**Topic: High Employee Turnover in Singapore: An Analysis of Retail Industry**

**Dissertation**

**Abstract**

Employees are one of the most important assets of an organization. In today’s competitive world where organizations are making all possible efforts to increase their market share and counter the competition. The companies try their best to enhance market share and thus also provide better quality of work. Among the various ways of managing the quality work and increasing market share, one of the most significant is by management of employees. If the employees feel that their work is well rewarded and acknowledged then there are quite a big number of chances that the employees would contribute their fullest and thus result in making the organization successful. On the other hand if the employees are dissatisfied then it leads to high employee turnover.

Employee turnover is becoming a cause of concern in the industries today as the cost of hiring and keeping manpower has become quite significant. In the event of employee leaving a job the organization not only suffers in terms of the loss of production, but also the cost of sourcing the replacement, the cost of training, the cost of idling etc. All these reasons call for studying the cases where the employee turnover is high. In this case the retail industry of Singapore is analyzed by the researcher so as to find out a solution for the following research question –

1. What are the particular reasons / issues involved in high employee turnover in retail industry in Singapore?
2. How we can get control over high employee turnover in retail industry of Singapore?

In order to find an answer to these questions, researcher carried out a survey across the different retail firms of Singapore, wherein a total of 50 employees were surveyed with different experiences and tenures in the organization. The survey pointed out that among the various reasons which cause high employee turnover, the notable ones include the competition promoted by management among the departments, forcing one person to do job of two or more persons by management, management throwing in temper tantrums etc. Further it was also established that the cost of recruitment and training of new staff are the biggest cost associated with employee turnover. In addition the research was able to establish that by paying good salaries and offering a bonus to efficient workers, organizations can keep their employee turnover low.

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**Chapter-1: Introduction**

**1.1. Background**

With modern economies, rapid industrialization, technological innovations and businesses going global, there has been a huge transformation in the job market. International companies, better pay scales and job prospects, roles and responsibilities, opportunities have all contributed to the No. 1 problem companies face today- employee retention. The rate of manpower turnover companies are experiencing today is tremendous and the impact is being felt across industries. Besides employee turnover, companies have to bear a huge cost as it means recruiting new candidates and the costs therein including advertising, manpower agency pay outs, training selected candidates and then giving them lead time to settle in to the new assignment (Abbasi & Hollman, 2008). It also creates pressure on existing teams to take over the employee’s responsibilities till a replacement is found.

One if the key factors driving employees across organizations is job satisfaction. A committed workforce is likely to be happier with their jobs and the company will stay on and grow with the company than those who are not happy at the work place. Another key issue is work related stress which arises out of mounting job expectations and inability to meet those expectations and complete tasks due to lack of resources, time or skill.

There was a 61% increase in jobs in Malaysia in 2008 compared to people who registered in 2007. Figures rose from 9,896 new registrants in 2007 to 15,936 in March 2008. Active numbers stood at 85,030 in 2007 to 137,716 in 2008 representing a 61.9% increase according to the Labour Market Information, Labour Market, Labor Department, Ministry of Human Resources Malaysia. The most new and active registrants were recorded in Selangor State.

Statistics show that most of these new entrants were seeking job satisfaction and less stress at work. Tuzun, (2007) observes that a lot of research has gone into the reasons why employees leave and companies face issues of retention and a lot of management solutions have been proposed.

There are indications in research projects undertaken earlier that the more stressful the job the less chances there are of companies successfully retaining their employees. This also holds true for job satisfaction as well which is one of the major decision factors in holding or leaving a job.

Companies do not expect their manpower to stay on with them till they retire and neither are employees seeking long term prospects. It is a huge task for companies to retain employees (Elina Armanto Josip Bogic Maja Cassel 2008) and HR departments are struggling with all sorts of ways and means to hold good people. Companies the world over have realized that one of the most important resources a company has is its human resources. Manpower is now termed an asset and their role in a company’s growth cannot be undermined. A creative, innovative, proactive and committed workforce can take a company to dizzying heights and organizations now put a premium on HR value.

Organizations also face the dilemma of seeing people leave in good and bad business environments (Mark Harris, Kam-Ki Tang and Yi-Ping Tseng 2002). Dalton and colleagues, (1982 term it the malfunctioning and defective part of companies. McConnell, (1999) observes that most mangers see it as a management problem. Anderson and Buchholz,(2001) note that it affects the existing workforce’s morale and productivity and thus employee turnover rates must be kept to a minimum according to M. Ruhul Amin, Ahmad Zaman & Nafeez A. Amin

An employee is a person carrying out his work and responsibilities to achieve company objectives. Employees now are not only viewed as an asset but in these days of increasing global competition, they are also being viewed as the edge that organizations have over their competitors. Thus a strong loyal work force gives a company a better standing and chance in the market place than one which has a high level of employee churn. Employees whose productivity and loyalty are unquestionable are deemed prized assets and valued by employers as they have realized money can buy technology and assets, systems can be created, processes can be duplicated but strong loyal employees cannot be replaced.

Identifying these employees and conducting retention programmes so that they continue to work for the company are what most HR departments are busy doing. Whilst recruiting talent is still not a big challenge, it is retaining talent and ensuring that they don’t want to leave of their own accord is the big battle companies are fighting.

Retention programmes include revamped compensation and benefits, increased training and mentoring, redefined roles and responsibilities, growth and international opportunities, ensuring skill enhancement programmes are in place for mangers to learn, improve and grow. With all these practices in place, companies the world over are still facing an uphill task retaining talent. Pfeiffer (2005), points out that employee churn has been analyzed in depth by many researchers and management experts. High replacement costs, losses due to inefficiencies during transition periods and losses of knowledge base of employees has prompted corporates to commission studies and derive solutions which can benefit companies and the workforce. Investments in recruiting, induction training and mentoring an employee are huge and constant skill up gradation, development and role enhancement are all variables that have a cost attached to it hence reducing employee turnover is high priority

No structured format exists that explains why people leave and what companies can do about it there are variables that have been short listed which give insights into this phenomenon (Kevin and colleagues 2004)

**1.2. Problem Statement**

It is imperative that this phenomenon is understood and addressed. The reasons which cause a high turnover rate should be studied in depth and effective measures and solutions must be found to deal with this problem and reduce job hopping

International competition and access to worldwide markets is forcing companies to innovate and deliver world class products which are the outcome of cutting edge work done by employees a committed workforce is critical to company plans since it this intangible asset that delivers high value to the organization. (Meaghan and colleagues 2002).

