

Introduction:

In the era of globalization, it has been regarded to be a key issue to deal with employee turnover for any business organization. To fulfill the basic needs and provide a good working environment, good pay and other benefits in an economic approach is quite multifaceted and burdensome to an organization. Every business desires to increase the productivity and lessen turnover, thereby leading to be profitable. Employee turnover supervision is an obligation to attain organizational goals effectively. However, high turnover would bring devastation to the business in the form of both direct and indirect costs. Direct costs are referred to costs such as expenses on recruitment, selection, orientation, workshop and training for the fresh employees. Indirect costs are indicated to spending on education, condensed self-confidence, stress on the existing worker and the collapse of social capital. Moreover, high employee turnover will put at risk on reaching the organizational goal. To combat the challenges in the cutthroat business world, management has considered employee turnover as a major concern and initiated some measures to retain them in the organizations. However, due to the less attention, top management does not concentrate on this major issue. They are perhaps little capable of realizing the situations about how employee turnover has a detrimental effect on the productivity of the organization. Therefore, it is more significant to conduct the research on employee turnover to help business organizations by identifying their problems, analyzing the information and recommending possible solutions in recent time.

Factors affecting employee turnover and sound retention

Turnover, in essence, results from job dissatisfaction for individual employee in the work place. However, being dissatisfied in a work is not the only reason of leaving the company. When employees possess skills that are in demand, they are likely to be tempted by a high salary, more benefits or better potential for career development. Consequently, it is sometimes necessary to understand and identify the difference between employees who are unsatisfied, leaving the job and those who quit for other reasons. There is a variety of causes and influential factors that result in employees' turnover of an organization.

Managerial factors. High employee turnover is caused by the instability in the management of an organization. Employees are more inclined to stay and work when the organization is stable and friendly working environment. The obligation of a quantitative approach to managing the employees has led to disillusionment of employee and so it directs to turnover. Because of this, managers should not apply the quantitative approach in supervising their employee. Approving a cost oriented approach to labor costs increases employee turnover. If managers take steps to cut the labor turnover, it is essential to avoid all these approaches. Organizations could eventually reduce in size turnover unless organization has performed as well balanced communication system between managers.

Working environment One argument put forward is that a high turnover of labor possibly implies poor staffing and selection policy, poor supervisory system, weak grievance procedure and lack of motivation. All these issues can result in high labor turnover in the sense where there have been no appropriate managerial guidelines on personnel issues and, thus, employees decide to leave the job. If working environment is low-grade due to lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, restroom, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time. Besides, a bad boss creates an adverse working environment, thereby leading the employees to leave the job.

Pay. “Pay is something given in exchange for services rendered in an organization”. It has played a significant role in retaining and rewarding high quality human resources. To be more precise, one of the critical factors of employee turnover is lower salary. When employees’ receive lower salary and insufficient financial rewards, they tend to stay no longer with the organization. It is often said that job dissatisfaction is the major cause of poor pay scale procedure, leading employees to leave the job. A good illustration of this is that a new employee may guess why the person next to him gets a high salary for what is supposed to be the similar job. A common opinion is that good pay can be a strong determinant of job satisfaction that leads to achieve higher productivity in the organization.

Fringe benefit. A fringe benefit is a meandering incentive contracted to an employee or a group of employees as a part of executive membership, which has an effect on performance and employee retention. It can be argued that benefit scheduling is a critical section of human resource planning process on account of huge expenditures and financial resources approved for the future. At the managerial level, a fringe benefit is critical to attract, retain and motivate the employees who may continue to work for organizational success. One reason for this is that fringe benefits play an important role to persuade individual’s interest to work with an organization. In fact, numerous organizations provide fringe benefits, incentives and recognize employee’s performance, directing a device of motivation .

Career promotion. In wide terms, reward program demonstrates the broad theory of compensation strategy which is described as the “deliberate utilization of the pay systems as an essential integrating mechanism through which the efforts of various subunits or individuals are directed towards the achievement of an organization’s strategic objectives. The best way of promoting and motivating employees would be a combination of pay, promotion, bonus and other kinds of rewards to achieve organizational performance. The reason behind is that lack of promotion and ordinary work responsibilities considerably can lead to the intention of turnover. To an extent, employees consider leaving the organization due to the ineffective performance assessment and perceptions of job unfairness. By implementing “job enrichment” programs, organization would be capable of retain employee and to provide the opportunities for better career development.

Job fit. Selection process is related to the fit between the candidate and the job. job satisfaction levels will go up if there is a good fit between qualities of the applicants and the job. Therefore, it is imperative to have a good fit between what the candidate wishes for and what the organization requires. Organizations will increase the productivity if they recruit the suitable employees and take necessary measures to increase job satisfaction. On the other hand, turnover will not be minimized until employees are not satisfied with the job. As a result, management needs to deal with the pressing issue of employee's turnover and job satisfaction.

Clear job expectation. If organizations cannot fulfill the highest capacity of personal job demand, employees may have a feeling of job dissatisfaction that result in turnover intention. One of the major causes of employee's turnover is that employees depart the organization, while newly hired employees do not get their job expectations. Secondly, some employees are rather unlikely to be in a situation to tolerate few managers or supervisors and, hence, they come to a decision leaving their positions. As a consequence, it is more imperative for an organization to understand employee's job anticipation and, side by side, take necessary steps to fulfill their needs.

Perceived alternative employment opportunity. Employees leave the organization if there is a possibility to get an alternative work. However, it can be argued that this is an unmanageable issue, depending on the external environmental factors, such as job availability and the rate of unemployment. We observe this when personnel with higher educational background is more qualified and experienced so that they can perceive alternative job opportunity. In other words, higher educated employees have more chance of upgrading their positions in comparison with less educated employees and are likely to consider their qualification as a competitive advantage.

