



Factors affecting employee turnover in readymade garments sector of Bangladesh

Nushrat Nahida Afroz

Assistant Professor, Business Administration, Mawlana Bhashani Science and Technology University, Santosh, Tangail, Bangladesh

Abstract

The purpose of this research is to analyze the factors that influence employee turnover in readymade garments sector of Bangladesh. A total of 7 variables responsible for influencing employee turnover are selected from related literature. The collected data were being analyzed by (SPSS 20). The data analysis is carried out by calculating mean, standard deviation, linear correlation and regression. This analysis reveals that the working environment, salary structure, canteen and medical facilities, leave policies, better job options, job security are the most crucial factors that may influence employee turnover. The data collection method is primary survey on workers of garments industry supported by secondary research on previous research, industry report, government paper, and interview of resource persons. To explore this study data has been collected from 100 respondents who are working in different garments factories of Bangladesh. The analysis shows that correlation between dependent and independent variable is .772 and unstandardized coefficient (B) of variable working environment is -.158, canteen and medical facility is -.072, better job option is .041 and leave policy is .050 and salary structure is 0.067 which shows very poor condition. The findings show that employees of garments sectors are wanted to leave the organization because of job security, salary structure and better job options than this organization.

Keywords: readymade garments, employee turnover, job security

1. Introduction

1.1 Background of the study

The manufacturing sector such as garment, jute and jute related goods, leather and leather related products, home textile, foot wear is contributing towards the utmost percent of Bangladesh Economy (Ferdous, 2015) [11]. Within the various segment of the manufacturing sector, the Readymade Garment (RMG) is one of the successful manufacturing sectors with greater contribution to the national GDP (Hossan, *et al.* 2012a [6]; Chaowdhury, *et al.* 2006).

Ready-made garments are mass-produced finished textile products of the clothing industry. Though the history of Readymade Garment Industry is not older one but Bangladeshi clothing business has a golden history. Probably it started from the Mughal age in the Indian subcontinent through Dhakai Muslins. It had global reputation as well as demandable market around the globe especially in the European market.

In the garments industry, the main aim is to maximize their profit which directly or indirectly is related to the productivity of its employees. Thus, the aim of this organization is to retain its core employees. In other words, minimize employee turnover. Employee turnover turn into central issue to focus for organization's workforce development and strategy. There are some factors that influence employee to leave the organization. Sometimes it is noticed that new job attracts employees very much than the old one. In the other word, employees also want to leave job because of the dissatisfaction in their present work environment. Employees prefer security of their jobs. Lack of job security can be an important reason for the employees to leave their jobs. It is

relatively rare for people to leave jobs in which they are happy even offered by higher salary elsewhere (Carsten 1987) [8]. A lack of proper training and development is also major cause for voluntary turnover.

Today's competitive business world, it is an important task to manage employee turnover for any organization. Naturally people want diversities in his/her everyday life; seeks for new and challenging jobs and good working environment in job place. To provide these things to the employees in an economic way is very difficult and cumbersome. But it is also crucial for any organization to retain its talented employees. Every organization wished to have high productivity, fewer turnovers and to be profitable. Managing turnover successfully is a must to achieve the above goals. Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. Measuring employee turnover can be helpful to employers that want to examine reasons for turnover or estimate the cost-to-hire for budget purposes. Blanket references to turnover can be confusing; therefore, specific definitions and calculations for employee turnover may be useful to human resources practitioners. The focus of the present study was, therefore, not upon the question of a person leaving his or her place of work or how close the connection was between the job dissatisfaction and the turnover, but rather on the factors responsible for the situation of employees quitting their jobs or having the intention to leave.

1.2 Statement of the problem

In present world business scenario, organization growth is one of the main problems for employing and retaining the

esteemed workforce. High turnover rate is problematic and have a negative impact on an organizational performance. This paper has tried to study the key factors that responsible for employee turnover in garments sector.