Shaw and colleagues. (1998 note that the reasons for job hopping and organizations losing employees has been studied greatly employee turnover implies workers leaving comapnies to join other companies in the market place and implies that they transition between jobs and periods of working and being unemployed as also reinventing their career paths and goals.. Turnover according to Price (1977) is: the ratio of peope who have left thei jobs to the number of employees still working in the given period. People leaving jobs of their own accord thus contribute to ‟employee turnover‟. Turnover according to some professionals also entails recruiting, hiring and training a new candidate to fill the vacancy created. This holds good for all positions vacated out of choice or of company compulsions.

This study looks at employees leaving organizations on their own and the impact on the company and its output. It will also take a closer look at the reasons why employees choose to leave organizations.

**1.3. Scope of Research**

Periodic incentives and bonuses, salary hikes, training and development, management recognition are all factors that can boost productivity and retention amongst labour in any industry. In studies on the textile industry, these factors were a great incentive in retaining workers in the factories and developing a loyal workforce. Incentives rated high on their list as rising inflation has weakened the buying power of every penny earned. Skill enhancement was another factor because they felt there was no proper training facility for them to learn and develop skills. Promotions and growth prospects was another factor and most of them felt promotions took a long time coming and hence anyone would leave for better prospects.

**1.4. Research Aims and Objectives**

1. To make this issue (High Employee Turnover) easier to manage for upcoming executives in this field.
2. Awareness for employee’s loss of shifting job more often.
3. Management can also get assistance to develop long tern relationship with good performing workforce.

**1.5. Research Questions**

1. What are the particular reasons / issues involved in high employee turnover in retail industry in Singapore?
2. How we can get control over high employee turnover in retail industry of Singapore?

**Chapter-2: literature review**

**2.1. Introduction**

Firms dedicate a huge amount on their workers in context of initiation and preparation, creating, sustaining and retaining them in their firm. Thus, administrators at all sacrifices must mitigate worker’s turnover. Even though there is no prescribed structure for comprehending the workers turnover procedure in totality, an expansive span of aspects have been discovered valuable in inferring worker turnover as per Kevin et al. (2004). Thus, there is requirement to create a complete comprehension of the worker turnover, more in particular, the sources – what ascertains worker turnover, impacts and policies that administrators can practice to reduce turnover. With internationalization which is increasing competition, firms must persist to create substantial goods and offer facilities which are dependent on policies formulated by workers. These workers are very significant to the firm as their worth to the firm is primarily indefinable and not duplicated without problems states Meaghan et al. (2002). Thus, administrators must identify that workers are primary providers to the economical attainment of the firm’s success state Abbasi et al. (2000). Administrators must influence worker turnover for the advantage of the firm’s success. The literature on worker turnover is segregated into three divisions: sources of worker turnover, impacts of turnover and the policies to reduce turnover.

**2.2. Trade Industry in Singapore: A Synopsis**

The Q110 BMI Singapore Trade Report predicts that whole trade transactions will increase from a projected US$28.19bn in 2009 to US$40.40bn by 2014. A low joblessness rate, increasing disposable earning and a robust tourism sector are chief aspects behind the predicted development. Singapore’s titular GDP was US$163.32bn in 2009. Mean yearly GDP development of 2.4% is forecasted by BMI to 2014. With the populace anticipated to rise by 5.6% during that time, GDP per capita is estimated to increase from US$35.958 in 2009 to US$42,940 by 2014. Our presumption of client splurging per capita is for a rise from US$16,731 in 2009 to US$21,187 when the predicted time nears an end.

Singapore Department of Statistics (SDS) numbers depict that mean household earnings in a month from work among all inhabitant households rose by 13% from SGD 4,380 (US$3,068) in 2007 to SGD 4,950 (US$3,469) in 2008. The quantity of households in higher earning range also rose, with the ratio of working households making minimum of SGD7,000 (US$4,900) on a monthly basis rising from 33% in 2007 to 39% in 2008.

The nation documented 10.1mn visitors in 2008, as per the Singapore Tourism Board (STB). Tourism receipts were a projected SGD14.8bn (US$10.4bn), a 5% rise in contrast to 2007. On the other hand, tourist influx reduced in 2009, with the latest numbers depicting that influx of tourists reduced to 9.2% in January to August during the same period the previous year, to 6.23mn. Though the rate of reduction has decelerated post June, the STB still maintains its older aim of 17mn tourist influx and SGD30bn (US$21bn) in tourism receipts for 2015 will be a contest.  
  
SDS trade group numbers propose that the leading trade sub-division in Singapore is the automotive segment, with projected transactions of US$11.53bn in 2009. Sporting, other leisure products and individual achievements comprise of US$2.45bn of transactions; fixtures, furnishings and other household gear for US$2.21bn; jewellery, timepieces and chronometers for US$1.87bn; material, clothes, footwear and leather merchandise for US$1.63bn; computers, telecommunications & office tools for US$1.16bn; and ocular and photographic merchandise, tomes, periodicals and paper merchandise for US$0.93bn.

Presuming unaffected market shares for these trade segments, the fixtures and furnishings segment could be valued at US$3.17bn by the end of the predicted time, with jewellery and timepieces potentially reaching US$2.67bn by 2014.

BMI predicts that the over-the-counter (OTC) pharmaceutical segment was valued US$0.12bn in 2009, and we forecast that transactions will continue to be the same all through the predicted time. Transactions of client electronics merchandise are estimated to rise from US$3.17bn in 2009 to US$3.85bn prior to the completion of the predicted time, an increase of 21.3%.

Trade transactions for the BMI cosmos of Asian nations in 2009 were a predicted US$2.26trn. China and India solely in 2009 make up for greater than 93% of local trade transactions, and by 2014 their share of the local market is further anticipated to be more than 91%. Development in local trade transactions for 2009-2014 is estimated by BMI at 79%, or a yearly median of 12%. The Philippines should feel the quickest rate of development, followed by Malaysia. For Singapore, the predicted 2009 market share of 1.0% is anticipated to rise slightly to 1.1% by 2014.

