A STUDY ON ATTRITION – TURNOVER INTENTIONS OF EMPLOYEES

Dr. S. Rabiyaithul Basariya
Associate Professor, Department of Finance and Accounting,
Lebanese French University, Erbil

Dr. Ramyarrzgarahmed
Head, Department of Finance and Accounting,
Lebanese French University, Erbil

ABSTRACT

Representative turnover has dependably involved worry for associations. A substantial level of representative turnover is profoundly negative to both the association and in addition the workers. Step by step instructions to diminish worker's turnover aim is an exceptionally vital test for the present HR administrators. Pay better motivators and representative's motivational procedures have been pointless and old practices of the human asset administration. To break down worker's turnover aim and its effect on authoritative results 100 polls were dispersed to the first and center line representatives in chose composed retail outlets in Bangalore. This is a subjective research. The investigation was done through survey. From the econometric examination, it is discovered that turnover aim has effect on steady loss factors, for example, QWL, vocation development, working hours, individual/family reasons, and connection with inner co – specialist, welfare, working condition, and compensation.

Key words: Attrition, Turnover intention, Retention.

Cite this Article: Dr. S. Rabiyaithul Basariya and Dr. Ramyarrzgarahmed, A Study on Attrition – Turnover Intentions of Employees, International Journal of Civil Engineering and Technology (IJCIET) 10(1), 2019, pp. 2594–2601.
http://www.iaeme.com/IJCIET/issues.asp?JType=IJCIET&VType=10&IType=1

1. INTRODUCTION

HR are developing prepared experts to stay up to date with arrangements, systems, and consistence prerequisites, whittling down and best practices. Representative turnover might be comprehended as the worker leaving the association or calling deliberately. It has been seen that willful turnover is an interdisciplinary and multidimensional build. Different investigations, throughout the years, have been led and distinctive models have been proposed to clarify turnover of workers. Diverse elements have been cited in the models to reason out the stopping conduct of representatives. Be that as it may, each model demonstrates one
normal factor – turnover aim – as the predecessor of real turnover conduct. This investigation plans to discover the components deciding the expectation of turnover and wearing down.

2. RETAIL INDUSTRY IN ASIA

Presently, Asia is the fifth biggest retail showcase on the planet. The Asian retail industry is separated into composed and disorderly divisions. Composed retailing alludes to exchanging exercises attempted by authorized retailers, that is, the individuals who are enlisted for deals assess, pay impose, and so forth. These incorporate the corporate-sponsored hypermarkets and retail chains, and furthermore the exclusive substantial retail organizations.

3. BACKGROUND TO STUDY CURRENT ATTRITION RATE IN ASIAN RETAIL

As per Meyer and Allen (1997) the investigation, saving money and back area saw the best representative turnover at 25%, or, in other words on by stable economies, developing markets and expanded retail financial specialist certainty. The steady loss rates are similarly high with regards to the retail business. "The steady loss rate in the business is 30-35 percent. The fundamental reasons being - it's an extreme occupation to be on feet the entire day and grin at clients, second, the activity is response serious and the business is predominantly transactional". According to human asset specialists, the normal steady loss rate is anticipated to develop at 31% in Indian firms in the April-June quarter, an ascent of 9-10% from the first quarter (January-March). In the April-June quarter of 2011-12, the normal wearing down rate was 27%. For the most part, workers would have gotten their yearly evaluations amid the April-June period and those not content with their execution audit or compensation climbs look for better chances. Thus, whittling down rates are seen going up in these three months, specialists opined. It is comprehended that the activity included is physically and rationally tiring and the open doors for individuals to move over the business are unquestionably in contrast with some other industry.

4. REVIEW OF LITERATURE

(Kim and Stoner, 2008) stressed that workers expect to leave on account of variables identified with individual (e.g. statistic components or identity), work (e.g. nature, substance or outline of employment) or association (e.g. pay, director or associate). Social help and occupation self-governance may have an immediate negative effect on the representative turnover goal.

