

Impact of Retention Strategies on Employee Turnover: A Case in Point

Faiza Siddiqui

Visiting Lecturer, Management/Computer Sciences, Bahria University Karachi, Pakistan

Abstract

This study is to examine the significant relationship between Retention Strategies (Compensation, Career Development-Succession Progression, Work-Life Balance (WLB), and Terminal & Other Benefits) and Employee Turnover (ETO), focusing in the case of Banking Sector in Karachi. The latest studies in Human Resource Management have focused on development of human capital. The organization who wants to survive in current era with success needs to raise effective and competitive workforce, as the economies in the world have immense pressure and constraint. Therefore in order to tackle with this; organization needs to train and retain their employees with effective strategies. This study is largely comprises the primary data & least on secondary data. This research study will greatly help in those organizations where employee turnover (ETO) is in increasing trend or high. This study emphasis on employee retention problem in Banking Sector of Pakistan from the perspectives of effective Retention Strategies, hence this will help other organization also to implement these strategies in order to reduce the Employee Turnover (ETO).

Keywords: Employee Turnover (ETO), Retention, Compensation, Career Development-Succession Progression, Work-Life Balance (WLB), Terminal / Other Benefits.

1. Introduction

In today's world employees are facing very uncertain and dynamic environment with respect to their jobs and career. Everyone wants a certain future where their life and their families' life are secure as far as jobs are concerned. As a consequence, employees always search for better opportunity, better working conditions, better career and succession progression in the organizations. A main reason of high turnover rate in the organization is the monetary aspect. People change for better compensation. Mobley (1982) defines ETO as the common voluntary termination of membership in an organization by an individual who receives monetary compensation for participating in that organization. This definition elaborates the separation of an employee from the company rather than promotion, internal movement or transfer of employee. Many organizations are facing high turnover of employee due to which they should develop and implement some retention strategy to stop this switching, attract the capable pool of employee and to retain the talented employees in the organization, and same in the case of Pakistan. With respect to this, it is noted that the Banks are recommended as the most crucial financial institution in the country economy. Pakistani Banking sector have this potential to stabilize the economic growth with revenue generation. Research suggest and indicates that retention strategy have positive impact on ETO. Employee Turnover can be defined as a movement of an employee out from an organization to another (Bohlander 2001). Researchers and practitioners are interested in this area. Managers of the organization are quite concerned on this issue because when employees leave or terminate voluntarily its incurred costs. Employees are the stake of an organization, and ETO ratios have contributed in the benefits and disadvantages of the organization. If we consider the benefits; they are the productivity, better performance, acquiring of new knowledge, reduce labor cost, new business ventures, promotional opportunities, new technology and competition. While on negative side it increases the costs, productivity losses, quality service, lost business opportunity, burden on the administrative staff lost of morale among others employees (Griffeth and Hom, 1994). Although Glebbeek and Bax (2004) tested the hypothesis and revealed that the high turnover is very harmful for the organization.

2. Literature Review

2.1 Employee Turnover and Retention

Hom and Griffeth (2000), defines the employee turnover, as it is the voluntary termination by the employee from the organization. Loquercio (2006) reveals that the turnover of staff is the proportion of the leaving employee from the organization in the given period of time regardless of their employee contract. It can also be defined a voluntary move by the organization to build such an environment that employee can engaged with the organization in long term (Chaminade, 2007).

While Employee Retention is the process in which organization tries to hold employee for the maximum period of time or until the end of the project. Employee Retention is very useful for the employees as well as the organization. In these days, employees are different from earlier. They have more opportunities in the market; if they feel dissatisfaction to the current job or organization they move to the other organization where they would have better opportunities. It is the responsibility of employer that they retain these employees by compensating

and through better retention policies, if they have no retention policies; they will be left with no superior employee in the organization. A good employer and organization should know how to attract and retain the employee to keep them in the organization (Sheridan, 1992).

2.2 Factors Affecting Employee Turnover

Staw 1980 and Talent keepers 2004 reveals that there are several reasons out of which two main reasons are very important that why turnover is very significant importance in Human Recourse practice all over the world. The first of all the ETO is related with low organization commitment, low organization knowledge, low work motivation among employees, high recruitment, selection and training costs. Researchers have also shown evidence that the high turnover is directly proportional to the performance of the organizational (Glebbeek & Bax 2004, Huselid 1995, Phillips 1996). Secondly, voluntary turnover decision by the employee is the total outcome of employee's experience in the organization (Hom & Griffeth, 1994).