**2.3. Theoretical Background: Worker Turnover**

**2.3.1. Employee Turnover**

Workers’ turnover is an extensively examined occurrence state Shaw et al. (1998).But there is no typical cause why individuals depart from a firm. Worker turnover is the going around of labourers around the labour market; amongst organizations, trades and professions; and amongst the conditions of service and joblessness state Abassi et al. (2000). The phrase “turnover” is explained by Price (1977) as: the proportion of the figures of organizational associates who have gone during the time being regarded divided by the mean figures of individuals in that firm during the time. Very often, administrators consider turnover to be the complete procedure linked to filling a position: Every time a post is emptied, either willingly or unwillingly, a new worker must be appointed and educated. This substitution cycle is referred to as turnover states Woods, (1995). This phrase is frequently used in attempts to calculate associations of workers in a firm as they depart, irrespective of the cause.

“Unfolding prototype” of willing turnover symbolises a deviation from conventional philosophy (Hom and Griffeth, 1995) by emphasizing more on the choice factor of worker turnover, meaning, depicting cases of willing turnover as choices to leave. Certainly, the prototype is dependent on a hypothesis of choice making, representation theory (Beach, 1990). The representation premise explains the procedure of how people treat information while making choices. The fundamental theory of the prototype is that individuals depart from firms post evaluating the causes for leaving the firm. Beach (190) contends that people sometimes have the cognitive resources to methodically analyze all inward information, so people as a substitute easily and rapidly contrast inward information to more heuristic-kind choice making substitutes.

Organizational turnover has at times been described as ‘‘the proportion of the number of organizational associates who have quit during the period being regarded divided by the mean number of individuals in that firm during the time’’ (Price, 1977) and it is frequently damaging to the successful operating of a firm. However, Adams and Beehr (1998) offered an explanation of organizational turnover ‘‘turnover includes ‘quitting any work of any period’ (Feldman, 1994) and is generally considered to being followed by sustained standard service’’. Likewise, administrators evaluate the worker turnover as the complete procedure linked with filling a post. Every time position is left, either willingly or unwillingly, a new worker must be appointed and educated. This substitution cycle is referred to as turnover (Woods, 1995). This phrase, employee turnover, is also very frequently used in endeavours to calculate links of workers in a firm as they quit irrespective of the cause (Gustafson, 2002).

**2.3.2. Determinants of Employee Turnover**

**Job related factors**

The reasons why people want to quit their jobs have been examined by many researchers by carrying out several investigations on the general antecedents to their intentions of doing so. There hasn’t been much consistency in the findings of these researches, possibly due to the diversity of the target sample as well as the inconsistency in the findings. Thus, there are a myriad of reasons as to why people switch jobs or why they simply leave organizations. It is a well-accepted fact that work-related stress acts as a major cause of grief to the employee and does seal his/her firm decision to opt out. Job-related stress (stressors) manifests in symptoms like lack of work commitment, job dissatisfaction and a generally uneasy feeling about working in an organization is enough to make employees want to quit. At times, factors like a feeling of helplessness, lack of control over people, functions or self also affect the morale of employees in a rather strong way. According to Manu et al. employees resign from the present organization mostly for economic reasons that for anything else. They used the economic model to show how people leave their organization for a better pay packet, which in itself, explains the labour turnover in the market.

Favorable local market conditions have a positive effect on an organization’s stability. Big-sized companies have more resources and are therefore able to channelize these resources for the company’s progress in terms of better wages (which is an instant and long-standing motivator). According to Trevor, turnover in the market is an outcome of the interplay of local unemployed factor with the job satisfaction factor among employees. Another cause of employees’ turnover is also role stressor factor. There are times when employees experience role ambiguity – the difference in perception of job responsibilities between the organization and an employee. Role ambiguity can result out of miscommunication or lack of communication and uncertainty of a job. When there is inadequate information on how a job is to be performed, incomplete expectations of peers and supervisors, confusing evaluation patterns, too much job pressure, lack of consensus on job profile and duties lead to hugely stressed out employees. Employees soon start feeling lesser involved and satisfied with the work and careers, detached from the common goal of the organization. They soon reach a point when they want to leave the organization. Management and supervisors of a company ought to formulate the roles of every single employee in the organization if they are keen to reduce the retrenchment rate in their company.

**Voluntarily vs. Involuntary Turnover**

While we have just seen what factors are in the control of the management to stop /reduce turnover there are factors that are not within the control of the management, like death or incapacity of an employee. Involuntary factors are those that are not within the control or capacity of the employee to continue working in the company. These include circumstances in which the employees have certain personal problems like caring for their children or aged relatives. This is however changing now, as companies are increasingly making such situations easier for their employees by bringing in flexi-timings or other such facilities that help employees manage their personal issues well, while continuing to work with the company.

**Organizational factors**

Where there is organizational stability, there is a higher chance of large scale turnover. A good work environment retains employees and vice versa. Companies showing a fair amount of inefficiency witness high scale of staff turnover as well. This can be a learning experience for companies to improve the overall efficiency if they are to retain capable employees who look forward to a long innings with a company rather than opting out. Labour turnover is, at times, caused because of an imposing attitude of the management that stresses upon taking a quantitative approach to managing staff, thus causing disharmony and disenchantment of the staff. A cost-oriented thought process in employment has an effect on the labour turnover too according to Simon et al (2007). Managers wanting to reduce the employee turnover must show better organizational effectiveness and competitiveness in today’s global work environment.

Employees expect to be kept constantly informed on things going on in their work environment. Companies that have a transparent communication system in place enjoy lower staff turnover. The reason for this is that their employees do not have the feeling that things are being kept away from them or that they are kept in the dark vis-à-vis certain key decision-making situations. Employees have a right to knowledge of goings-on in the company in issues that concern them.

When the situation is contrary to this, when there is no openness in sharing ideas and information, when employees are not empowered or kept informed, they are more likely to feel like outsiders and thus labour turnover is constantly hovering around with high probability. Lack of proper personnel policies in terms of recruitment, training and motivation, supervision, retention and grievance handling erode the organizational set up and lead to gradual yet consistent labour turnover. When all these factors interact constantly, employees are not hired in the right way nor are they suitably guided or trained and counseled, they do look out for better work environments in every sense and at an opportune time, resign from the present job.

