FACTORS INFLUENCING STAFF TURNOVER IN LOGISTICS MANAGEMENT

Molley Akeyo, Dr. Prof Filippo Wezel and Dr. Paulo Goncalves

AJP

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1* Molley Akeyo

*Postgraduate Student, University of Switzerland

*Corresponding Author's Email: mollako@yahoo.com

2 Dr. Prof Filippo Wezel

Lecturer, University of Switzerland

3 Dr. Paulo Goncalves

Lecturer, University of Switzerland

Abstract

Purpose*:* The general objective of the study was to investigate the factors influencing staff turnover in humanitarian sector

Methodology: This study employed descriptive survey design. The population of this study was drawn from the employees of various NGOs registered with the 4 NGO coordinating bodies. This study used primary data, which was collected through use of a questionnaire.

Results: Data analysis revealed that remuneration was important in explaining staff turnover. This is supported by a p value 0.000 which means that remuneration is a statistically significant predictor of staff turnover. Results from data analysis show that job specific factors is important in determining staff turnover as demonstrated by a p value of 0.894 and a beta coefficient of 0.007.this implies that job specific factors is a statistically insignificant predictor of staff turnover. In addition, environment is important in determining staff turnover as demonstrated by a p value of 0.000 and a beta coefficient of 0.445. Lastly, supervision was important in explaining staff turnover. This is supported by a p value of 0.016 and a beta coefficient of 0.589, which means that supervision, is a statistically significant predictor of staff turnover.

Unique contribution to theory, practice and policy: The findings and conclusions of this study can add value to various stakeholders. The management of NGOs will be able to appreciate the importance of remuneration and work environment in retention of employees. The human resource managers will be able to establish competitive human resource practices that are meant to control staff turnover.

Key words: Staff, turnover, logistic, management

1.0 INTRODUCTION

1.1 Background of the Study

Over the past ten years, staff turnover has become a major concern for humanitarian agencies. It has sometimes been presented not only as the reality humanitarian agencies have to live with, but it has also been blamed for reducing the effectiveness of programmes as a result of discontinuity in staffing and loss of institutional memory. Yet, while much has been discussed, no one has attempted an in-depth study offering a detailed consideration of the causes and consequences of staff turnover in the humanitarian sector (HPG Report11, 2002).

There have been massive changes in the humanitarian business over the last two decades (HPG Report11, 2002). The increase in natural as well as complex emergencies around the world, the protracted nature of the conflicts, the increase in funds being channeled by humanitarian organizations and the change in the world economy that creates a social and humanitarian welfare contribute to the expansion of the existing humanitarian organizations and the birth of many new organizations (Linderberg, 1999; Reuben, 2002, Chege, 1999, HPN newsletter, 2002). As the industry expands it will face similar challenges like the private and public sector such as acquiring and retaining skilled personnel. The working environment may additionally contribute to the difficulty in acquiring and the retaining skilled personnel and further be responsible for high staff turnover rate in the humanitarian sector. The working environment in the humanitarian sector differs significantly from the public and private sectors. The more salient differences involve working: in a location far away from families and friends; under tremendous stress and in multicultural teams, in insecure environments; in situations where workers frequently witness severe human suffering and pain. Hence, this may limit the desire to work in the sector for a long time. Likewise the motivation of joining of the humanitarian sector may influence staff turnover in the sector.

According to recent surveys, "attracting and retaining key talent is considered as a key strategy to achieve financial success" (Raikes & Vernier, 2004). The impact of turnover is widely considered to have direct and indirect costs on organizations, with the bill costing anywhere between 50 and 150% of an annual salary (Mercer, 2004). In the humanitarian sector as well, the negative impact of staff turnover on the performance of relief aid agencies, and ultimately on what is delivered to beneficiaries, is mentioned as a key challenge to address (Richardson 2005; EPN 2005; Loquercio 2005), with the cost of a successful recruitment estimated at around 15'000 sterling pounds by both the ICRC and VSO (Loquercio, 2006).

1.2 Statement of the Problem

There may be a lot of contributing factors that can give rise to high staff turnover in the expanding humanitarian sector. However, there exists a dearth of conclusive research on the factors that influence staff turnover. It is therefore for this research gap that the study wishes to investigate the factors influencing staff turnover in humanitarian sector.

1.3 Research Objective

The general objective of the study is to investigate the factors influencing staff turnover in humanitarian sector.