Those employees who are more satisfied with their jobs would perform better during his job and show commitment towards the organization (Awang & Ahmad 2010). The high job satisfaction leads to low turnover of the employee. In short the employees who are dissatisfied from the job or organization environment, more likely to quit from the organization comparatively than those who are more satisfied. Thus frequent survey of job satisfaction proves that it is the cause of turnover intention of employee. With job satisfaction, organizational commitment also has been frequent reason of ETO (Bluedorn 1982, Moblay 1977, Price 1977). Griffith (2000) found in his research that lack of commitment with the organization can also lead to the high turnover.

2.3 Factors affecting Employee Retention

It is revealed that the use of financial inducement and better compensation and benefits has also very extremely important for retaining the employee and it also recognize as an critical tool to reward the employee behavior (Brewer, 1996; Koh & Neo, 2000; Taylor & Vest, 1992). Sheridan, 1992, reveals that the compensation should always internally equitable and externally competitive. Tremblay and Pare (2000) also have opinion that the employees are more willing to remain on work in the organization where they have a chances of career advancement and if they feel reasonably well paid. The other factors like encourage succession planning with identifiable role of employee within the organization with succession progression. Casper and Buffardi (2004) stated that the Work-Life Balance facility, mangers' support and favorable environment of the organization also play a vital and crucial role in attracting and retaining the talented pool of employees. The role of supportive manager has been highlighted in the retention of talent like Amey 2002.

✚ *Stemming from the Literature Review above, my first Hypothesis focuses on Impact of Retention Strategy on Employee Turnover.*

2.4 Work-Life Balance and Employee Turnover

Several researchers have found that there is a positive relationship between WLB and favorable work climate with employee growth and retention (Allen 2001, Behson 2005, Casper & Buffardi 2004). Aryee (1998) found a positive and strong relation among work flexibility, job satisfaction and intention to stay in the organization.

Helen (2005) has found a positive link between organization's commitment with WLB policies and employee's commitment to the organization. This study is about the civil engineers which shows higher commitment, job satisfaction, and lower turnover intention when they feel that organization have greater concern about their family life and personal problems. These results prove the evidence that WLB policies have favorable impact on ETO intention and absenteeism. Thaden, E., 2007 said that high turnover will also lead towards the continuity of care and also breaks the capability of the workers to achieve vital functions of the management and systems. Most of the newly firms and organizations have more focused towards this issue that they can gain better and quality reputation in the market and world. Many organizations is trying to lower this factor and trying to better manage the work-life imbalance. Most of the organizations have working to redesign their practice of human recourse management system and with better and improve incentives for the employee to reduce this impact of absenteeism and turnover which creates due to imbalance work-life. It will become the significant impact on WLB and minimizes ETO with better performance of the organization.

✚ *Stemming from the Literature Review above, my second Hypothesis focuses on Impact of WLB on Employee Turnover.*

2.5 Compensation and Employee Turnover

Compensation and rewards is an important feature in the Human Recourse Management. The compensation system that an organization offers to their employee plays a vital role in the performance and turnover intention in the organization. According to Willis (2002), compensation is one of the crucial aspects of attracting the capable pool of the candidates and keeping talent in the organization. The basic hypothesis is that money has significance influence on employee and wages influence the attraction and workforce retention (Parker & Wright,

2001). One of the past studies, Allen, Shore and Griffeth (2003) reported that there is comparison in term of compensation of each employee to differentiate themselves from another employee for the sake of attracting and retaining the talented employee and quality workforce. Therefore, organization should adopt the strategy to attract the capable pool of employees, retain the competent employee and maintain the equity among the employee in the organization.

Mercer (2003) finds in his study that employee will stay longer in the organization if they rewarded justly and equitably and they may leave if they do not rewarded or rewarded poorly. Another study conducted by Horwitz, Heng and Quazi (2003) reveals that compensation management is still one of the most crucial and influencing factor of employees' retention. According to Teseema and Soeters (2006) there is a positive correlation between compensation practice and employees retention. One way to retain talented employees in the organization is; the better compensation package, which should be internally equitable and externally competitive. An organization can only be successful through their compensation policies, it should includes competitiveness, market-related pay and benefits because this motivates employee and plays a role of positive reinforcement to retain employees in the organization and greater organization commitment (Lockwood and Walton, 2008).