According to Griffith et al, remuneration has a modest bearing on turnover. They have analyzed the interaction of a person’s salary, his/her performance and turnover. The findings showed that high performers quit when they find themselves inadequately rewarded for their output. Whereas when employees are, in fact, rewarded commensurate with their performance, they are more likely to remain with the organization. Other factors like poor hiring practices, lack of managerial finesse, lack of acknowledgement, recognition, competitive compensation structure in the organization and an unhealthy working environment.

**Effects of employee turnover**

Every organization invests a lot in employing its employees and training them to suit the requirements of the job. Naturally, employee turnover means cost to the organization. When employees resign, subsequent replacement has to take place and thus, the new candidates have to be oriented and trained to take up new challenges of a new job. Replacement costs involve searching the labour market for candidates, selecting the right one among these, inducting the chosen one and then the formal and informal training of the candidate until he/she hones performance level at least up to that of the one who quit.

Turnover does have significant effects on companies and thus a lot of attention is being paid to the issue of turnovers. Researchers have time and again warned against the negative effects of high turnover rates on the profitability of organizations, especially if not managed properly. As per Hogan, Hogan pegged the direct and indirect cost of a single employee resigning from the organization was between $1400 and $4000. Turnover entails many hidden or invisible costs – due to new employees, co-workers associating with new employees. These factors affect such an organization’s profitability. Turnover also affects customer service and satisfaction too. It includes other costs like lost productivity, loss of sales, the management’s time and similar costs. The estimate is in the range of $3000 to $10,000 per employee. What this demonstrates is that turnover has a bearing effect on the organization’s profitability and can affect the profit negatively as well.

**2.3.3. Cause of Employee Turnover**

***Personal Factors and Employee Attitude***

Employee turnover has more often than not been due to the attitudes of employees regarding work more than anything else. And job satisfaction has been one of the main work-related attitudes that have got the maximum attention of researchers as a major indicator or determinant of employee turnover. It has been increasingly felt that the more satisfied employees are, the more likely they are to stay committed to their organization and work towards rising in the hierarchical order of the organization. The more dissatisfied ones will show turnover intentions and other symptoms of disinterest in the organization.

A recent report shows how one quarter of the total employees in the Saudi private sector show considerably high absenteeism thus giving a high turnover quotient. Simultaneously, there is also the important job at hand – that of changing the conservative mindset towards manual labour. In fact, most Saudis are used to the *Mudir* (manager) mindset meaning that nothing less than authority, status and respect is worth honour.

***Performance Appraisal and Feedback***

Supervisors in most companies are hesitant to give honest performance reviews for fear that they would hurt the feelings and self-esteem of the employees. In fact, it is felt that an absolute honest feedback on performance could be perceived as unfriendly and hostile in Saudi Arabia. Arab culture has its own ways of giving feedback not directly but through intermediaries so as to avoid conflict or any ill-feeling. A survey conducted by Bayt.com showed that over half (52%) of respondents were against the feedback system. This becomes worse when the performance of Saudi employees is compared with that of their counterparts, expatriates. These comparisons are seen as attitudes favoring foreigners and neglecting the progress of the countrymen by their ‘Saudization’ – a term meaning nationalization of jobs. Saudi Arabia has a collective culture which values team work and a pay for performance set-up that acknowledges individuals which the new system would go against by doing so.

***Lack of Recognition***

An extensive study was conducted by the Gallup Organization in which 80,000 managers responded, giving their opinion on the factors that were responsible for the quality of their work environment. The findings of this study were that recognition was a major determinant of employee satisfaction and retention. In fact, recognition and praise rated among the top four dimensions among the 12 used in the survey. A key cause of employee turnover in Arab companies is the lack of acknowledgement and recognition. There was no job recognition in KSA officers which became the biggest hurdle to the productivity of employees, according to the findings of Bayt.com. About 41% of surveyed respondents showed deficit or lack of credit for their work or efforts, thus causing their productivity to dip. At 30%, it indicates that the ambiguity of roles deters people from doing their best because they feel it wouldn’t matter either ways while 14% were of the opinion that since they did not have a say in their decision-making process, it was in a way responsible for the poor productivity. There were about 8,289 respondents from all across the Middle East that contributed to the data for the productivity at the workplace series of polls. This was done between 4th January and 8 February 2009.

***Lack of Personal and Professional Advancement***

One of the main reasons why employees decide to leave organizations is when they experience lack of both, personal as well as professional progress. It is for this reason that they decide to look for better opportunities where they may experience better career growth and more lucrative pay packages. A research conducted by Al-Ahmadi on hospital nurses in the Riyadh region in Saudi Arabia showed that there was no better mark of job satisfaction and organizational commitment than the opportunity to experience personal and professional growth. As per a study conducted by Bayt.com, 51% respondents in Arab organizations weren’t at all happy with their personal and professional growth in their existing jobs.

Hiring and training a new employee in place of someone who has quit costs the company about 50% of the worker’s annual emoluments as per research estimates. Moreover, every time an employee quits an organization, though we feel that productivity drops because of the new employee’s time taken to understand the job and to get acclimatized to the new environment. Also the loss of intellectual capital with the departing employee is sizeable (especially if it is a good employee) since it would be the competitor’s gain. Thus, if employee turnover is not handled properly, it affects the organization negatively, both in the sense of personnel costs as well as in terms of the liquidity situation. Voluntary turnover makes a definite dent in costs, both as direct costs – replacement, recruitment, selection, appointing temporary employees, management time) and more conspicuously in terms of indirect costs – morale, pressure on the already present employees, costs of learning, quality of the products or services and organizational memory.

**Ineffective Communication**

Communication is very important in every social unit – right from a family to an organization or a job. It is therefore one of the more important determinants in employees’ turnover. Charles explained this point as he described an on-site study of a Midwestern trucking firm that was made by researchers at the University of Iowa. The findings of this study showed how poor communication between the management and blue-collar employees add up to a high job turnover rate. The truck plant had an abysmal annual job turnover rate of 123% which was why it was chosen. Researchers discovered through interviews that a major part of the drivers’ dissatisfaction came from their lack of contact, interaction and communication with the management and the management’s perception of drivers as 2nd class people (not worth interacting with). The only contact the drivers had with the company was through many brief and weekly telephonic interactions. The management had also created a stereotype for the drivers and because of the rare interactions with them, was unable to appreciate and deal with driver complaints.