The specific objectives are as follows:

1. To establish the influence of remuneration factors on staff turnover

2. To determine the influence of job specific factors on staff turnover
3. To establish the influence of work environment factors on staff turnover
4. To determine the influence of supervision factors on staff turnover

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Need Hierarchy Theory

Abraham Maslow's hierarchy of human needs theory is the most widely discussed theory of motivation. The theory can be summarized as thus: a) Human beings have wants and desires which influence their behavior; only unsatisfied needs can influence behavior, satisfied needs cannot b) Since needs are many, they are arranged in order of importance, from the basic to the complex c) The person advances to the next level of needs only after the lower level need is at least minimally satisfied d) The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show (Eugene, 2005)

Herzberg's two-factor theory

Frederick Herzberg's two factor theories, concludes that certain factors in the workplace result in job satisfaction, while others do not, but if absent lead to dissatisfaction. He distinguished between:

•   Motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and

•   Hygiene factors (e.g. status, job security, salary and fringe benefits), which do not motivate if present, but if absent will result in demotivation.

2.1.2 Alderfer's ERG theory

Created by Clayton Alderfer, Maslow's hierarchy of needs was expanded, leading to his ERG theory (existence, relatedness and growth). Physiological and safety, the lower order needs, are placed in the existence category; Love and self-esteem needs in the relatedness category. The growth category contained the self-actualization and self-esteem needs. (www.hrpolicies.co.uk)

2.1.3 Self-determination theory

Self-determination theory, developed by Edward Deci and Richard Ryan, focuses on the importance of intrinsic motivation in driving human behavior. Like Maslow's hierarchical theory and others that built on it, SDT suggests a natural tendency toward growth and development. Unlike these other theories, however, SDT does not include any sort of "autopilot" for achievement, but instead requires active encouragement from the environment. The primary factors that encourage motivation and development are autonomy, competence feedback, and relatedness.

2.2 Empirical Studies

Griffeth, Hom & Gaertner (2000) noted pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they leave. They cite findings from Milkovich and Newman (1999) that where collective reward programs replace individual incentives, their introduction may lead to higher turnover among high performers.

Most researchers (Bluedorn, 1982; Kalliath & Beck, 2001; Kramer, Callister & Turban, 1995; Peters et al., 1981; Saks, 1996) have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intentions to quit. To date, there has been little consistency in findings, which is partly due to the diversity of employed techniques included by the researchers, and the lack of consistency in their findings. Therefore, there are several reasons why people quit from one organization to another or why people leave organization. The experience of job related stress (job stress), the range factors that lead to job related stress (stressors), lack of commitment in the organization; and job dissatisfaction make employees to quit (Firth et al., 2004). This clearly indicates that these are individual decisions, which make one to quit. They are other factors like personal agency refers to concepts such as a sense of powerlessness, locus of control and personal control. Locus control refers to the extent to which people believe that the external factors such as chance and powerful others are in control of the events, which influence their lives (Firth, Mellor, Moore & Loquet, 2004).

Mano, Shay and Tzafrir (2004) argue that employees quit from organization due economic reasons. Using economic model they showed that people quit from organization due to economic reasons and these can be used to predict the labour turnover in the market. Good local labour market conditions improve organizational stability (Schervish, 1983). Large organizations can provide employees with better chances for advancement and higher wages and hence ensure organizational attachment (Idson & Feaster, 1990).

Trevor (2001) argues that local unemployment rates interact with job satisfaction to predict turnover in the market. Role stressors also lead to employees' turnover. Role ambiguity refers to the difference between what people expect of us on the job and what we feel we should do. This causes uncertainty about what our role should be. It can be a result of misunderstanding what is expected, how to meet the expectations, or the employee thinking the job should be different (Muchinsky, 1990). Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their jobs and careers, less committed to their organizations, and eventually display a propensity to leave the organization (Tor & Owen, 1997). If roles of employees were not clearly spelled out by management/ supervisors, this would accelerate the degree of employees quitting their jobs due to lack of role clarity.

3.0 METHODOLOGY

This study employed descriptive survey design. The population of this study was drawn from the employees of various NGOs registered with the 4 NGO coordinating bodies. This study used primary data, which was collected through use of a questionnaire.