✚ *Stemming from the Literature Review above, my third Hypothesis focuses on Impact of Compensation on Employee Turnover.*

2.6 Career Development & Succession Progression and Employee Turnover

Scharmer (2007) introduce a model for Succession Planning, which is called as "Scharmer's Theory U Model". He argues that the top management should focus on the succession planning and act seriously in order to implement. William J. Rothwell (2001) approach Career Development by the perspective of succession plan, he defines succession planning as a deliberate and systematic program that ensure qualified and most credentials employee on the key position, retain employee and develop the intellectual and knowledge capital of the employee for the future.

Recent Journal of Management Development article (Kilian, 2005) focused on the specific career advancement challenges that women and people face in the organization that affects the ETO, which are corporate environment, including lack of supervisor support, lack of coaching and mentoring, stereotyping, social and personal network, and lack of challenging task and assignments.

✚ *Stemming from the Literature Review above, my fourth Hypothesis focuses on Impact of Career Development & Succession Progression on Employee Turnover.*

2.7 Terminal & Other Benefits and Employee Turnover

Benefits plan refers to that pay which other than basic pay for the extra work or time spent during the job tasks (Milkovich, 2005); additionally benefits are the plans which give rewards of security for employee and their family members. Benefits can be defined in two ways: the narrow definition of benefits plans include retirement, health, welfare and transportation benefits. When we are going towards the broader definition of benefit plan, it includes the insurance programs to satisfy the employees. Benefits program not only include the types and levels of benefits received by the employees but also involve the way benefit system is operate as international justice (Williams, 2002). Employees benefit program can reduce the risk of their health and financial instability which encourage employee to remain in the organization.

In addition, retirement fund, medical facility and promotion choices can also be reduce the turnover intention of employee in the organization (Dawn, 1993). According to Witt (2005), he said in his research that all human being faced the uncertainties of unemployment, illness, disability, health related issue family financial crisis dealt and old age period. In the era of these inevitable factors of life are said to be threats to any economic security. Many studies are also focus on investigating the psychological perspective that how management practices affects the employee retention. Many studies highlight the importance of benefits packages offered to employees. Benefits are designed in term to safe guard the employees and their families against problems due to the sickness, accident or retirement.

✚ *Stemming from the Literature Review above, my fifth Hypothesis focuses on Impact of Terminal & Other Benefits on Employee Turnover.*

3. Hypothesis

3.1 Hypothesis-1

Ho: Retention Strategy has no significance impact on Employee Turnover.

Hi: Retention Strategy has significance impact on Employee Turnover.

3.2 Hypothesis-2

Ho: Compensation has no significance impact on Employee Turnover.

Hi: Compensation has significance impact on Employee Turnover.

3.3 Hypothesis-3

Ho: Career Development & Succession Planning has no significance impact on Employee Turnover.

Hi: Career Development & Succession Planning has significance impact on Employee Turnover.

3.4 Hypothesis-4

Ho: Work Life Balance has no significance impact on Employee Turnover.

Hi: Work Life Balance has significance impact on Employee Turnover.

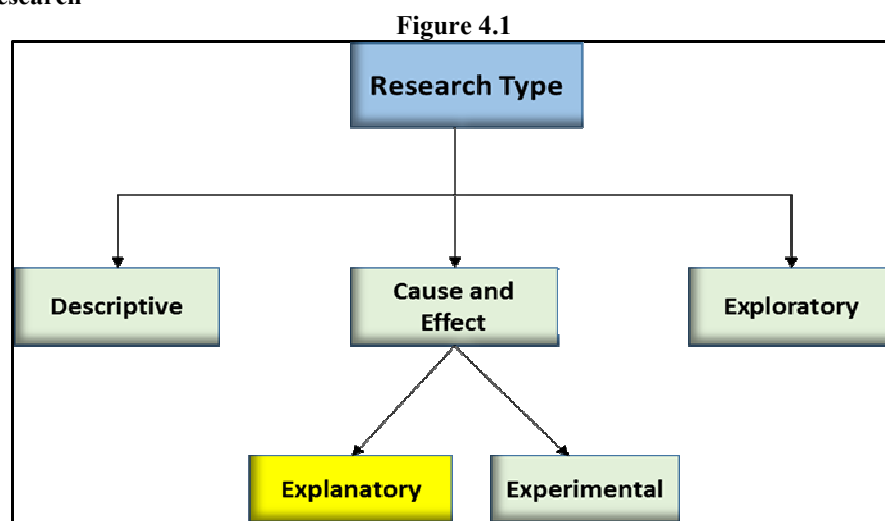
3.5 Hypothesis-5

Ho: Terminal Benefits have no significance impact on Employee Turnover.