1.3 Scope of the study

This study covers the factors affecting employee turnover of garments sector. The organizational factors include; Individual factors include working environment, salary structure, canteen and medical facility, leave policy, better job option, job security,

Age, designation, department they are the independent variables; employee turnover is the dependent variable. This study has emphasized on the following scope:

- This study is helpful to the garments sectors for conducting further research.
- This study helps to identify the pulse of satisfaction and dissatisfaction level that measures how long employee want to stay this organization.
- It is helpful for taking remedial action to reduce employee turnover.

1.4 Limitations of the study

The researcher faced some problems and limitations during the entire process of the study. Some of them are-

- It was not possible to incorporate a huge survey and take a big sample size, as most of the readymade garments workers were reluctant to disclose their internal policy and provide responses because of the confidentiality and busy work hours.
- Since the respondents were asked to fill up the questionnaire, there is a lot of chance that they were not completely truthful about their opinion and filled up the questionnaire out of reluctance. So, 100% accuracy can't be measured.

1.5 Objectives of the study

The objectives of the study can be stated as follows:

- To identify the main reasons of employee turnover in garment sector.
- To identify, categorize and analyze the individual impact factors that affect employee turnover in readymade garment sector.
- To help them by identifying their problems and give some required suggestion to reduce employee turnover.

2. Literature Review

"Employee turnover is a ratio comparison of the number of employees a company must replace in each time to the average number of total employees (Agnes, 1999) [1]. A huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest (Samuel, *et al.* 2012) [35].

Turnover refers to the amount of movement of employees in and out of an organization, normally present in terms of the turnover rate (Chruden & Sherman, 1972) [9]. The rate of turnover varies from company to company. The highest level of turnover normally found in private sectors than public sectors. The levels of turnover also vary from region to region.

The highest rates are found where unemployment rate is lower and where it is easy for people to get alternative employment (Rankin, 2006) [32].

Mobley (1982) [25] gave the meaning of employee turnover as the discontinuance of membership in an organization by the person who received monetary compensation from the organization. Tanke (2001) has defined turnover as the movement of employees out of the organization. Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover (Beam, 2009) [4].

Turnover occurs for many several reasons. Sometimes new job attracts employees and pull them to leave the old one. In contrary employee also pushed to leave job due to the dissatisfaction in their present workplace or by domestic circumstances when someone reallocates with their spouse or partner (Champion, 1991) [6].

Mobley *et al.* (1979) [24] suggested two factors that are related to the employee's progression through successive stages of withdrawal. One factor reflects the employee's evaluation of the organization's future expected value and the tension associated with the employee's present work conditions. In turnover process, everyone usually points out one factor for their turnover choice, but there are always more factors on the back hand that works as push-cart or driving force for that factor (Jaffari, 2011) [19]. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover (Kevin *et al.* 2004) [20]. It was found that employee goal setting (Medlin and Green 2009) [28]; career growth (Hamel and Breen, 2007) [15], work environment (Cardoso and Monfardini, 2008; Hansen, 2008 and Burke and Hsieh, 2006) [7, 14, 5], job satisfaction (Palazzo and Kleiner 2002; Garcia and Kleiner 2001 [29, 12]; training and development (Walsh and Taylor 2007; Shaw *et al.* 1998; Huselid, 1995) [38, 37, 17] are the foremost decisive factors and very strong predictors of employee turnover intention. Sometimes employee turnover benefits organizations positively. This might happen when a poor performer is replaced by a more skilled employee and when a retired employee replaced by a younger one. Employee turnover may be also costly as it requires different cost to take account such as administrative e costs of recruitment, cost of covering during the period in which there is a vacancy, training cost for the new employee etc. (Philips, J.D. 1990) [30].

As Ahamed, F (2012) [3] points out according to his study on, *Improving Social compliance in Bangladesh's Ready-made Garment Industry*, many have investigated that working conditions in the apparel sector are below standard and do not meet the ILO standards. Labor and employee standards and rights are commonly ignored in the apparel factories in Bangladesh: poor practices include the absence of trade unions, informal recruitment, and irregular payment, sudden termination, wage discrimination, excessive work, and abusing child labor.