4.0 RESULTS AND DISCUSSIONS

4.1 Sample Characteristics

4.1.1 Gender

Results on Figure 4.2 show that 93% of the respondents were male while 7% were female. Males are significantly more likely to have higher turnover than females. The difference was significant as revealed by F statistics of 7.210 and a p value for 0.008.
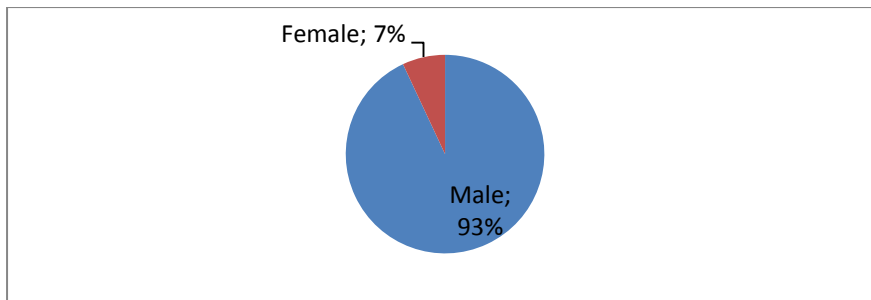
Figure 4.2: Gender Distribution

4.1.2 Age Distribution

The dominant age of the respondents was between 20 to 30 years who comprised 82%. Young people have the highest turnover. The results were significant as revealed by F statistics of 2.566 and a p value for 0.046.This implies that young people explores more and hence more likely to exit.
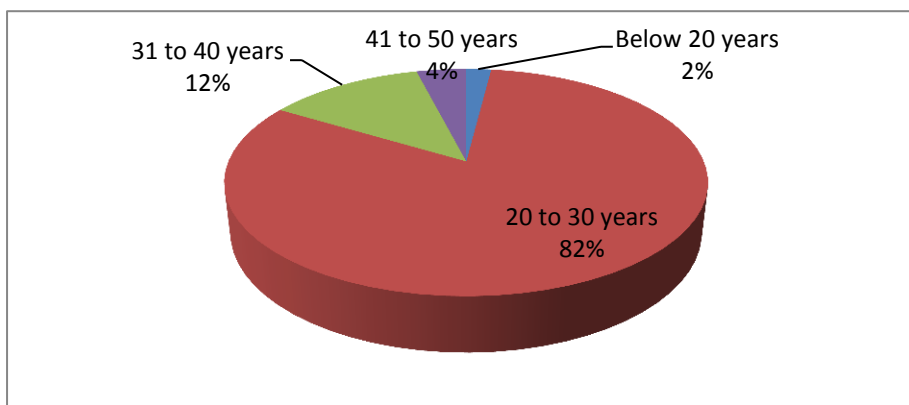

Figure 4.3: Age Distribution

4.1.3 Education Level

Majority (92%) of the respondents had attained university education compared to a smaller number (8%) who had college level education. Most educated people are more likely to exit their jobs hence high turnover. The findings were significant as revealed by F statistics of 10.703 and a p value for 0.001.
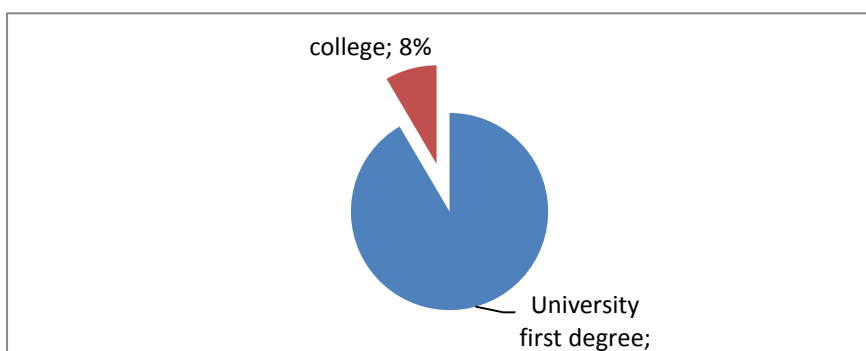
Figure 4.4: Education Level