Hi: Terminal Benefits have significance impact on Employee Turnover.

4. Research Methodology

4.1 Nature of Research



Primarily, the research type is explanatory, which is based on co-relational study. Explanatory research is a cause and effect study which distinguishes relationship between dependent and independent variables.

The Data is reflecting the primary source to interpret the finding and hypothesis result testing. In which data is collected by the employees through questionnaire and interview were made with the managers and supervisor to find the relationship between dependent and independent variable. However, the secondary data includes external sources like journals, internet search, and literature etcetera.

4.2 Population

The population in this research study is based on the employees with only population of Karachi including 5 branches, largely focused on manager level employees of the Banking Sector in Karachi. Population includes both male and female employees. Population is therefore estimated at 100 employees.

4.3 Sample Size

The sample size for this research picked out from Krejcie & Morgan Model against a population of 100 is; the sample size is 80. Five branches, including one Head Office, on a convenience sampling method in Karachi have been targeted for the required result accuracy.

4.4 Sample Methods & Technique

Sample is based on the convenience sampling, which is the type of non-probable sampling techniques. Informal interview also conducted with the manager for over viewing the circumstances and topic description. Structured questionnaires have been distributed to collect the responses from the employees. 10 questionnaires have been filled via email and remaining filled by personal visits to the employees.

4.5 Data Type

During this research the data which is used is largely primary data and secondary data as well.

4.6 Data Collection Methods

Data collection is based on primary and secondary data. Secondary Data based on external sources like journals, internet, and literature etcetera. And Primary data contain on interview and questionnaires. Interview is based on unstructured questions from the manager regarding the Retention Strategy and ETO trend.