(Adhikari, 2009) distinguished the components influencing worker wearing down in the IT and ITES industry. The paper recognized four elements. Business related issues have the best effect on whittling down. The other three being manager related issue, aptitude of workers and the pay. Pay appeared to have minimal impact on steady loss. (Ho et al., 2010) accentuated the significance of push and draw factors while understanding representative steady loss in the Malaysian administration industry. Work pressure, inappropriate work-life parity, and poor relations with associates are a portion of the elements which goes under the umbrella of push variables and advancement openings, better remunerations, want for higher investigations, and intriguing work are a portion of the force factors.

(Deepa and Stella, 2012), in their exploratory investigation on "Representative turnover in the IT business with exceptional reference to Chennai city", featured various components which add to worker turnover. Socioeconomics, Organization’s execution, Organization’s culture (as far as its reward framework, authority, shared objectives and so on.), Employees individual attributes (like want to learn, change in close to home life, new occupation offer
and so on.), Job qualities, Unrealistic desires are the elements that are seen to upgrade worker turnover in the IT business.

(Bliss P. furthermore, Radhakrishnan 2012) in their examination on promoting officials of monetary item organizations distinguished six variables which influences whittling down. 58.77 percent of fluctuation was mutually clarified by all the six components. Work particular steady loss, human asset arrangement of the association, manager conduct with sub-ordinates, winning monetary powers, individual representative impact and openings in the general public are the six variables distinguished in this examination. A positive relationship among every one of the variables was bolstered by the connection framework.

(Zahra, et al., 2013) have featured the noteworthiness of commercialization of instruction which prompts workforce turnover. As the quantity of Universities is expanding there is a change in perspective which is expanding the staff turnover as a result of plentiful chances. (Vinit et al., 2013) featured that elements like examination, transparency, preparing, and flexibility go about as key influencers for worker turnover. Subsequently these are the parameters on which a representative thinks previously choosing to leave an association.

(Saleem and Affandi, 2014) investigated the effect which Human Resources hones have on the worker steady loss. Reasonableness of remunerations and development openings were viewed as the key components impacting the employees” choice to leave an association.

Conceptualist turnover to be a psychological response and rest on the belief that turnover is an individual choice behavioural pattern (Lum et al., 1998). Intention to leave has a behavioural implication as it entails one’s attachment to the organization (Iverson and Roy, 1994) or the degree of likelihood of an employee forfeiting membership in an organization (Boshoff et al., 2002; Currivan, 1999).

Sagar et al (1998) referred to turnover cognitions as mental decisions intervening between an individual’s attitudes regarding the job and the stay, or leave, decision. According to Houkes et al.2003, turnover intentions might be seen as a psychological outcome and to Elangovan(2001), intention to quit represents an attitudinal orientation or a cognitive manifestation of the behavioural decision to quit.

The question is important when one sees the difficulties some companies encounter in retaining their best employees, particularly in the context of a volatile labour market for those occupations that are in particularly high demand (Longenecker and Scarezzo, 2003).

Moreover the direct and indirect cost of uncontrolled labour turnover can be substantial (Tziner and Birati, 1996) and it would be an error not to take into account any leverage a company might have over this phenomenon – at least for the purpose of understanding it.

From this perspective, while research has shown the importance of some organizational characteristics (internal career opportunities, size, organizational climate etc.) and environmental variables (available employment alternatives, economic and market conditions, etc) affecting turnover, we know little about how a company’s reputation can influence employee retention. The goal of this Paper is precisely to examine how employee’s perception of the external image of the company they work for influences their intentions to stay or to leave. We attempted to study this topic using a questionnaire based survey completed by management level employees. Organizational image and reputation can be seen as reciprocal messages between the organization and the outsiders (Whetten and Mackey, 2002).

