
	Flour	57	3.26	1.00		
	Textile	105	3.08	1.03		
	Paper	78	2.93	1.09		
	Total	342	3.09	1.06		
Machine Maintenance Problem	Oil	102	3.15	1.03	0.352	.788
	Flour	57	3.26	0.89		
	Textile	105	3.27	0.82		
	Paper	78	3.26	0.82		
	Total	342	3.23	0.90		
Decline in Quality	Oil	102	2.96	0.98	0.345	.793
	Flour	57	2.96	0.83		
	Textile	105	2.89	0.84		
	Paper	78	2.84	0.86		
	Total	342	2.91	0.88		
Spoilage of image	Oil	102	3.30	1.06	2.035	.109
	Flour	57	2.96	1.02		
	Textile	105	3.33	1.06		
	Paper	78	3.10	1.06		
	Total	342	3.21	1.06		
Low Cohesiveness	Oil	102	2.97	0.95	1.902	.129
	Flour	57	2.81	0.80		
	Textile	105	2.69	0.80		
	Paper	78	2.88	0.76		
	Total	342	2.83	0.84		
Reduction in Salary Expenses	Oil	102	3.03	1.06	2.967	.032
	Flour	57	3.24	0.90		
	Textile	105	3.44	1.08		

	Paper	78	3.10	1.07		
	Total	342	3.21	1.05		

Source: This Study

Table 3 describes the results of ANOVA test which was applied to find out the difference in mean scores and significance level of employee turnover and its consequences with respect to the industry of the respondents.

For employee turnover F value is lower than 3 and p-value is not significant as $p > 0.05$, which indicate that employee turnover is not significantly different across the industries investigated in the study.

For waste of training F value is higher than 3 and p-value is significant as $p < 0.05$, which indicate that employees' perceptions of waste of training due to employee turnover vary across industries and analysing the mean score it is identified that employees of paper mills have less concerns about waste of training as a result of employee turnover.

For risk to confidentiality F value is higher than 3 and p-value is significant as $p < 0.05$, which indicate that employees' perception about risk to confidentiality vary across industries. While analysing mean score it is concluded that employees perceive confidentiality of organization is not at risk due to employee turnover because mean score is < 3 , which indicates their response towards disagreement with risk to confidentiality.

For low productivity F value is lower than 3 and p-value is not significant as $p > 0.05$, which indicate that employees perception about Low Productivity due to employee turnover is not significantly different across industries selected for this study, while analysing the mean score it is identified that employees of paper mills have less concerns about Low Productivity as a result of employee turnover

For machine maintenance problem F value is very low and less than 3 and p-value is not significant as $p > 0.05$, which indicate that employees' perception about machine maintenance problem due to employee turnover is not significantly different across the industries investigated in the study.

For decline in quality F value is very low and less than 3 and p-value is not significant as $p > 0.05$, which indicate that employees perception about decline in quality due to employee turnover is not significantly different across industries selected for this study. While analysing mean score it is concluded that employees perceive that quality does not decline due to employee turnover, because mean score is < 3 , which indicates their response towards disagreement with risk to confidentiality.

For spoilage of image F value is lower than 3 and p-value is not significant as $p > 0.05$, which indicate that employees' perception about spoilage of image due to employee turnover is not significantly different across industries, and analysing the mean score it is identified that employees of flour mills have less concerns about spoilage of organization's image as a result of employee turnover.

For low cohesiveness F value is lower than 3 and p-value is not significant as $p > 0.05$, which indicate that employees' perception about low cohesiveness due to employee turnover is not significantly different across industries. While analysing mean score it is concluded that employees don't think cohesiveness among employees of organization decreases due to employee turnover, as mean

score is < 3 , which indicates their response towards disagreement with low cohesiveness.

For reduction in salary expenses F value is very close to 3 and p-value significant as $p < 0.05$, which indicate that employees perception about reduction in salary expenses due to employee turnover is significantly different across the industries investigated in the study.

Discussion

The overall employee turnover rates (observed) in manufacturing organization of Site area Kotri were found to be 14 percent which are much higher as compared to worldwide turnover rates in manufacturing industry reported by Bares (2017) at an online website Compensation force. As 10.1 percent turnover rate of manufacturing sector in 2016 while 9.1 and 8.6 percent in 2015 and 2014 respectively were reported. Industry wise turnover rates were also found to be high as well in Site area Kotri. Furthermore, Annual employee turnover rate (observed) was found not to be significantly different across the industries investigated.

Industry-wise analysis of the responses about employee turnover and its consequences with ANOVA test indicates that there was significant difference among the three factors (consequences) across the industries namely; waste of training, risk to confidentiality and reduction in salary expenses, whereas six factors were not perceived to be different across the industries namely; employee turnover, low productivity, machine maintenance problem, decline in quality, low cohesiveness and spoilage of image.

Waste of training has highest mean as consequences in textile mills as compared to other mills, while it has lowest mean in paper mill. It can be concluded that textile mills have technical training and learning which itself is a worth and if employee leave that worth is lost. While it has least value in paper industry that may denote the ease/or adaptability of work done in paper mills. The factor risk to confidentiality has also industry-wise difference, as textile mill and oil mills have concerns regarding their confidentiality, while paper and four mills have least concerns regarding their confidentiality as result of employee exit. Furthermore, textile industry comparatively strongly perceives that because of employees' exit salaries are saved by organizations, whereas in oil mills this is comparatively least as perceived consequence of turnover.

Conclusion

Site Area Kotri provides job opportunities for the workforce of nation, as they can make their living and ultimately contribute to GDP of the country; hence it is a gigantic avenue of employment and hub of industries. By this study, empirical evidence is provided about the consequences of employee turnover, which was a dearth in the literature. The objective was to analyze the industry-wise difference among the industries in terms of employee turnover and its consequences, which was achieved by comparing mean scores of different variable across the industries.

The industry-wise difference in terms of consequences of turnover implies that industries should develop specific strategies and policies for reducing turnover, though general policies may also be formulated and implemented, as majority of

the consequences of turnover are not significantly difference across the industries.

Seeing the effect of employee turnover on other factors that are harmful for organization, it is imperative to take some corrective measures by improving human resource practices.

Limitations and recommendations for future research

For this study, only non-financial factors with qualitative/categorical data were taken, whereas factors of financial performance were ignored, that can be highly affected factors. For knowing the effects, financial factors can also be explored by reviewing and comparing the financial statements of organizations before turnover and after turnover.

Except one variable i.e. reduction in salary expenses, only negative consequences of turnover are emphasized; data collected from interviews also pertain to negative consequences of turnover. Turnover can be beneficial for organizations, as functional and dysfunctional turnover were emphasized by researchers (Johnson et al., 2000; Wallace & Gaylor, 2012), hence there is need to identify effects of functional turnover.

Observed employee turnover was used rather taking actual turnover, a longitudinal study can be conducted by taking actual turnover figure from organizations and their effects can be discovered.

Sample of the study composed of large number of less educated or uneducated employees, therefore the study suffered less cooperation and may be affected by inadequate responses. This weakness can be covered by conducting a qualitative study involving in-depth interviews and focus group, as respondents' opinions can be interpreted thoroughly.

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