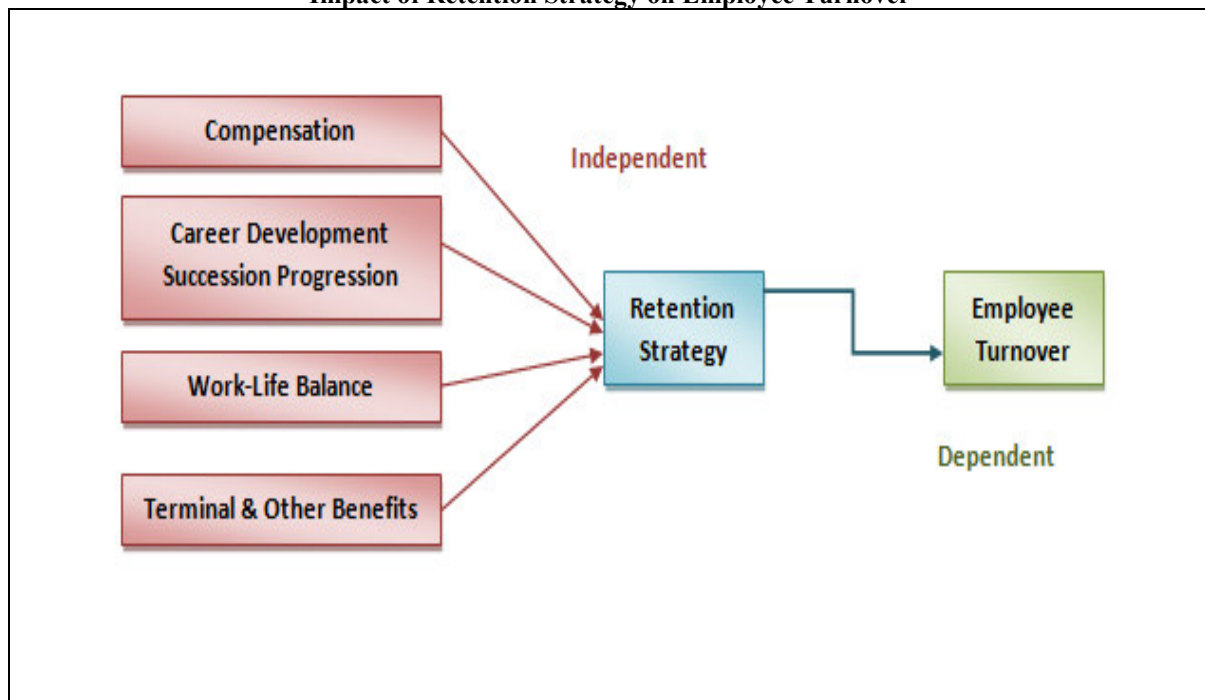
4.7 Data Integration Method

Statistical Package for the Social Sciences (SPSS) has been used to analysis the data in quantifiable terms. IBM SPSS statistics version 22.0 has been used. Statistical tools are used for Correlation Analysis. Cronbach's Alpha is also used to measure the validity and reliability of data. Descriptive variables have also done to test the variables in Questionnaire.

4.8 Theoretical Framework

The Theoretical and Conceptual Framework is comprises on independent and dependent variables. For this research the Retention Strategy in independent variable which includes Compensation, WLB, Terminal & Other benefits and Career Development & Succession. The dependent variable is Employee Turnover. This framework clearly shows the relationship between these four retention strategies among Employee Turnover.

Fig: 4.2
Theoretical Framework
Impact of Retention Strategy on Employee Turnover



5. Data Integration, Analysis & Discussion

The data below describes the relationship between dependent and independent variables with the help of Correlation test over the response of employees.

5.1 Reliability Test

In order to measure the reliability and internal consistency of the responses, the test Cronbach's Alpha is applied to evaluate the assessment and responses of questionnaire. The acceptable value of Alpha is ranging from 0.70 to 0.95. For this research study there were 27 items in questionnaire. The result of test is as under:

Table 5.1
Retention Strategy
Reliability Statistics

Cronbach's Alpha	N of Items
.870	3

The table above showed that the test is significant. The result shows that the result of correlation and regression test is reliable enough to conclude the study. Alpha is 0.870, which is reliable for correlation,

regression test and other variable of the research.

Table 5.2
Compensation
Reliability Statistics

Cronbach's Alpha	N of Items
.797	3

The table above showed that the test is significant. The result shows that the result of correlation and regression test is reliable enough to conclude the study. Alpha is 0.797, which is reliable for correlation, regression test and other variable of the research.

Table 5.3
Work-Life Balance
Reliability Statistics

Cronbach's Alpha	N of Items
.919	3

The table above showed that the test is significant. The result shows that the result of correlation and regression test is reliable enough to conclude the study. Alpha is 0.919, which is reliable for correlation, regression test and other variable of the research.

Table 5.4
Career Development-Succession Planning
Reliability Statistics

Cronbach's Alpha	N of Items
.794	2

The table above showed that the test is significant. The result shows that the result of correlation and regression test is reliable enough to conclude the study. Alpha is 0.794, which is reliable for correlation, regression test and other variable of the research.

Table 5.5
Terminal & Other Benefits
Reliability Statistics

Cronbach's Alpha	N of Items
.739	3

The table above showed that the test is significant. The result shows that the result of correlation and regression test is reliable enough to conclude the study. Alpha is 0.739, which is reliable for correlation, regression test and other variable of the research.

Table 5.6
Employee Turnover
Reliability Statistics

Cronbach's Alpha	N of Items
.743	5

The table above showed that the test is significant. The result shows that the result of correlation and regression test is reliable enough to conclude the study. Alpha is 0.743, which is reliable for correlation, regression test and other variable of the research.

5.2 Descriptive Statistics

Table 5.7
Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Retention	80	14.00	6.00	20.00	14.6625	3.72111	13.847	-.610	.269	-.622	.532
Compensation	80	37.00	5.00	42.00	14.8250	4.33057	18.754	2.814	.269	19.038	.532
Turnover	80	36.00	11.00	47.00	18.2375	4.49259	20.183	3.159	.269	20.568	.532
WorkLifeBalance	80	16.00	4.00	20.00	11.3500	4.32859	18.737	.063	.269	-1.068	.532
CareerDevSuccPlanning	80	11.00	4.00	15.00	11.7250	2.56547	6.582	-1.028	.269	.539	.532
Benefits	80	16.00	4.00	20.00	15.6875	3.09999	9.610	-1.412	.269	2.359	.532
Valid N (listwise)	80										

To summarize the data, the descriptive statistics has been used. Where, 'N' denoted as the population which is 80. Valid N (list wise) this is the number of non-missing values. The Minimum is the smallest number of the variables, Maximum is largest value of the variables and Mean is the average of the variables. In the next column

Standard Deviation shows the spread of responses, the larger the standard deviation the larger the spread is. Variance shows the variability of the data. The Skewness shows the degree of asymmetry. Normal distribution has a skewness of '0'. The curve which skewed to the left has negative skewness and the curve which skewed to the right, has positive skewness. In the last column the Kurtosis defined that how much distribution is heavy from its tails. The normal distribution has Kurtosis '0'. Kurtosis is negative if the tails are lighter and positive when the tails are heavier than the normal distribution.