In addition to that even Kumar (2006) [21] focuses that garments workers are concerned with long working hours or double consecutive shifts, personally unsafe work

environment, poor working conditions, wage and gender discrimination. Indeed, employers treat the apparel employees as slaves, exploiting workers to increase their profit margins and keep their industry competitive in the face of increasing international competition (Kumar, 2006) [21].

Turnover could be minimized through considering different preventive measures by the management. These may include providing training to the line managers for an effective supervision before appointing or upgrading them, providing security of jobs with good working environment etc. There may be an offer for re-training the existing managers who have a poor record at keeping their staff happily. Supervising managers could be accountable for employee turnover in their teams. Maximization of opportunities for individual employees such as accommodate individual preferences on working hours, regular appraisals, providing as much job security as possible can help to reduce turnover (Hutchinson, and Purcell, 2003) [18].

3. Methodology

3.1. Research Design

The research design adopted for this study is exploratory in nature. By analyzing literature review and conducting two focus group discussions (FGD) with RMG employees, 7 variables have been identified that effect employee turnover of garment sector in Bangladesh. Among them 6 were Independent variables in the following: working environment, salary structure, canteen and medical facility, leave policy, better job option, job security and Dependent Variable: employee turnover.

3.2. Data and data collection technique

Both primary and secondary data have been collected for this study.

3.2.1. Primary data collection: Though both secondary and primary data are used, primary sources of data collection are given priority over the secondary sources. Primary data have been collected through questionnaire and in-depth interview.

3.2.2. Questionnaire: Data have been collected by a structured questionnaire which comprises 7 statements and respondents had to give their level of agreement on 5-Point Likert Scale. Length of the statements is small and the average interviewing time was approximately ten minutes. Strongly Disagree=1, Disagree= 2, Neutral =3, Agree=4, Strongly Agree=5.

3.2.3. Secondary Data Collection

Secondary data have been used from different articles, publications, books, news published in the daily newspapers, speeches in conferences, other related literatures, and website of BGMA, BKMA, BEPZ, DEPZ, and Ministry of Commerce etc.

4. Analysis & Findings

Analytical tools

Descriptive statistics have been used to analyze the demographic variables of the respondents. For inferential statistics, correlation and regression analysis has been used. Data have been analyzed with the help of SPSS (Version 20).

Table 1: Analysis of Demographic Variables

| Descriptive Statistics | | | | | |
|---------------------------|-----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Age of Respondent | 100 | 1 | 4 | 2.24 | .553 |
| Designation of Respondent | 100 | 1 | 7 | 2.48 | 1.967 |
| Department of Respondent | 100 | 1 | 5 | 1.91 | 1.083 |
| Valid N (listwise) | 100 | | | | |

Source: Survey data

Interpretation: For a data set, the mean is the sum of the values divided by the number of values. The mean of a set of numbers x_1, x_2, \dots, x_n is typically denoted by, pronounced "x bar", the mean of age of the respondents is 2.24 that means the average age of the respondents is of 21-30 years old. The mean of the second demographic factor designation of the respondent is 2.48 and department of the respondent is 1.91.

The standard deviation is a measure of how spread out the data is. The square root of variance gives us standard deviation. For age of the respondent standard deviation is below 1, so we can say the variation is low. However, the standard deviations for designation of respondent and designation of respondent are more than 1 and the variations in them are high.

Table 2: Frequency Table

| Age of Respondent | | | | | |
|-------------------|-------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Below or equal 20 | 4 | 4.0 | 4.0 | 4.0 |
| | 21-30 | 70 | 70.0 | 70.0 | 74.0 |
| | 31-40 | 24 | 24.0 | 24.0 | 98.0 |
| | 41-50 | 2 | 2.0 | 2.0 | 100.0 |
| | Total | 100 | 100.0 | 100.0 | |

Source: Survey data

Interpretation: In this research, the sample size was 100. Among them there is 4 % are of below or equal 20 years old,

70% are of 21-30 years old, 24% are of 31-40 years old, and 2% are of 41-50 years old.