Job satisfaction is the second essential determinant of turnover cognitions in the models presented in the literature. Satisfaction is the positive (negative) evaluative judgment one makes about one’s job or job situation (Weiss, 2002), While dissatisfaction can influence employee intention to quit, a positive evaluation or an appreciation an contribute to the intention to stay.
As mentioned, the reason that satisfaction and commitment have received so much attention is that they have been found to predict turnover intentions (eg. Martin 1982), (Francis- Felsonet, al. 1996). A Meta-analysis generally confirmed the findings of the two affirmative studies (Irvine and Evans 1995). Find out job factors such as routnization, autonomy, feedback, role conflict and role ambiguity had larger association although work overload has small association. The work environment factors, supervisory relationships, leadership, stress, advancement opportunity and participation had association of similar magnitude to those of the job factors. Job characteristics that were measured on multi – item scale included role conflict (seashore et.al 1983), role ambiguity (Caplan et al, 1975), feedback received from others (Simset al, 1976) and quantitative work load (Quinn, et al. 1971. There were also six single – item job characteristic measures used: task control(Greenberg 1982), my work schedule meets my personal need, i feel physically safe at work, employees get the training they need to do their jobs, paperwork interfaces with providing care , able to do job independently of others.

The latter five items were developed and pilot tested specifically for thus study. There were five work environment characteristics measured, task orientation, work pressure, task clarity, and innovation came from the modified versions of the work environment scale (Insel and moos 1974).

5. FACTORS FOR ATTRITION IN RETAIL INDUSTRY

There are some of the factors for attrition in retail industry from Articles, they are

- Career Growth/ Better opportunity
- Salary/perk
- Work atmosphere/ infrastructure
- Relationship with superior
- Freedom at work place/work
- Work profile
- Job security
- Rewards and recognition
- Stress / work pressure

For the purpose of study the following factors were identified after conducting interviews with industry experts. So based on these below factors the questionnaire been prepared and collected data.

- Working condition
- Salary
- Welfare
- Working hours
- Relationship between internal customers
- Career growth
- Personal/ family reason
- QWL
6. STATEMENT OF THE PROBLEM
Skilled employees are hopping from job to job and taking with them the customer knowledge and technical expertise your company needs. Their salaries are increasing along with their perks, benefits and bonuses. This study is carried out to trace out the most influencing factor of attrition and the intention to attrition.

7. OBJECTIVES OF THE STUDY
- To identify various factors that leads to attrition
- To come out with suggestion to prevent

8. OPERATION
8.1. Turnover
Turnover is the process through which staffs leave a business or organization and that business or organization replaces them. Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary.

8.2. Attrition
Attrition may refer to the gradual reduction of the size of a workforce by not replacing personnel lost through retirement or resignation

8.3. Turnover Intentions
Turnover intention is an aspect of employee turnover in a business and cannot always be measured adequately through charts or surveys until after the actual turnover occurs.

There are two types of turnover intent: voluntary and involuntary. Voluntary turnover is when someone leaves of his or her own accord, either because that person is dissatisfied with the job or has found a better job somewhere else. Involuntary turnover is when a person is fired because of poor performance or wrongdoings, or if the employee dies.

8.4. Why do Employees Leave?
In order to allow an organization to design and implement an effective retention strategy, it is important for senior and line management to understand the reasons that prompt high performers to leave and find alternative employment. When thinking about their job, employees feel one or more of the following:
- undervalued, underwhelmed, underpaid or overworked. According to Marcus Buckingham and Curt Coffman, “If employees don’t get along with their managers, don’t like them or don’t respect them, they will leave a company despite a high salary or great benefits. A good manager, no matter the salary, will inspire loyalty.” Good employees leave because they believe another company will treat them better.
- And also various other factors like work condition, salary, welfare, working hours, career growth, personal/family reasons are all will be a reason for the intention of leaving.
9. RESEARCH METHODOLOGY

9.1. Hypothesis
To find whether attrition factors have influence on turnover intention of employees
Ho: there is significant difference between the turnover intention and attrition factor
H1: there is no significant difference between the turnover intention and attrition factor.

The examination is viewed as a subjective research. The number of inhabitants in the association where the exploration is led is 100. The component of the populace is the first and center line representatives of the association are taken under investigation. The technique by which inspecting units were chosen is by straightforward irregular examining. The information gathering is essential information accumulation utilizing an organized poll. The information gathered were investigated utilizing measurable device accessible in the factual bundle for sociology (SPSS). The apparatuses utilized for examination of the information are unwavering quality test, relapse and ANOVA.