4.1.4 Work Experience

Figure 4.5 shows that 72% of the study participants had worked in their current jobs for a period of 3 to 5 years while 22% had worked for a period of 1 to 2 years. This kind of phenomenon is due to the fact that most NGO assignments are programme and project based. Programmes and projects have a lifespan after which employees exit the organization. The results were significant as revealed by F statistics of 6.285 and a p value for 0.000
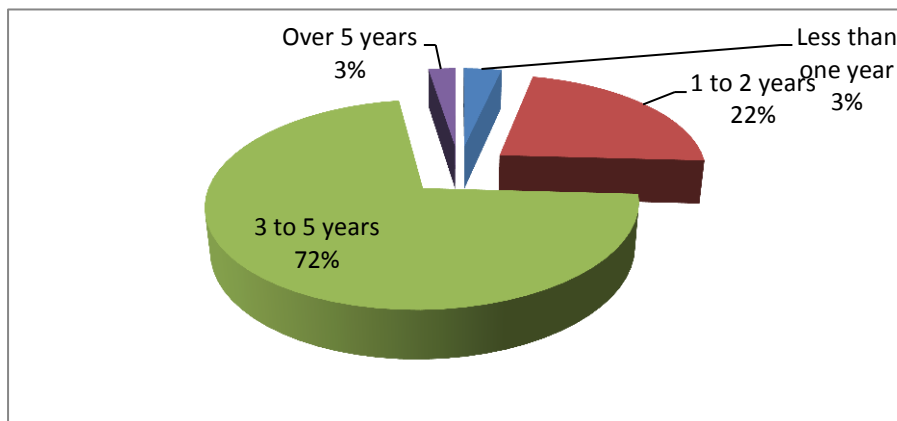
Figure 4.5: Experience

4.1.5 Level in Organization

The results on Figure 4.6 show that 95% of the study participants were managerial employees compared to 5% in non-managerial positions. Managerial are significantly more likely to have higher turnover than non-managerial. The difference was significant as revealed by F statistics of 1.369 and a p value for 0.002.

Figure 4.6: Level in Organization

4.1.6 Employee Category

Ninety three percent of the study participants were nationals compared to 7% who were Afghanistan expatriates. Most developing countries have high levels of unemployment compared to Afghanistan and hence the high number of nationals. Nationals are significantly

more likely to have higher turnover than expatriates. The difference was significant as revealed by F statistics of 2.202 and a p value for 0.032.

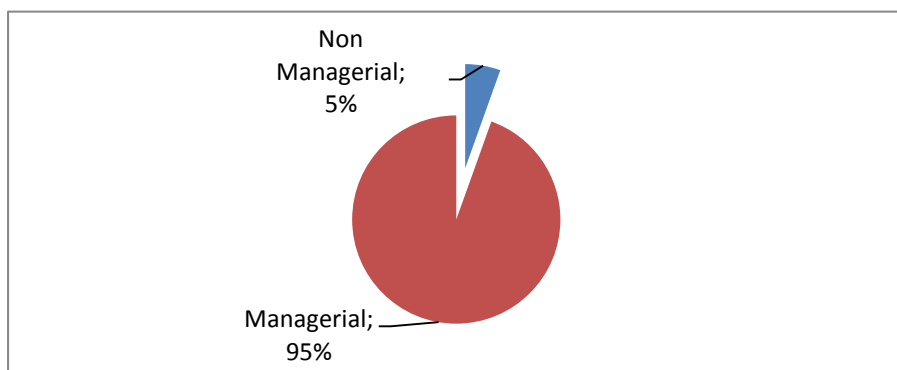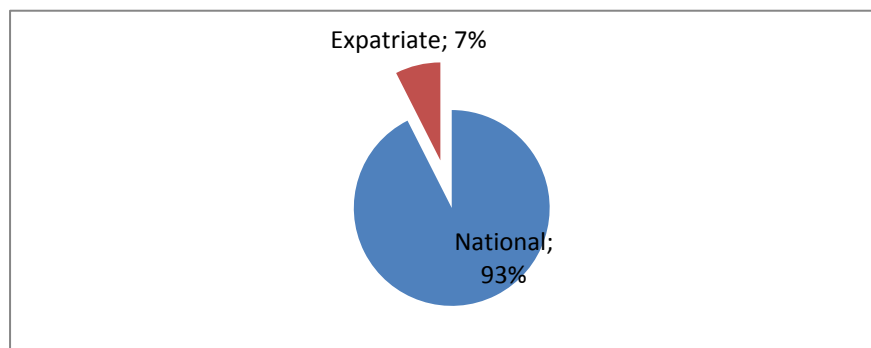**Figure 4.7: Employee Category**