5.3 Correlations Matrix

Table 5.8
Retention & Turnover
Correlations

		Retention	Turnover
Retention	Pearson Correlation	1	-.374**
	Sig. (2-tailed)		.001
	N	80	80
Turnover	Pearson Correlation	-.374**	1
	Sig. (2-tailed)	.001	
	N	80	80

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

If p value is less than 0.05 than the result is significant, by looking into above table we can say that there is significant relationship between Retention Strategy and ETO.

The correlation coefficient is -0.374 which mean there is moderate negative relation between them, per unit change in independent variable i.e. the Retention Strategy, the dependent variable i.e. ETO will decrease by -0.374.

Table 5.9
Compensation & Turnover
Correlations

		Compensation	Turnover
Compensation	Pearson Correlation	1	-.688**
	Sig. (2-tailed)		.000
	N	80	80
Turnover	Pearson Correlation	-.688**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

If p value is less than 0.05 than the result is significant, from the above table its reveals that there is also significant negative relationship between compensation and ETO.

The correlation coefficient is -0.688 which mean there is strong negative or indirect relation between them, per unit change in independent variable i.e. the Compensation, the dependent variable i.e. ETO will decrease by -0.688.

Table 5.10
WLB & Turnover
Correlations

		WorkLifeBalance	Turnover
WorkLifeBalance	Pearson Correlation	1	-.379**
	Sig. (2-tailed)		.001
	N	80	80
Turnover	Pearson Correlation	-.379**	1
	Sig. (2-tailed)	.001	
	N	80	80

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

If p value is less than 0.05 than the result is significant, the table above shown that there is significant indirect relationship between WLB and ETO.

The correlation coefficient is -0.379 which mean there is moderate relation between them per unit change in independent variable i.e. the Work-Life Balance, the dependent variable i.e. ETO will decrease by -0.379.

Table 5.11
Career Development-Succession Planning & Turnover
Correlations

		CareerDevSuccPlanning	Turnover
CareerDevSuccPlanning	Pearson Correlation	1	-.440**
	Sig. (2-tailed)		.000
	N	80	80
Turnover	Pearson Correlation	-.440**	1
	Sig. (2-tailed)	.000	
	N	80	80

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

If p value is less than 0.05 than the result is significant, we found that there is negative relation between above two variables i.e. Career Development-Succession Planning and ETO.

The correlation coefficient is -0.440 which mean there is negative relation between them; per unit change in independent variable i.e. the Career Development-Succession Planning, the dependent variable i.e. ETO will decrease by -0.440.

Table 5.12
Benefits & Turnover
Correlations

		Benefits	Turnover
Benefits	Pearson Correlation	1	.243*
	Sig. (2-tailed)		.030
	N	80	80
Turnover	Pearson Correlation	.243*	1
	Sig. (2-tailed)	.030	
	N	80	80

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

If p value is not less than 0.05 which shows that the result is not significant, by looking into above table we can say that there is no significant relationship between Terminal & Other Benefits and ETO after having the responses from the sample.

The correlation coefficient is 0.243 which mean a significant change in Terminal & Other Benefits; the ETO has no effect.

6. Conclusion

The purpose of this research study is to find out the relationship between ETO & impact of Retention Strategies through these four factors; which have been picked for this research: Compensation, WLB, Terminal & Other Benefits and Career Development & Succession Planning.

With the help of filled questionnaires and conducted interview from the manager the research can be concluded as there is significant relationship between dependent variable i.e. ETO and independent variable i.e. Retention Strategy (Compensation, WLB, Career Development-Succession Planning and Terminal & Other Benefits).

This Research showed Banking sector follow the heavy Retention Strategy Program to retain the talented pool of employee when they are intended to quit. In the Employment Book there are many benefits and career development program including training and development session, succession progression. Other than this they also offer terminal benefit to their regular confirmed employees. They also have other allowances and facility for employees. These are the reason that employee are attract towards Banks and remain in work in long time.