In his book titled, “The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act before its Too Late”, Leigh Branham points his finger to lack of qualitative communication between the management and employees as well as among the departments as one of the main reasons why employees take the major step of leaving an organization. The above studies indicate how poor communication between workforce and the management affects employee morale and ultimately leads to a high turnover. Wang also has noted that several organizations in the KSA are unable to formulate a long term plan and commit to their organization. A majority of them do not even have a philosophy or a vision or mission regarding their organization’s goal or purpose of existence. These organizations also seriously lack in documenting procedures that list down the regular operations of the organization.

**2.3.4. Employee Turnover Strategies**

A strong employment market, particularly one with top performers, retention of employees could become a serious issue and challenge as well. Most employers do their best to retain their best employees by ensuring great opportunities for professional growth and development, challenging and interesting work as well as a congenial work environment free from politics and full of strong values and clarity of job expectations. Despite all these promises, many top performers still remain quite clear about their financial expectations.

From this, one can derive that managing turnover is another way of keeping strong focus on increasing satisfaction among employees while ensuring their maximum contribution to the company’s profitability. The key here is to get the right mix of things. Employees have a tight rope walk at all times in managing different employees, each with his/her own personality, aspirations and motivation relative to their desire to continue or to move on. It is therefore essential that every retention exercise has to be formulated on the exact needs of the employees that the company is keen to retain.

According to Ongori, it is imperative for strategies to reduce employee turnover must correspond to the actual diagnosis of the problem. When employee turnover is a result of poor selection, is not likely to improve unless there is a committed effort to focus on the induction. Management is often asked to list down the reasons as to why people leave companies and take corrective measures to address the same. Employers often the exit interview as a last attempt to salvage an exit, it is a bid to retain someone who has already decided to resign. The feedback that such employees give would not be possible during an ongoing working relationship. Capelli also suggests a few practical retention strategies that understand the labor market well and also the value-differences between employee-differences like new compensation plans, redesigning the job, job customization, improving social bonds, and hiring less mobile people. A market-wise tool for retention would be to link potential detectors with internal job opportunities.

There have been previous studies that have focused on the functional activities of the human resources department like recruitment and selection of candidates. Collins, Demody , Reynolds and Martin are researchers who have focused on the majorly responsible role that correct recruitment plays in keeping good staff. The economy constantly evolves and organizations in the gulf need to assess their strategies for retention of staff. The old school strategies of monetary and financial incentives will not always be the appropriate retention strategy. So it will be training and career development programs and a clear career move pathway chalked out that will do the trick. As an example, let us look at Achoui and Mansour who conducted a study to identify the major turnover reasons in some Arab business organizations via surveys. The findings indicated the majority of the people who responded answered that their respective organizations did not do much to retain their people. It is therefore extremely essential for human resources systems of the management to improve their communication process and networks and create an internal marketing policies and conducting professional exit interviews to avoid a high turnover rate and do away with its repercussions.

There was also another detailed study made on workforce engagement and retention trends that was carried out by the Manpower Middle East. The idea was to understand the importance and urgency of adopting better strategies to retain employees and thus, maintain competitiveness as well as profitability in the regional markets of the land. The findings of the study showed better employment opportunities at 79.4%, career advancement at 80.8% and a better work environment at 45.9% to be the basis for 85% of the respondents who wanted to give up their current jobs. The study also observed that organizations offered benefits like experiential opportunities, a properly chalked out career path, mobility options as well as travel and working conditions that would take care of all the aspects of life balancing work, personal as well as family growth. It was these factors that would be most instrumental in retaining their talent and not losing them to competition.

Concluding this, we understand that optimum efforts have to be taken to better the retention ability of the management by taking into consideration several factors like better recruitment initiatives, reviewing the job content, compensation practices, leadership, mentorship and supervision, career building and development, training, well-structured exit interviews, counseling, flexi-timings, compressed work week, involvement of employees and other policies of turnover. However, the phenomenon of employee turnover needs more investment in terms of commitment of the organization as well as job satisfaction in the Saudi private sector companies. One hopes that this paper will be an inspiration for academicians to carry out more research and assist organizations in this region to hold on to their talented and high performing staff.

**2.4. Job Satisfaction and Employee Turnover**

**2.4.1. Theories of Job Satisfaction within Organizations**

The status of job satisfaction is inclusive of personal feelings and relevant kinds of attitudes that are subject to exhibit by someone’s behaviors led over another group or individual (Warr, Patterson and West, 2004). According to Herzberg’s (1996, as further cited by Riggio, 2003), there are theory of two-factor that is comprised of motivational factors and involves intrinsic motivators, which can further lead to the course of employee’s satisfaction. The intrinsic motivational factors can be noted through the inclusion of job design, process of empowerment and above all involvement (Gilgeous, 1998). Some hygiene factors are very much like the extrinsic motivators and can lead to organizational satisfaction. As stated by Riggio (2003) hygiene factors can be exemplified by the inclusion of benefits, money and relationships that is managed between the employers and relevant employees.

According to Abraham Maslow (Greenberg, 2002) extrinsic are subject to get fulfilled initially and before employees are trying to achieve all kinds of intrinsic needs. As per Maslow’s hierarchy in the Need theory there is the importance of initial achievement as per the extrinsic needs managed by learned behavior. As the typical extrinsic needs get fulfilled, employees are eventually motivated for attaining intrinsic needs within the respective organizations.

* First level of hierarchy is about *physiological needs* that are inclusive of basic survival needs like oxygen, food and water. As these needs are met, the employees get motivated to attain and thereby fulfill additional kinds of needs.
* The second level is of *safety needs* that seek for maintenance for a protective and stable working atmosphere. In an organization the employees desire for a stable working environment that can fulfill their additional needs, like the need of belonging.
* In the third level of hierarchy, there are the *belonging needs* that are inclusive of understanding and acceptance among interpersonal relationships, especially with friends, family, management and peers. As the needs of belonging increases with its fulfillment, they get united.
* Fourth level is of *esteem needs* that are derived from a respect from oneself added by effective relationships led with others. Approaches of self-esteem have characteristics like independence, confidence and achievement. Concerns of effective relationships among peers and specific management are inclusive of aspects that are led through acceptance, recognition, and appreciation.
* Lastly, the fifth and the highest level is identified as *self-actualization*, that is subject to empower the employees to attain their purpose along with their professional and personal goals (Greenberg, 2002).