4.2 Staff Turnover (Retention)

The study had one dependent variable (employee turnover) and four predictor variables. The statements were put in such a way that they measured the intention to stay. Table 4.1 displays results of responses regarding employee turnover. Ninety four percent of the study participants said that they did not have a strong desire to continue working at Afghanistan while 95% felt that Afghanistan was not a great place to work and have great opportunities. The respondents who amounted to 93% agreed that they were bothered when someone criticized their organizations. Ninety two percent agreed that they felt responsible when companies were successful and 84% agreed that they were happy to work with their employers. The NGOs were responsive to most employee needs as agreed by 83% of the study participants. The mean score of the responses was 2.72, which mean that there was more disagreement with the statement on the questionnaire regarding employee turnover. The responses were spread within 0.75 standard deviation. These results indicate that most of the study participants had concerns with their jobs and their employers. This is quite common in Afghanistan due to the hardships prevailing in most working environments.

Table 4.1: Staff Turnover (Retention)

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std
I have strong desire to continue working here	90.0%	4.5%	3.0%	2.5%	0.0%	1.18	0.60
This is a great place to work and have great opportunities	88.1%	7.5%	2.0%	2.0%	0.5%	1.19	0.61
I feel bothered when someone criticizes this organization	3.5%	3.5%	0.0%	90.5%	2.5%	3.85	0.68
I feel responsible when the company is successful	3.5%	3.0%	0.5%	79.1%	13.9%	3.97	0.76
I am happy to work	3.0%	11.9%	0.5%	71.1%	13.4%	3.80	0.92

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std
with my employer							
The organization is responsive to most of my needs	3.5%	83.1%	0.0%	5.5%	8.0%	2.31	0.94
Average	**31.9%**	**18.9%**	**1.0%**	**41.8%**	**6.4%**	**2.72**	**0.75**

4.3   Remuneration and Turnover

The first objective of the study was to establish whether remuneration influenced employee turnover. Results on Table 4.2 show that 85% of the respondents felt that their salaries were not adequate and 81% felt that they reviewed salary that was not commensurate with experience and qualifications. Eighty three percent felt that they received a salary that was not comparable with other agencies, 83% disagreed that they received a risk allowance salary that was adequate and 80% disagreed that they received adequate health insurance allowance. Seventy nine percent felt hat they were not receiving adequate life insurance allowance. Majority (82%) of the study participants disagreed with the statements on the questionnaire, which is supported by a mean score of 2.33 and a standard deviation of 1.01. These results indicate that the sampled employees valued remuneration as a factor for them to remain in their current jobs and therefore remuneration is a key determinant of employee turnover.

Table 4.2: Remuneration

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std
I receive an adequate basic salary	3.0%	82.1%	0.0%	7.5%	7.5%	2.34	0.94
I receive a salary that is commensurate with experience and qualifications	2.5%	79.1%	0.0%	9.5%	9.0%	2.43	1.01
I receive a salary that is comparable with other agencies	7.5%	76.1%	1.5%	9.5%	5.5%	2.29	0.94
I receive a risk allowance salary that is adequate	7.0%	76.6%	1.5%	9.5%	5.5%	2.30	0.93
I receive an adequate health insurance	17.4%	63.2%	1.5%	10.9%	7.0%	2.27	1.09

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allowance							
I receive an adequate life insurance allowance	14.9%	64.7%	1.5%	10.0%	9.0%	2.33	1.12
Average	**8.7%**	**73.6%**	**1.0%**	**9.5%**	**7.3%**	**2.33**	**1.01**

4.4 Work Environment and Turnover

Table 4.3 presents results of responses that addressed the second objective of the study. Results indicate that 94% of the respondents agreed that their organization had well lit offices and had comfortable staff chairs. Eighty eight percent agreed that their organizations were free of health hazards, 85% agreed that their organizations had adequate clean drinking water and 91% agreed that their organization were located in areas with no noise pollution. Eighty three percent had the view that their organizations were located in areas with adequate security. The results show that most of the employees were happy with job specific factors and they agreed with most of the statements as support by a mean score of 3.85 and standard deviation of 0.80. These results allude to the fact that employees really care about the working environment in driving their motivation the office.