Table 3: Designation of Respondent

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Operator | 49 | 49.0 | 49.0 | 49.0 |
| | Junior Officer | 15 | 15.0 | 15.0 | 64.0 |
| | Officer | 12 | 12.0 | 12.0 | 76.0 |
| | Senior Officer | 9 | 9.0 | 9.0 | 85.0 |
| | Manager | 5 | 5.0 | 5.0 | 90.0 |
| | Inspector | 10 | 10.0 | 10.0 | 100.0 |
| | Total | 100 | 100.0 | 100.0 | |

Source: Survey data

Interpretation: The sample size was 100. Among them it has found that there is 49 Operator, 15 Junior Officer, 12 Officer, 9 Senior Officer, 5 Manager, and 10 Inspectors.

Sewing department, 14% are of Quality department, 27% are of Finishing department, 5% are of Cutting department and 2% are of Fusing department.

Table 4

| Department of Respondent | | | | | |
|--------------------------|-----------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Sewing | 52 | 52.0 | 52.0 | 52.0 |
| | Quality | 14 | 14.0 | 14.0 | 66.0 |
| | Finishing | 27 | 27.0 | 27.0 | 93.0 |
| | Cutting | 5 | 5.0 | 5.0 | 98.0 |
| | Fusing | 2 | 2.0 | 2.0 | 100.0 |
| | Total | 100 | 100.0 | 100.0 | |

Source: Survey data

Interpretation: From the table, it has found that 52% are of

Correlation Analysis

Correlation analysis was conducted to evaluate the pair-wise relationship between the constructs studied, such as Working Environment, Salary Structure, Job Security, Leave Policy, Canteen and Medical Facility and Turnover. Table 5 clearly indicates that the factors are correlated with Turnover of the employee in the organization. From Table 5, it can be understood that maximum correlation existed between turnover and job security ($r = 0.746$), followed by Salary Structure ($r = 0.270$), and Better job option ($r = 0.261$). All these factors were correlated with each other and with overall satisfaction which statistically significant at $p = 0.000$

Table 5

| Correlations | | | | | | | | |
|------------------------------|---------------------|--------------|------------------|------------------------------|--------------|-------------------|--------------|------------|
| | | Working Env. | Salary Structure | Canteen and Medical Facility | Leave Policy | Better Job Option | Job Security | Turnover r |
| Working Env. | Pearson Correlation | 1 | | | | | | |
| | Sig. (2-tailed) | | | | | | | |
| | N | 100 | | | | | | |
| Salary Structure | Pearson Correlation | .128 | 1 | | | | | |
| | Sig. (2-tailed) | .204 | | | | | | |
| | N | 100 | 100 | | | | | |
| Canteen and Medical Facility | Pearson Correlation | .112 | .451** | 1 | | | | |
| | Sig. (2-tailed) | .267 | .000 | | | | | |
| | N | 100 | 100 | 100 | | | | |
| Leave Policy | Pearson Correlation | .128 | .236* | .280** | 1 | | | |
| | Sig. (2-tailed) | .206 | .018 | .005 | | | | |
| | N | 100 | 100 | 100 | 100 | | | |
| Better Job Option | Pearson Correlation | .169 | .359** | .213* | .158 | 1 | | |
| | Sig. (2-tailed) | .092 | .000 | .033 | .116 | | | |
| | N | 100 | 100 | 100 | 100 | 100 | | |
| Job Security | Pearson Correlation | .208* | .279** | .212* | .060 | .293** | 1 | |
| | Sig. (2-tailed) | .037 | .005 | .034 | .553 | .003 | | |
| | N | 100 | 100 | 100 | 100 | 100 | 100 | |
| Turnover | Pearson Correlation | .004 | .270** | .117 | .084 | .261** | .746** | 1 |
| | Sig. (2-tailed) | .967 | .007 | .247 | .404 | .009 | .000 | |
| | N | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

*. Correlation is significant at the 0.05 level (2-tailed).

**.. Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Restricted Model

Variables for Restricted Model are

1. Dependent Variable: Turnover
2. Independent Variables:
 - Working Environment

- Salary Structure
- Canteen and Medical facility
- Leave policy
- Better job option

- Job Security
- Model summary shows that the value of R Square is .597 i.e. 60% variation of dependent variable is explained by the independent variables that are included in the model.