Lastly, by going through the several literature reviews the evidence of this research supports the study of my topic i.e. impact of Retention Strategy on Employee Turnover. The study based on five hypotheses, formed with independent variables. From the data analysis on questionnaires, the correlation test has applied for testing the significance relation between dependent and independent variables. If the p-value is less than 0.05, it reflects that there is a significance relation between variables. By testing the correlation, it is found that Retention Strategy, Compensation, WLB, Career Development-Succession Progression has a negative significant relationship with the dependent variable i.e. ETO, which mean if these independent variable increases, the ETO will decreases. But the variable i.e. Terminal & Other Benefits have positive relationship with the dependent variable i.e. ETO, which shows that 1 unit change in terminal & other benefit will increase ETO by 0.243. With this it is concluded that the four null hypotheses is rejected (Retention, Compensation, WLB, Career

Development-Succession Progression) and one is accepted (Terminal & Other Benefits).

7. Limitation of the Study

During conducting this Research Study, the time is found as the first constraint. Another constraint is the issue of getting appointments from the organization for interview and approach the employee and visit different banks to receive proper response in filling the questionnaires. The next is, the sample size, which is random sampling because it is not possible to cover each and every segment of the population. The last and biggest hurdle is to get confidential data from the manager that is turnover rate/trend of employee.

8. Prospectus for Future Research

This study will be very useful for future researcher in case of Banking Industry of Pakistan with other new intervening and moderating variables. This study will also help researcher to investigate further in this area in other industry like FMCG, Oil, Textile, Educational & Government Institutions and Hospital etcetera, where the employee leaves the organization because of job-dissatisfaction which arises because of the lack of Employee Satisfaction and lack of the Retention Strategies which is covered in this Research Study.

9. Recommendations for Banking Sector in Karachi

- The Research Finding reveals that the all independent variable have significant inverse relationship with ETO except Terminal and Other Benefits. That's mean the Banking Sector in Karachi should focus to improve their benefits program in term of rationally that are also help to attract and retain the talented pool of employees and reduces the ETO.
- With my study and evidence from literature review it is prove that the career advancement will decrease the ETO. Therefore Upper Management has to take stand for creating the more opportunities for career advancement and succession progression; it will help employees to become more skilled or competent and progression helps to retain the employee in the bank.
- During survey and interview it is observed that Management has to change the working environment or conditions within the bank. This environment should be beneficial for staff health and safety. Staff may lose concentration in the work and might to switch the bank or a company.
- Today's staff desires a flexible working hours, which can impact the Employee Retention directly. The flexible working hours will also affect ETO; therefore Banking Sector should focus in WLB facilities. The prolonged and tough working hours will also reduce in order to retain employee. In Banking Sector; WLB of an employee are not much stable. In statement, a Boston College Center for Work & Family study explain that 76% of executives and 80% of workforces showed that flexible work schedules had positive effects on Retention of Employees. That means Banks have to offer flexible working hours all over the place. They might help to employee for not leaving the organization for someone who will.
- Human Resource Management should also appreciate staff's work in the bank when the goals of the bank will accomplish. Appreciation is given through announcement or providing some incentives through which staff is more attached with their bank, which also ultimately positively affect to ETO.
- Management should have developed the performance standard for staff in order to know about the performance. The fair appraisal system will motivate employee to do work with more interest and deliver a good services to his customer. This will ultimately affect the employees' job satisfaction which reduces the ETO.

Reference

- Awang Z. Ahmad J. H. & Zin N. M. (2010). Modeling Job Satisfaction and Work Commitment among Lecturers: A Case of UiTM Kelantan. *Journal of Statistical Modeling and Analytics*. 1(2), 45-59.
- Amey M. J. (2002). Evaluating outreach performance. *New Directions for Institutional Research*. 33-42.
- Allen T. D. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behavior*. (58), 414-435.
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*. 29(1), 99-118.
- Bohlander, G., Snell, S and Sherman, A. (2001). *Managing Human Resources* (12th Ed.).
- Bluedorn, Allen C (1982). A unified model of turnover from organizations. *Human Relations*. 35 (2), 135-153.
- Brewer, L. (1996). In the Public Interest. *Policy Studies Journal*. (24), 97-99
- Behson, S.J. (2005). The relative contribution of formal and informal organizational work-family support. *Journal of Vocational Behavior*. 66(3), 487-500.
- Chaminade, B. (2007). A retention checklist: how do you rate? www.humanresourcesmagazine.co.au. Accessed, 15 January 2012.