According to the equity theory of Adam, there is a measured level of job satisfaction as per the employee’s input and offered kind of output in the organizations. Attaining balance between the respective input and output are eventually established as per the particular employee’s turnover and levels of satisfaction. In the initial stage, the employees offer the input for achieving diversified organizational goals. As for instance, input that is inclusive of employee’s time, equipment, resources, effort and utilization of physical working environment added by the manufacturing capabilities of products and capability to fulfill service demands. As against this, the employees expect to attain rewards for the added efforts, like recognition, bonuses or items of gifts from management. On the other hand, the management expects the contribution of the employees for higher levels of performance, added by productivity and increased profitability for the companies. Output gets represented by quality and amount of quantity products and related services; as per productivity and attained work performance. Satisfaction is attained, as the rewards are received as per the contribution of the employee offered through time and physical energy for fulfilling the organizational and professional responsibilities. However, inequity between input and output by employees are subject to cause dissatisfaction inside corporations (Greenberg, 2002).

Fairris (2004) declares inequity as imbalance between hard work and rewards for employees and has got two types ---underpayment and overpayment inequity. Instances of underpayment inequity happen when efforts exceed employees’ expectations for attaining rewards. It results from excessive demands over the services and products causing employees with the scope to increase production for organizational expectations. Compensation level for corporations usually does not match expectations of the employee and his level of production. Inadequate levels of compensation can also reduce satisfaction among employees. This leads the unsatisfied employees with the motivation for their extrinsic motivators seek through opportunities for better employment (Greenberg, 2002).

Overpayment inequity has imbalance as rewards exceed efforts of employees’ with complete working responsibilities (Greenberg 2002). Fairris (2004) discusses similar underpayment equity, and declared that overpayment inequity is actually is imbalance as the compensation exceeds offered of manufacturing demands of the products or services. Imbalance identified among input and output can lead to “work place relaxation” (p. 599), they reduces employees’ productivity as he understands that they need to meet organizational demands. In similar underpayment inequity, there is the lack of challenge and variations in job responsibilities that decrease employees’ performance, productivity and those with high job satisfaction. Thusunsatisfied employees are managed to resign to fulfill all the other additional needs.

Expectancy theory of Vroom (1964, as further cited by Greenberg in 2002) demanded for fair distribution among contributions of employee and related rewards. It considers employees as those who expect nonmonetary and monetary rewards against their energy, time and responsibilities of work with improved services and products. Fulfillment of these expectations by recognition and rewards determine specific intensity of performance and productivity (Greenberg, 2002). Adam, Appelbaum, Lessard and Javeri (2005) declared that expectancy theory happens when rewards get fairly distributed. Challenges and attraction for rewards motivate employees in increasing performance and relevant productivity. As per Silvestro (2002) job satisfaction affects employee’s loyalty. Intentions and loyalty of the employees to quit is related to organizational commitment. Organizational commitment is connected to levels of devotion and dedication for the organizations and affects level of job satisfaction added by voluntary turnover.

Organizational commitments are of three types - *affective commitment* where employees participate actively with to achieve professional, personal and organizational goals and include involvement of employee and activity engagements for organizational goals. Next is c*ontinuance commitment,* where people remain employed for their existing potential investments, like benefits of pension, tuition reimbursements and retirement plans. Lastly, it is *normative commitment,* whereby people remain employed on the basis of ethical and moral standards (Bluedorn, 1982, Arnold & Feldman, 1982, Meyers & Allen, 1991, Hollenbeck & Williams, 1986, Poer, 1974, and Wiener, 1982, as in Tett & Meyers, 1993).

**2.4.2. Job satisfaction and turnover studies in the retail sector**

Various studies reveal similar patterns of theoretical persuasions. For instance, Saks (2006), Arndt et al. (2006) and Arnett et al. (2003) checked the connection between job-related variables (like job satisfaction) and sales people turnover and concluded that thematic concern of job satisfaction is negative to turnover intention. Moreover, with the increased years of service and age of employees the connection decreases in propensity to quit particular retailing firms. Schulz et al. (1987) and Lucas (1985) declare direct correlation of job dissatisfaction with turnover intention (Sager and Menon, 1994; McNeily and Goldsmith, 1991) and the focus is on sales agents’ satisfaction and tenure over turnover intention added by the confirmation over negative relationship of job satisfaction with turnover intention (Lucas et al. 1990). Thus, turnover among retail employees has connection to job satisfaction in west.

For Gamble service sector has got HRM studies in China, “the retail sector has been neglected” (2006, p. 1463). Though there are small researches in Chinese retail setting, connection among turnover and job satisfaction are rare. However, Sin and Yau (1995) used 295 salespeople from Hong Kong Life Insurance Company and tested it in reference to organizational job satisfaction, role stress and intention to leave variables. It offered negative association among turnover intention and job satisfaction. Rest studies about retail sector in China did not examine total employee turnover (Gamble, 2007; Leung, 1997; Wang, 2007; Choo and Bowley, 2007).

**Chapter-3: Research Methodology**

**3.1. Research Methods**

The investigative plan behaves like a prototype which controls the total investigative venture. To deal with the investigative query the investigative plan is crucial in organizing the general study, to show how the elements of the investigative venture (management and programmes, the selections or sets, metrics and techniques of the projects) which operate simultaneously (William, 2006). The subsequent illustration outlines the segregation of the investigative plan.

The investigative plan is the overall design of acts which investigators keep in mind while undertaking their investigative venture by recommending particular mediums which are chiefly needed for the implementation of the investigative procedure (Leedy and Ormrod, 2005). Thus, a crucial element of the investigative plan procedure includes all the vital information and choice making procedure from the deduced inferences. Investigators commonly undertake two kinds of marketing investigations i.e. investigative studies and decisive studies (Merriam, 2001).