Table 6

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .772 ^a | .597 | .571 | .435 |

a. Predictors: (Constant), Job Security, Salary Structure, Leave Policy, Working Environment, Better Job Option, Canteen and Medical Facility.

Table 7

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| | Model | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 25.987 | 6 | 4.331 | 22.922 | .000 ^b |
| | Residual | 17.573 | 93 | .189 | | |
| | Total | 43.560 | 99 | | | |

a. Dependent Variable: Turnover

b. Predictors: (Constant), Job Security, Salary Structure, Leave Policy, Working Environment, Better Job Option, Canteen and Medical Facility

Interpretation: From the above result of analysis it has found that the p value (.000 < .05). The result of the analysis is

indicated that there is a relation between dependent variable and Turnover.

Table 8

| Coefficients | | | | | | |
|--------------|------------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.444 | .409 | | 3.528 | .001 |
| | Working Environment | -.158 | .063 | -.170 | -2.500 | .014 |
| | Salary Structure | .067 | .058 | .091 | 1.155 | .251 |
| | Canteen and Medical Facility | -.072 | .060 | -.092 | -1.212 | .229 |
| | Leave Policy | .050 | .061 | .058 | .825 | .411 |
| | Better Job Option | .041 | .064 | .046 | .634 | .528 |
| | Job Security | .731 | .069 | .759 | 10.621 | .000 |

a. Dependent Variable: Turnover

Interpretation

- The regression coefficient table shows that the value of unstandardized coefficient (B) of variable “Working Environment” is -0.158 i.e. hundred percent change in Working Environment leads to 15 percent negative change in employee turnover.
- In case of the variable “Salary Structure”, the unstandardized coefficient (B) is 0.067 that means hundred percent change in salary structure may lead up to 6 percent change in employee turnover.
- The unstandardized coefficient (B) of the variable “Satisfied with canteen and medical facility” is -0.072 that means hundred percent change in medical facility may lead to 7 percent negative change in employee turnover.
- In case of the variable “Leave policy”, the unstandardized coefficient (B) is 0.050 that means hundred percent change Leave policy may lead to 5 percent change in employee turnover.
- In case of the variable “Better Job Option”, the unstandardized coefficient (B) is 0.041 that means hundred percent changes Leave policy may lead to 4

percent change in employee turnover.

- In case of the variable “Job Security”, the unstandardized coefficient (B) is 0.731 that means hundred percent change in Job Security may lead to 73 percent change in employee turnover.

5. Problems and Recommendations

5.1 Problems

- The main problem of garments industries in Bangladesh is low wages and job insecurity. So, employees often change their jobs because of low wages, lack of job security, lay-offs, irregular payment, excessive working hours, forced labor, ill health or harassment from superior member, and lack of other job facilities.
- High employee turnover also arises because of no prospective chance for advancement and promotions. Employees prefer other companies which may offer them with higher posts and increased recompense packages.
- Employees need guidance and direction. New employees may need extra help in learning an unfamiliar job. Similarly, the absence of a training program may cause workers to fall behind in their level of performance and

feel that their abilities are lacking.

- Employees are dissatisfied for the absence of medical facility, hygiene canteen facility and proper leave policy which pushed them to move another job.
- Inequity in pay structures or low pay is great causes of dissatisfaction and can drive some employees to quit. Again, a new worker may wonder why the person next to him is receiving a higher wage for what is perceived to be the same work. It is relatively rare for people to leave jobs in which they are happy even offered by higher salary elsewhere (Shamsuzzoh & Sumon, N.A.).

5.2 Recommendations

This study finally proposed some valuable suggestions that may contribute to reduce employee turnover of garments sectors in Bangladesh:

- Management should ensure job security and develop proper leave policy for the employee.
- Though working hour of garment sector is lengthy it should minimize the working period and should have sufficient break time for refreshment.
- As it has seen that better job option is available for employee, so for reducing turnover promotion and advancement keeps a substantial role. So, its needs that promotion must be fair and on the base of experience and talent.
- The government of Bangladesh should take steps to establish health care centers at the industrial areas.
- Developing awareness among the garments factory owners about their legal rights and responsibilities.
- In garment sector, it is seen that the employees work with great stress that most often hamper their performance. So, organizations can reduce turnover by introducing systems such as flexible work arrangements, favorable leave policy, training opportunities, safe working environment, job security or continuity, flexible benefits etc.
- There must be proper monitoring by the government regarding the implementation of relevant legal provisions by the garment factory owners of Bangladesh and the implementation of punishment for the garment factory owners regarding the violation of legal provisions. Developing awareness among the employees and owners regarding their legal rights and responsibilities. If a garments industry implements above suggestions, the employee turnover may reduce.