- Casper, W. J., & Buffardi, L. C. (2004). Work-life benefits and job pursuit intentions: The role of anticipated organizational support. *Journal of Vocational Behavior*. (65), 391-410.
- Dawn, G. (1993). How Companies Fund Retiree Medical Benefits. *Personnel Journal* 72(11), 78–86.
- Eritrean civil service. *International Journal of Human Resource Management*. 17(1), 86-105.
- Griffeth, R.W., Hom, P.W. and Gaertner, S. (2000). A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium. *Journal of Management* 26(3), 463–88.
- Griffeth, R.W. and Hom, P.W. (1994). Employee Turnover. Cincinnati, OH. *South-Western College Publishing*.
- Glebbeek, A. C., & Bax, E. H. (2004). Is High Employee Turnover Really Harmful: An Empirical Test Using Company Records. *Academy of Management Journal*. (47), 277-286.
- Helen Jarvisn (2005). Household co-ordination and the infrastructure of everyday life. *Time & Society*. 14(1), 133-154.
- Horwitz, F. M., Heng, C. T., & Quazi, H. A. (2003). Finders keepers: Attracting, motivating and retaining knowledge workers. *Human Resource Management Journal*. 13(4), 23-44.
- Koh, W. L. & Neo, A. (2000). An experimental analysis of the impact of pay for performance on employee satisfaction. *Research and practice in human resource management*. 8(2), 29-47.
- Loquercio, D., 2006. Attrition and Retention-A Summary on Current Literature, downloaded from People in Aid, <http://www.peopleinaid.org/> accessed on February, 9.
- Mobley, William H., (1982). Employee Turnover: Causes, Consequences, and Control. *Addison-Wesley Series on Managing Human Resources*. 187-205
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*. (62), 237- 240.
- Mercer Report (2003). Mercer study raises red flags for employer pay and benefit plans (Findings of the people at work survey). *Human Resources Department Management Report*. 8-15.
- Milkovich, G.T., Newman, J.M. and Milkovich, C. (2005). Compensation (8th Ed.). New York: McGraw-Hill/Irwin.
- McCarty Kilian, Claire, Dawn Hukai, and C. Elizabeth McCarty (2005). Building diversity in the pipeline to corporate leadership. *Journal of Management Development*. 24(2), 155-168.
- Parker, O. & Whright, L. (2001). Pay and employee commitment: the missing link. *Ivey Business Journal*. 65(3), 70-79.
- Paré, Guy, Michel Tremblay, and Patrick Lalonde (2000). The measurement and antecedents of turnover intentions among IT professionals. *Measurement* 2000 (33).
- Phillips, Jack J. (1996). *Accountability in Human Resource Management*, Routledge.
- Rothwel William J (2001). Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within [AMACOM. *Business & Economics*. 338.
- Sheridan (1992). Organizational Culture and Employee Retention. *The Academy of Management Journal*. 35(5), 1036-1056.
- Staw, B. M., Calder, B. J., Hess, R. K. and Sandelands, L. E. (1980). Intrinsic Motivation and norms about payment. *Journal of Personality*. (48), 1–14.
- Scharmer, C. O. (2007). Theory U: Leading from the emerging future. *A Social Technology of Freedom (working title)*. Cambridge, MA: SoL Press.
- Taylor, G. S., & Vest, M. J. (1992). Pay comparisons and pay satisfaction among public sector employees. *Public Personnel Management*. (21), 445-454.
- Thaden, E., 2007. Understanding Attrition and Predicting Employment Durations of Former Staff in a Public Sector Social Service Organization. *Community Research and Action*.
- Tessema, M. and Soeters, J. (2006). Challenges and prospects of HRM in developing countries: testing the HRM-performance link in Eritrean civil service. *International Journal of Human Resource Management*. 17(1), 86- 105.
- Witt, P. (2005). Social security's theories and determinants. *Manual for public services America*.
- Willis, M (2002). Reducing Employee Turnover. *Creating Quality Newsletter*. 11(5).
- Williams, P. (2002). The Competent Boundary Spanner. *Public Administration*. 80, 103–124.