Table 4.3: Work Environment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std
The organization has well lit offices	3.0%	3.0%	0.0%	83.6%	10.4%	3.96	0.70
The organization has comfortable staff chairs	3.0%	3.0%	0.0%	83.6%	10.4%	3.96	0.70
The organization is free of health hazards	3.0%	8.5%	0.0%	81.1%	7.5%	3.82	0.81
The organization has adequate clean drinking water	3.0%	11.4%	0.0%	77.1%	8.5%	3.77	0.87
The organization is located in an area with no noise pollution	3.0%	6.0%	0.0%	83.1%	8.0%	3.87	0.76
The organization is located in an area with adequate security	4.5%	12.4%	0.0%	74.1%	9.0%	3.71	0.95
Average	**3.3%**	**7.4%**	**0.0%**	**80.4%**	**9.0%**	**3.85**	**0.80**

4.5 Job Specific Factors and Turnover

Table 4.4 presents results of responses that addressed the third objective of the study. Results indicate that 90% of the respondents agreed that their organization conducted job relevant trainings. Eighty six point five percent agreed that their organization provided job debriefing before engagement, 69.1% agreed that their organization had clear HR policies. Eighty eight point one felt that the performance appraisal system was not effective and fair, 80.1% disagreed that their organization had job related stress management while seventy six point six disagreed with the statement that the job gave them sense of accomplishment. The findings show that most of the employees were not content with the work environment factors and they disagreed with most of the statements as support by a mean score of 3.04 and standard deviation of 0.92. These results indicate that the sampled employees valued work environment as a factor for them to remain in their current jobs and therefore work environment is a key determinant of employee turnover.

Table 4.4: Job Specific Factors

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std
The organization conducts job relevant training	2.5%	5.0%	2.5%	77.6%	12.4%	3.93	0.76
The organization provides job debriefing before engagement	3.0%	10.0%	0.5%	70.6%	15.9%	3.87	0.90
My organization has clear HR policies	6.5%	23.9%	0.5%	57.2%	11.9%	3.44	1.17
The performance appraisal system is effective and fair	7.0%	81.6%	1.5%	6.0%	4.0%	2.18	0.81
My organization has job related stress management	4.5%	75.6%	1.0%	14.4%	4.5%	2.39	0.94
The job gives me a sense of accomplishment	4.5%	72.1%	2.0%	16.9%	4.5%	2.45	0.97
Average	**4.7%**	**44.7%**	**1.3%**	**40.5%**	**8.9%**	**3.04**	**0.92**

4.6 Supervision and Turnover

The fourth objective of the study was to establish whether supervision influenced employee turnover. Results on Table 4.5 show that majority 64.6% agreed with the statement that there

was good relationship among workers and supervisors, sixty one point seven percent viewed that there was teamwork in the organization. Sixty point seven percent felt that their supervisor enhanced friendly and close working environment, 81.1% agreed that felt empowered (chance to make decisions on non-policy matters) by their supervisor. Eighty one point one percent had the view that their supervisor regularly communicated to the staff while 85.5% agreed that their supervisor managed cultural sensitivity issues among staff adequately. The findings indicate that most employees were happy with the supervision factors and they agreed with most of the statements as support by a mean score of 3.45 and standard deviation of 1.20. These results imply that supervision is a core factor of staff turnover and employees enjoy manageable supervision.

Table 4.5: Supervision

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std
There is a good relationship among workers and supervisors	22.9%	12.4%	0.0%	54.2%	10.4%	3.17	1.41
There is teamwork in the organization	20.9%	15.4%	2.0%	51.7%	10.0%	3.14	1.38
My supervisor enhances friendly and close working environment	21.9%	15.4%	2.0%	47.8%	12.9%	3.14	1.42
I feel empowered (chance to make decisions on non-policy matters) by my supervisor	4.5%	13.9%	0.5%	65.2%	15.9%	3.74	1.03
My supervisor regularly communicates to the staff	7.5%	10.4%	1.0%	66.7%	14.4%	3.70	1.08
My supervisor manages cultural sensitivity issues among staff adequately	3.0%	10.9%	0.5%	71.6%	13.9%	3.83	0.91
Average	**13.5%**	**13.1%**	**1.0%**	**59.5%**	**12.9%**	**3.45**	**1.20**

4.7 Pearson's Bivariate Correlation

Bivariate correlation indicates the relationship between two variables. It ranges from 1to -1 where 1 indicates a strong positive correlation and a -1 indicates a strong negative correlation and a zero indicates lack of relationship between the two variables. The closer the correlation tends to zero the weaker it becomes. The correlation between staff turnover and remuneration was weak and positive (0.353) and significant (0.000). This shows that a change in remuneration and staff turnover changed in the same direction though the relationship was not very strong (0.353). However the relationship is statistically significant at a p value of 0.000. The correlation between staff turnover and work environment, job specific factors and supervision was 0.712, 0.570 and 0.471 respectively and all had statistically significant relationships.