**3.1.1. Exploratory**

Investigative studies may be outlined to be the study undertaken to noticeably describe the conundrum. Thus, an investigative study facilitates the analysts to create the early concepts or acuities and provides guidance for any additional needed investigations. Primarily, the investigator had less information of the matter to efficiently structure the initial data, which additionally assists the researcher to recognize the disparities and develop the postulations (Kotler, et. al. 2006).

**3.1.2. Descriptive Research**

Explanatory investigation may be explained to be the study conducted to describe the data and the attributes related to the main occurrences or populace which is being analyzed. What is really occurring in the market is explained by the explanatory study. Explanatory investigation is also referred to as a ‘numerical study’. An explanatory investigation must be undertaken to seek an answer to queries pertaining to who, what, where, when and how. Thus this type of investigation is suitable when the study aims comprise of the attributes relating to the marketing incidences, ascertaining of the rate of recurrence of the happenings or the guess of the incidence of the particular marketing happenings (Wilson, 2006).

Additionally, the explanatory investigations may be of two kinds - “Cross-Sectional investigations” and “longitudinal investigations”. The investigation or examination which comprises of the amassing of data at a solitary moment thereby putting forth a picture of the particular scenario is known to be *Cross-Sectional investigations.* On the other hand, an investigation which includes amassing data at various intervals of time which allows the styles over a period to be analyzed is considered to be *longitudinal investigations.*

**3.1.3. Causal**

In the words of Kotler et. al., (2006), investigators undertake contributory investigations to ascertain and analyze the postulations in context of the correlations between the reasons and their impacts. Such contributory investigations offer the kind of substantiation essential to deduce the correlations if any amongst the variables: for instance does one variable set off or ascertain the worth of another variable (Wilson 2006)? In the field of marketing, several investigators employ such investigative plans to undertake varied kinds of investigative analyses such as investigating the market circumstances – for instance if the focused advert is changed or there is a variation in the design of the good, what are the possible impacts on the general sales of the products. Thus, if employed successfully by sellers a contributory investigation may form the basis for the made inferences for envisaging the impact of the alteration.

Contributory investigation has played a significant part in the current dissertation as it was employed to distinguish the dominant aspects which ascertain the high worker turnover in the retail segment.

To ensure an in-depth understanding and seek replies to the queries like why the pursued participants prefer or detest a specific branded product or to fathom the causes behind their predilections, the describing aspects directly or indirectly impact the individuals to purchase designer clothes and the causes which motivate them to do so. It is obligatory to comprehend the pursued populace innately and totally so as to fulfill their requirements successfully.

**3.2. Hypothesis**

Depending on appraisal of the extant literature the subsequent postulations have been formulated:

1. Is there a considerable variation in the percentage of people who consider that varied concepts which are applied by a **clever enterprise to maintain a low worker turnover proportion**?
2. Is there a considerable variation in the percentage of people who consider that a company is required to take varied actions **to monitor the worker turnover periodically?**
3. Is there a considerable variation in the percentage of people who consider that varied actions taken earlier by a company are effective in **lowering the employee turnover?**

**3.3. Target population**

After deciding the aim of the study, the analyst needs to engage in additional actions in the investigative procedure. These include deciding the methodical technique to reach the objective, settling on the investigative policy and the technique which will be employed to amass the data. Completing these steps is the inception of the phase in which the researcher chooses a sample. It is human resource experts from varied retail enterprises who form the populace for the research. They are sent e-mails whose responses are considered for essential details. It is seen that despite having a similar pay package and a fitting work ambience there is the existence of recurrent worker turnover. A few causes identified in the preliminary research seem to be the presence of yearly growth, the lack of additional benefit or exclusive inducement to individuals who perform exceptionally. Quota sampling refers to the process under which the investigators choose a particular figure which will be analyzed in the dissertation (Lincoln and Guba, 2005). The chosen populace is segregated on basis of sex, age, and way of living and background to be the chief categories. Convenience sampling on the other hand includes the gathering of data in scenarios when investigators decide the divisions which will be used for segregating the populace and also the figure of participants who will be examined.

**3.4. Sample Size**

The sample size for the research is 50.

**3.5. Sampling Method**

Research always works on a sampling method as it is physically impossible to collect data of an entire group, vertical, region, country or population to be studied. Moreover such data collection and analysis methods will be hugely time consuming and expensive. Thus sampling techniques are used in research to ascertain behaviour and phenomena. A sample is a part of the group, vertical, segment or population under study and is representative of that group as well relevant to the topic. Statistical measures used on the sample should then be applicable to the entire group.

Samples are important for any statistical study as mentioned earlier as it is not possible to study an entire group. For instance if while studying behavioural patterns of luxury car buyers data cannot be collected physically from each and every car buyer across the region and even if that were possible it would not be a cost effective exercise. Research results are also required fast so that issues can be dealt with and thus sampling is an effective method to collect and analyze data.

The two methods adopted for statistical analysis are probability sampling and non-probability sampling. The former deals with the fact that every factor has a chance of being chosen for the sample and this probability can be expressed mathematically. This can lead to objective analysis and giving appropriate weightage to certain attributes or factors to arrive at conclusions.

There are five kinds of Non-probability sampling techniques:-

* Purposive sampling: This implies sample candidates are chosen by the researcher who selects a relevant sample that the researcher feels represents the group or populace being studied. . Candidates are not chosen by chance but y careful deliberation by the researcher.
* Quota Sampling: Data collected through interviews employ this technique. Surveys in market places and residential areas are usually conducted by applying criteria to interviewees and hence age, gender, income etc may be attributes that will figure in the criteria and street teams will then interview only those people who meet those criteria 'quota restraints'.  Thus interviewers can easily work within the criteria quotient provided which are taken to be a representative sample of the group /issue under study.
* Convenience sampling: This is based on the convenience factor alone and an interviewer may knock on any door or stop anyone on the street and request a few minutes of their time to take a survey. Arriving at meaningful conclusions from this kind of sampling technique may not be possible as subjectivity and bias could be huge issues.
* Snowball Sampling: like the snowball effect takes place when one participant refers or motivates others to take part and those newer participants refer yet more and so on. Used primarily in accessing difficult segments such as the unemployed or minorities or blacks etc. The process includes interviewing prospects then enquiring whether they could refer others and once satisfied that the new candidates have the relevant profile adding them to the sample.
* Self-Selection: Participants volunteer to take part in the process.