6. Conclusions

Turnover is a burning issue for any organizations. For the steady productivity of an organization it is essential to maintain its skilled workforce. But most of the times it is very difficult to control the turnover rate within organizations. So, managers should examine the sources of employee turnover and recommend the best approach to fill the gap of the source, so that they can be able to retain employees in their organization to enhance their competitiveness in this world of globalization. Managers must understand that employees in their organizations must be treated as the most liquid assets of the organization which would make the organization to withstand the waves of globalization. This asset needs to be

monitored with due care, otherwise their organizations would cease to exist. They should pay employees based on their performance and in addition they should give employees incentives like individual bonus, lump sum bonus, sharing of profits and other benefits. Hence, if these are put in place they would minimize employee turnover.

The findings of this research study will be important both on the theoretical level and practical level. It was almost possible to substantiate empirically the research model developed for this study. From the perspective of the garments, these findings should assist in developing a set of HRM practices that can potentially assist a firm to reduce the degree of the employee turnover.

The focus of this study was to identify the main reasons of employee turnover in garment sector. So, how to reduce the propensity of job turnover among the employees based on identified factors in this study may be the future research.

7. References

1. Agnes M. Webster's New World College Dictionary (4th Edition). New York, NY: Macmillan USA, 1999.
2. Abelson MA. Examination of avoidable and unavoidable turnover, *Journal of Applied Psychology*. 1987; 72(3):382-386.
3. Ahmed F. Improving social compliance in Bangladesh's Ready-made, Garment Industry, *Labour and Management in Development*. 2012; 13:1-26.
4. Beam. What is employee turnover? Retrieved from <http://www.wisegeek.com>, 2009.
5. Burke, Hsieh. Optimizing fixed and variable compensation costs for employee productivity, *International Journal of Productivity and Performance Management*, Emerald Group Publishing Limited. 2006; 55(2):155-162.
6. Campion MA. Meaning and Measurement in Turnover: Comparison of Alternative Measures and Recommendations for Research. *Journal of Applied Psychology*. 1991; 76(2):199-212.
7. Cardoso, Monfardini. Compensation Policies within firms: evidence from linked employer-employee data, *International Journal of Manpower*, Emerald Group Publishing Limited. 2008; 29(1):4-7.
8. Carsten JM, Spector PE. Unemployment, Job Satisfaction, and Employee Turnover: A Meta-Analytic Test of the Machesney Model. *Journal of Applied Psychology*. 1987; 72:374-381.
9. Chrudden HJ, Sherman AW. *Personal management*, Cengage South-Western, ISBN 10: 0538161302 ISBN 13: 9780538161305 Philippine, 1972.
10. Clark-Rayner P, Harcourt M. The Determinants of Employee Turnover Behavior: New Evidence from a New Zealand Bank. *Research & Practice in Human Resource Management*. 2000; 8(2):61-71.
11. Ferdous SR. Factors promoting work satisfaction of readymade garment worker in Bangladesh: An empirical Analysis, *Journal of scientific research and development*. 2015; 8(2):39-47.
12. Garcia, Kleiner. *How to hire employees effectively*, Management Research News, MCB UP Limited, 2001.
13. Griffith RW, Hom PS, Gaertner S. A meta-analysis of