9.2. Analysis and Interpretation
To find whether the factors of attrition has an impact on turnover intentions. To analyze the first objective, the mean variables for attrition factors and Turnover intentions is determined and linear regression is performed.

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover Intentions</td>
<td>Working Condition</td>
</tr>
<tr>
<td></td>
<td>Salary</td>
</tr>
<tr>
<td></td>
<td>Welfare</td>
</tr>
<tr>
<td></td>
<td>Working hours</td>
</tr>
<tr>
<td></td>
<td>Relationship with co-workers</td>
</tr>
<tr>
<td></td>
<td>career growth</td>
</tr>
<tr>
<td></td>
<td>personal / family reasons</td>
</tr>
<tr>
<td></td>
<td>QWL</td>
</tr>
</tbody>
</table>

9.3. Descriptive statistics
The descriptive statistics table provides summary statistics for continuous, numeric variables. Summary statistics include measures of central tendency such as mean. Since the items are ensured in a 5 point scale values and above 3 are acceptable.

9.4. Level of goal of turnover contributed by the elements

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Condition</td>
<td>100</td>
<td>3</td>
<td>5</td>
<td>3.99</td>
<td>0.377</td>
</tr>
<tr>
<td>Salary</td>
<td>100</td>
<td>3</td>
<td>5</td>
<td>3.67</td>
<td>0.473</td>
</tr>
<tr>
<td>Welfare</td>
<td>100</td>
<td>3</td>
<td>5</td>
<td>3.5</td>
<td>0.565</td>
</tr>
<tr>
<td>Working hours</td>
<td>100</td>
<td>2</td>
<td>5</td>
<td>2.94</td>
<td>0.799</td>
</tr>
<tr>
<td>Relationship with co-Workers</td>
<td>100</td>
<td>3</td>
<td>5</td>
<td>3.92</td>
<td>0.367</td>
</tr>
<tr>
<td>career growth</td>
<td>100</td>
<td>3</td>
<td>5</td>
<td>3.66</td>
<td>0.494</td>
</tr>
<tr>
<td>personal / family reasons</td>
<td>100</td>
<td>1</td>
<td>5</td>
<td>2.79</td>
<td>0.831</td>
</tr>
<tr>
<td>QWL</td>
<td>100</td>
<td>2</td>
<td>5</td>
<td>3.52</td>
<td>0.703</td>
</tr>
<tr>
<td>valid (N)</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
From the table it is found that the various factors contributing to turnover are all the above mentioned parameters, except working hours and personal/family reasons.

The significant value of factors like working condition, salary, welfare, relationship with co-workers, career growth, personal/family reason, QWL, is more than 0.05, so it can be said that there is no significance difference of opinion of respondents based of educational qualification, but since the significance value of working hour is less than 0.05, F is of insignificant and hence there is difference of opinion on this factor.

10. FINDINGS
1. The first target was to know the impact of turnover expectations on different elements that prompt whittling down. From the examination it was discovered that turnover has effect on whittling down components, for example, QWL, profession development, working hours, individual/family reasons, connection with interior co-laborer, welfare, working condition, and compensation. The model rundown table unmistakably demonstrates the R square esteem where R square =0.365 which suggests that the factor considered has effect on turn over goal
2. The second most impacting variable is working condition. From the investigation among 8 variables, pay and working condition are the most contributing elements towards the turnover aims. The fascinating component to be seen here is that the lion's share of representatives are youth who search for profession development and along these lines weakening is by all accounts high in this class.
3. From the information it is discovered that working condition, compensation, welfare, association with collaborators, profession development are central point for aim of turnover. The examination covers significant part is on male representatives where they look vocation development, pay as an essential factor.

11. CONCLUSIONS
This exploration endeavors to think about a portion of the variables which might be the conceivable explanations behind a representative to leave the association. This examination will encourage the association or administration to ponder promotes on those regions and turn out with inventive/imaginative activity intends to make the representatives feel faithful, great and intriguing work environment. This will unquestionably cut down the whittling down level and in future help administration to lessen cost burned through all through this procedure of enlistment to exit.

REFERENCES