Table 4.6: Pearson's Correlation

Variable		Staff Turnover	Remuneration	Work Environment	Job Factors	Supervision
Staff Turnover	Pearson Correlation	1				
	Sig. (2-tailed)					
Remuneration	Pearson Correlation	0.353	1			
	Sig. (2-tailed)	0.000				
Work Environment	Pearson Correlation	0.712	0.054	1		
	Sig. (2-tailed)	0.000	0.446			
Job Specific Factors	Pearson Correlation	0.570	0.564	0.554	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
Supervision	Pearson Correlation	0.471	0.007	0.647	0.432	1
	Sig. (2-tailed)	0.000	0.919	0.000	0.000	

4.8 Regression Analysis

The study employed multiple linear regression analysis in testing the influence of the predictor variables on the dependent variable. Table 4.7 shows the results for testing the robustness of the regression model. The results indicate that the regression model best fits in explain staff turnover. This is supported by a composite strong and positive correlation of 0.779 and a coefficient of determination (R Square) of 0.606. This means that the predictor variables of the study can explain at least 60.6% of the variation in staff turnover. The standard error of estimate (0.29129) is negligible which shows that the sample is close representative of the study population.

Table 4.7: Regression Model Fitness

Indicator	Coefficient
R	0.779
R Square	0.606
Std. Error of the Estimate	0.29129

Table 4.8 shows the results on analysis of variance which indicate that the combined effect of the predictor variables is significant in explaining staff turnover with an F statistic of 75.472 and a p value of 0.000

Table 4.8: Analysis of Variance (ANOVA)

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.616	4	6.404	75.472	0.000
Residual	16.631	196	0.085		
Total	42.247	200			

Table 4.9 displays the regression output of the predictor variables. Results indicate that remuneration and work environment are statistically significant factors in influencing staff turnover while job specific factors and supervision were not. The beta coefficient indicates the direction and degree of influence of the predictor variable on the dependent variable. For example, a beta coefficient of 0.153 of remuneration means that a unit change in remuneration causes or leads to a 0.153 positive unit change in staff turnover. This could further mean that if a competing NGO increased its salaries, employees from other NGOs were likely to take a move, which translates to staff turnover.

Table 4.9: Regression Coefficients

Variable	Beta	Std. Error	t	Sig.
Constant	0.575	0.128	4.492	0.000
Remuneration	0.153	0.029	5.251	0.000
Work Environment	0.445	0.044	10.078	0.000
Job Specific Factors	0.007	0.055	0.134	0.894
Supervision	0.016	0.029	0.542	0.589

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Based on the findings of the study, the following conclusions are arrived at. Remuneration is a key determinant of staff turnover. On average many employees become sticky to their jobs due to pay related factors and hence the reason for similar conclusion in this current study.

Based on findings it is possible to conclude that job specific factors affect staff turnover. Employees feel empowered to work in an organization with satisfying factors. Therefore it can be concluded that the NGOs offices are unfriendly hence the high turnover.

Work environment influences staff turnover. The way employees are treated and kept in their work environment has a great orientation influence on staff turnover. Some work environment can pose health and social hazards to employees and lead to their exit. Therefore it can be concluded that work environment determines the level and extent of staff turnover of NGOs in Afghanistan.

Findings also led to the conclusion that supervision affect staff turnover. The leadership style consider affective factor in employee retention. If the relationship among workers and supervisor is exceeding employees seek to stay.

5.2 Recommendations

The findings and conclusions of this study can add value to various stakeholders. The management of NGOs will be able to appreciate the importance of remuneration and work environment in retention of employees. The human resource managers will be able to establish competitive human resource practices that are meant to control staff turnover. For example it is recommended to the management of NGOs in Afghanistan to conduct a market survey in order to establish the optimal remuneration levels for NGO employee in order to control for the detriments that are associated with staff turnover.

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