Influence of co-workers. In 2002, a study carried out by Martin and Martin (2003) of 477 workers in 15 companies investigates the reasons why employees are intended to quit the job. One of their major findings is that "co-workers intentions have a major significant impact on all destination options – the more positive the perception of their co-workers desire to leave, the more employees themselves wanted to leave". In fact, job change acts as a form of social pressure or rationalization on employees while co-workers intend to leave their positions.

4. Sound strategies to minimize employee turnover It is uncompromisingly indispensable to stay put the potential employees in the organization. Managers need to arrange training and learning program how to focus on key employee satisfiers and dissatisfiers so that they can make a well balanced job design and control system to retain employees in the organizations (Staw et al., 1986). One of the major causes of job dissatisfaction is poor income, which may result in employees leaving the organization. Therefore, it is more essential to build up a sound retention plans and have a good relationship between managers and workers in any organization. 4.1. Recruiting suitable employees.

Retaining valuable employees.

Mobley (1982) describes that it is the responsibility of an organization to retain the potential employees because they will probably contribute the firm to reach the destination. The immediate cause of this, retaining the best employees for an employer could have a competitive advantage as compared to others. HR management should take steps for an appropriate employee assessment so that the most suitable candidates are employed. According to Mobley (1982), "The quality of an organization's people is always an essential ingredient of successful strategy execution – knowledgeable, engaged employees are a company's best source of creative ideas for the nuts-and-bolts operating improvements that lead to operating excellence". Firms may employ next to kin of applicants as the best way to motivate and retain the top talent. Despite the fact of family reasons, this approach will minimize the family reasons to quit the organization, particularly, in the technical work.

4.3. Effective leadership. It is fairly likely that employees will not stay in their jobs due to the lack of support from managers (Mobley, 1977). Many researchers are of the view that poor supervision is one of the leading factors of employee turnover and, hence, it is vital for an organization to coach its managers in order to improve their organizational and leadership skills (Porter and Steers, 1973). It comes to appear that employees do not have to be friends with their boss, but they need to have a good relationship with their respective boss. However, one argument put forward by management experts is that boss needs to provide direction and feedback, spend time in one-to-one meetings, and work with them cooperatively. HR managers often develop new ideas to improve employee retention, but HR experts believe that one of the most important retention tools is being a leader instead of a manager, so they suggest that a manager needs to push towards the potential of employees and appreciate them in terms of their performance. It would be also a responsibility of an effective leader to take care genuinely about their concerns and provide tools for personal and professional development (Guion and Gottier, 1965). An employee reports to undermine the employee's engagement, confidence, and commitment to have a toxic relationship with the individual. A bad boss is one of the reasons why employees quit their job. A good illustration for this is that boss keeps update information that employees need to succeed. He or she cannot perform his job or accomplish his goals without their help. So, manager shares a critical interdependence with employees. If manager rarely supports them to complete the tasks successfully, they cannot perform well in their assigned responsibilities. In fact, employees will not progress without the information, perspective, experience, and support of manager (Maertz and Griffeth, 2004). Based on a recent study, it can be argued that the direct and indirect effect of managerial support on turnover cognition represent inconsistency of the reason of manager on turnover intention (Campbell and Allen, 2007).

4.4. Training and development. Management should initiate to create an environment, where key information has been freely communicated. Employees have the opportunities to be well-informed and insightful for further career development, as well as variety form of training program will rationally be foremost to an organization. Therefore, this will result in retaining the employees and have a positive impact on organizational productivity.

Identifying the economic problem. Generally, employees are most likely to generate the turnover intention due to a variety of economic reasons. If we provide evidence, Ford's car plants have experienced a significant number of employee's turnover frequently reaching rates as high as 300 to 400 percent per year. When the company enables to realize and identify the problem, a decision has approved to increase the basic wages doubled from 2.50 dollars to 5.00 dollars per day and, by doing so, the rate of labor turnover has radically reduced.

\ **Job satisfaction.** The job content and autonomy are the two major job related motivational factors that lead to an increase of employees job satisfaction. Once employees realize that they are authorized to take part in the decision-making process, they could be motivated and desire to do their best for the organization. "Turnover studies primarily have established that satisfaction with supervision promotes job retention without necessarily identifying specific behaviors by supervisors that commit employees to the company". Experts have identified some factors that are likely to make employees satisfied at work such as good pay, friendly working environment, cooperative colleagues, career counseling and opportunities for training and development. It is also noted that "employees desire managers who realize and treat them fairly" Unless managers are fair, logical and caring to their employees, it is fairly likely

Unionization. One of the major advantages of labor unions for organizations is that they lead to less employee's turnover. It is quite probable that employees will not leave their jobs as frequently if they are the members of labor union. One cause for this is that they have to pay dues to be a part of the union, and they typically do not want to lose their position in the organization. Labor unions are organizations in which employees bond together to create a collective voice for negotiations with employers. Previous studies suggest that labor union may be capable to provide safe and better working environment by the negotiations between labor and management, resulting in lower turnover . Another benefit is that labor union by their effective working can improve employee satisfaction. While employees deal with unions, they are likely to be more satisfied, as they have a voice to speak to the employer and get higher wages on average and fringe benefits packages

Organizational culture. A well-developed organizational culture is one of the factors that influence the employees to stay put in the organization. If employees are not being contented with the culture, work environment, organizational structure, the probability is that they will quit the job . It is often said that organizations are able to attract and motivate employees by practicing the best organizational culture. Thus, it may lead them to continue work in the organizations.

Balancing work and family life. There can be avoided various retention problems if the organization finds a solution to help employees to effectively control their commitment at home and at work.