I have has chosen purposive sampling by choosing the population is divided into several strata on the basis of gender, age, lifestyle and ethnicity as the main compartments. Convenience sampling involves the collection of data in situations when researchers work out the categories to be used in the partition and the number of respondents that are to be investigated.

**3.6. Types of Data**

Data is an essential input in every research process. It covers the actual process of preparing and collecting information (data). Data collection is basically of two kinds:

* Primary Data
* Secondary Data

**Primary Data:** Primary data collection entails collection of the data from the social environment in which the research is being carried out. This involves collecting original data directly from its source for the first time. Primary data has a specific and clearly-defined structure which when collected is inferred with the help of statistical analytical tools. Using such accurate tools naturally ensure value-added findings that further improve the quality of the study. Primary data collection, however, involves a cumbersome process that takes long time periods of the researcher. The researcher has to prepare accurate questionnaires to elicit the required input from the respondents. Personal interviews and group discussions also provide good primary data for the research process. Some personal reports are prepared by the researcher after interacting with a selected sample from the population while some others are sourced from personal written communications like diaries, autobiographies (Polit and Hungler, 2009).

**Secondary Data –** Like the name suggests, secondary data is gathered from already existing sources of data /information like archive papers, research manuscripts, books, records and periodicals, journals etc. on a particular subject or topic. Secondary data collection forms its inferences after examining secondary sources in great detail. Such data is especially of use as a basis for information comparison with primary data, collected thus far. Secondary data collection is much less cumbersome than primary data because it involves going through already existing data material like newspaper, articles in print or on the internet, whose scope in endless. This research methodology, however, requires sufficient time to go through vast quantum of information and identifying that information deemed relevant to the research. Once secondary data is collected, it has to go through the classification process to get accurate details for the research.

One cannot say whether, out of the two, primary or secondary data is more valuable to the research study. Both are equally important as fundamental activities for the research process. In most case, especially in this one, the researcher had to carry data collection on both the fronts. Secondary data was collected from literature material, articles and archives while the primary data was obtained to get a peek into effect of employee turnover and its various factors in retail industry. .

The researcher selected the questionnaire as the key source of primary data collection because the aim of this research study was to understand consumers’ preferences and then measure them.

**3.7. Data collection**

Data collection is a vital phase in any research. The researcher utilizes certain tools, instruments and techniques and carries out research on phenomena. ‘Questionnaires’ are perhaps the most basic and popular research instruments necessary for investigations. These are sets of questions that are created in many numbers and then circulated among the sample from a population. The respondents respond to these questions as per their knowledge, personal opinion or views. This is what makes questionnaires not just common but also popular in primary data collection. Social science research makes extensive use of tools like questionnaires and interviews.

In fact, the Census is an excellent example of a large scale questionnaire conducted for collection of factual data. Questionnaires are the easiest tools to administer a large number and ensure near accurate answers (Phillips, 2001)

* Questionnaires are very good tools of data collection and therefore are much preferred over other methods;
* Questionnaires do not involve high costs since a set of questions formulated can be photocopied and administered;
* It is not a must to have the researcher present at the time of administering questionnaires, unlike in a verbal or telephonic survey;
* Questionnaires elicit information or response data collection which is generally quite an easy task because the answers from a questionnaire have a similar structure.

But despite so many advantages, questionnaires also have certain disadvantages too. Common formats of answers annoy respondents at times. There are also certain respondents who are not able to read and understand the questions or their implications. Their responses thereby become useless making the exercise futile as well. These impracticalities become the disadvantages of questionnaires at times.

Questionnaires can be created by reading literature and material relevant to the topic before a certain hypothesis is prepared. The hypothesis that is to be formed is determined by the basic research objectives of this study. Then, proper parameters are defined when drafting the questionnaires. Questionnaires contain both, open-ended and close-ended questions that are formulated by taking into account several features like different aspects of employee turnover, job satisfaction, the relation between employee turnover and job satisfaction.

The questionnaire administered was divided into structured and unstructured questions. While structured questions may or may not bring up multiple choices, dichotomous questions or even a scale, an unstructured question is open-ended implying that respondents answer their opinions and views in their own words (Malhotra, 2004)

**3.8. Pilot Study**

The pilot study was targeted at senior executive managers in retail companies of Singapore. Based on the results from the pilot data, the survey instrument was further adjusted and refined. In the large-scale phase, the survey instrument was administered to the selected sample firm which should be in retail sector.

**3.9. Limitations**

The location of the current study is the retail stores in Singapore where the feedback forms were handed out at a few select locations to amass primary data used to attain the objectives of the current study. The investigation is restricted as the selected sample cannot be utilized to symbolize the entire market populace. The secondary data was amassed from tomes in the annals, extant literature and the web. The researchers have tried to guarantee the dependability by reading several literatures, analyzing older investigations in equivalent topics and hunting for parallel information and/or trends to substantiate the reliability of the data.

**Chapter-4: Findings**

**Research Aims and Objectives**

1. To make this issue (High Employee Turnover) easier to manage for upcoming executives in this field.
2. Awareness for employee’s loss of shifting job more often.
3. Management can also get assistance to develop long tern relationship with good performing workforce.

**Research Questions**

1. What are the particular reasons / issues involved in high employee turnover in retail industry in Singapore?
2. How we can get control over high employee turnover in retail industry of Singapore?

**Research Hypotheses:**

Hypotheses are:

1. Whether there is a significant difference in proportion of individuals believing in different reasons of employees turnover.
2. whether there is a significant difference in proportion of individuals believing in various effects of low rates of turnover
3. Whether there is a significant difference in proportion of individuals believing in various effects of high rates of turnover.
4. Whether there is a significant difference in proportion of individuals believing in different ideas that a smart company use to keep their employee turnover rate low.
5. Whether there is a significant difference in proportion of individuals believing in different direct costs as a result of high turnover.
6. Whether there is a significant difference in proportion of individuals believing in different indirect costs as a result of high turnover.
7. Whether there is a significant difference in proportion of individuals believing in different steps to check employee turnover time to time.
8. Whether there is a significant difference in proportion of individuals believing in different initial steps to reduce turnover.
9. Whether there is a significant difference in proportion of individuals believing in different ways to reduce turnover.