- antecedents and correlates of employee turnover. Update, moderator tests, and research implications for the next millennium. *Journal of Management*. 2000; 26(3):463-488. <https://doi.org/10.1177/014920630002600305>
14. Hansen. *Currents in Compensation and Benefits, Compensation Benefits Review*, Sage Publications, 2008.
 15. Hamel G, Breen B. *The Future of Management*. Boston, MA: Harvard Business School Press, 2007.
 16. Hossan CG, Sarkar AR, Afroze R. Recent unrest in RMG sector of Bangladesh: Is this an outcome of poor labour practices? *International Journal of Business and Management*, 2012a, 7(3).
 17. Huselid MA. The practice of human resource management practices on turnover, productivity and corporate financial performance, *Academy of Management Journal*. 1995; 38(3):635-672.
 18. Hutchinson S, Purcell J. *Bringing policies to life: the vital role of front line managers in people management*. Executive briefing. London: Chartered Institute of Personnel and Development. Available at <http://www.cipd.co.uk/bookstore>, 2003.
 19. Jaffari AR, *et al*. Prime and subprime factors of employee voluntary turnover in boom phase of industry: Empirical evidence from banking sector of Pakistan, *African Journal of Business Management*. 2011; 5(15):6404-6414
 20. Kevin MM, Joan LC, Adrian JW. Organizational Change and employee turnover, *Personal review*. 2004; 33(2):161-166.
 21. Kumar A. Bangladesh: Industrial chaos worsen political instability, *South Asia Analysis Group*, 2006, 1852. <http://www.southasiaanalysis.org>.
 22. Lee T, Mitchell T. *Control Turnover by Understanding its Causes*. *Handbook of Principles of Organizational Behavior*. Malden, MA: Blackwell Publishers Ltd, 2000, 90-104.
 23. Lazear PE. Performance pay and productivity. *American Economic Review*, Published by: American Economic Association. 2000; 90(5):1346-61. <http://www.jstor.org>
 24. Mobley WH, Griffeth RW, Hand HH, Meglino BM. Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*. 1979; 86:493-522.
 25. Mobley WH. *Employee Turnover: Causes, Consequences and Control*. Reading, MT: Addison-Wesley Reading, 1982.
 26. Mobley WH. Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*. 1977; 62:237-240.
 27. Maertz CP, Campion MA. 25 years of voluntary turnover research; A review and critique. In C.L. Cooper & I.T. Robinson, (Eds), *International Review of Industrial and Organizational Psychology*: London, John Wiley & Sons, Ltd. 1998, 49-86.
 28. Medlin, Green. *Enhancing performance through goal setting, engagement, and optimism*, Industrial management and data systems, Emerald Group Publishing Limited. 2009; 109(7):943-956.
 29. Palazzo E, Kleiner BH. How to hire employees effectively, *Management Research News*. 2002; 25(3):51-58.
 30. Philips JD. The price tag on turnover. *Personnel Journal*. 1990; 69(12):58-61.
 31. Price JL, Mueller CW. A Causal Model of Turnover for Nurses. *Academy of Management Journal*. 1981; 24:543-565.
 32. Rankin N. Benchmarking labour turnover. *IRS Employment Review*. 2006; 842:42-48.
 33. Rose SP, Hudgins CS. *Bank Management & Financial Services*, 6th Edition, Mc Graw Hill International Edition, New York, 2005.
 34. Samina SQ, Alam MR. Promotional activity involvement of commercial banks: A comparative analysis among three generation banks in Bangladesh, *International Review of Business Research Papers*. 2011; 7(5):35-52.
 35. Samuel EM, Ikemefuna CO. Job Satisfaction and Employees' Turnover Intentions in total Nigeria PLC. In Lagos, 2012, 2(14).
 36. Samsuzzoha AHM, Sumon MRH. (N. A). Employee turnover-a study of its causes and effects to different industries in Bangladesh. Retrieved from <http://www.fvt.tuke.sk/journal/pdf07/3-str-64-68.pdf>
 37. Shaw JD, Delery JE, Gupta N. An Organization-Level Analysis of Voluntary and Involuntary Turnover. *Academy of Management Journal*. 1998; 41(5):511-525.
 38. Walsh K, Taylor MS. Developing in-house careers and retaining management talent: What hospitality Professionals want from their jobs. *Cornell Hotel and Restaurant Administration Quarterly*. 2007; 48(2):163-182.