

Factors Affecting Employees Job Switching Intention of Bangladesh's Ready Made Garments Employees: A Study on Regency Garments Ltd.

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Abstract:

Now a days Bangladesh garments industry facing different kinds of problems, with in which the employees jobs switching tendency is the major concern. Its can hamper the organizations performance and profit. An Experienced employee can enhance productivity and can contribute more for organization's development rather than a new employee. So the most challenging problem is the job switching intention of employees and there are some factors of job switching .The paper basically highlights the major factors related to job switching intention of employees in ready made garments industry. To achieve this objective, authors adopted a survey method by administration of questionnaires over 50 employees of ready made garments. After statistical analysis here we find six major factors of job switching tendency in RMG sector. These determinants are workplace facilities, workplace safety, employee recognition program, employees' family life and others. It is possible for the company to reduce conscious about these factors then can reduces the job switching tendency of employees.

Keywords: Job switching intention ,Ready Made Garments ,Turnover Intention

1.1 Introduction

In the organization the Human Resources are the life blood of life. It is difficult for the organization to compete in the current era of competition without the loyal and competent Human Resource. The loyal employees are the most productive and a source for the development of the organization and vice versa. It becomes challenge for the Human Resource Managers to retain the employees for long period and to minimize the turnover in the organization. The manufacturing sector such as garment, jute and jute related goods, leather and leather related products, home textile, foot wear are contributing towards the utmost percent of Bangladesh Economy. Within the various segment of the manufacturing sector, the Readymade Garment (RMG) is one of the successful manufacturing sectors with greater contribution to the national GDP. (Hossan, et. al,2012, Chaowdhury, et. al. 2006). On the other hand, most of the employers as well as Government pay little attention to the implementation of labor law and does not satisfy the needs of the workers.

In 1984, Regency began its journey with 84 employees– a small step of what would prove to be a long era. Today the company has 6 production facilities and a workforce of over 12,000. We are one of the top clothing companies based in Bangladesh and produce some of the most fashionable Casual Wear, Outer wear, Active Wear, Essentials, Smart Wear.

Regency is a Joint Venture multinational readymade apparel manufacturer owned by the Hirdramani Group of Companies (Sri Lanka) and L.T Apparels Ltd. (USA).

Regency also earned global reputation for its commitments towards the planets & environmental aspects. We ensured a world-class working environment by patronizing women's empowerments. Our philosophy of innovation enables us to utilize our resources & pursuit of excellence in the Regency's lifestyle.

In other words, more satisfied employees are less likely to seek a new job, with a new employer. For this reason, studying the factors associated with job switching is practical and valuable more over it has a great impact for Organizational performance. So the research directed to find out important factor for job switching in garments Industry. If the organization can not able to ensure these factors for retaining their employee, then the employee turnover decreases.

1.2 Objective of the study:

The broad objective of this report is to develop theoretical and practical knowledge about job switching tendency among workers of Regency Garments Limited. To satisfy the general objective of the study considers the following specific attempts:

- ❑ To get idea about the factors affecting job switching in Garments industry.
- ❑ To analysis the factors of job switching of Regency Garments Ltd (RGL).
- ❑ To find out the problems and suggest some recommendations to overcome the problems.

1.3 Methodology:

The study examines the factors affecting job switching tendency of employees in Regency Garments Ltd. The data was gathered from 50 garments employees. Employees are asked to rate 21 variables according to their job experience. Researcher tries to represent the necessary data based on primary and secondary information sources. By analyzing the literature review and the practical experience of employees researcher can identify 22 variables where 21 is independent and 1 is dependent variable. Dependent variable of this study is Job switching and the independent variables are highlighted here

1. X1=Atmosphere
2. X2=Working condition
3. X3=Timely salary
4. X4=Working hours
5. X5=Other benefits
6. X6=Transfer or job rotation
7. X7=Promotion
8. X8=Well behavior of supervisor
9. X9=Leave/ holidays
10. X10=Job security
11. X11=Job location
12. X12=Brand value of the company / company reputation
13. X13=Co-worker relationship
14. X14=Financial condition of the company
15. X15=Workload
16. X16=Discrimination of age or sex
17. X17=Sexual Harassment
18. X18=Family barriers
19. X19=Health & safety or Physical unfitness
20. X20=Training and development
21. X21=Work life balance

Convenient sampling method was used to collect the data from the target population i. e. questionnaires were sent to the target population by hand or mail. Questionnaires are formed through 5 point likert scale. Different statistical tools and software were used for analyzing data as like tabulation and SPSS. Descriptive statistics have been used to analyze data to identify the specific factors of job switching.

1.4 Literature review:

1.4.1 Turnover intention

Every organization faces turnover of employees, some of them leave the organization voluntarily while the organizations discharge some of their employees from the organization. All kind of turnover incurs cost of replacement of those separators, recruitment, selection etc. Studying the behavior of employees who quit their organization is turnover analysis of employees. The organizations can reduce turnover rate but they cannot reduce it to 0%, high turnover rates are not good for the organization so, the organizations try to retain their employees and save their cost. When the employees are not satisfied with their jobs and organizations do not trust in their employees the employee's intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller (Jeffrey, 2007). Turnover is of two types voluntary turnover and involuntary turnover, when employer fire the employees it is said to be involuntary turnover and when the employees quit their job by their willingness it is called involuntary turnover. (Dess and shaw 2001). According to (Staw 1980) Turnover have both positive and negative effects on the organization. The organization has to pay a heavy cost of replacement of employees as a negative consequence; the organization has to pay a big portion of its time to recruiting and selecting activities which will increase the administration responsibilities. According to (riley, 2006) Employees work interdependently in an organization, quitting of some of the employees Effect the efficiency of the remaining employees. It is good for the organization to fire The employees who are not productive and replace them with the productive one's which will increase the human capital and the new one's will bring innovative ideas and solutions. According to (Grobler et al, 2005) to reduce conflicts and bring change and innovation to the organization minor turnover is healthy for the organization.

1.4.2 Types of Employee Turnover

1. Voluntarily vs. Involuntary

The separation of employees from an organization may be due to voluntary or involuntary turnover. It is voluntary when the choice of leaving the organization is initiated by the employee and involuntary where the employee has no choice in their termination. It may result from the following situations: dismissal,

retrenchment/redundancy, retirement, long term sickness, physical/ mental disability, moving /relocating abroad, death (Samuel and Ikemefuna, 2012).

2. Internal vs. External

Employees' turnover can be classified as either internal or external. It is internal when employees leave their current assignment and take up new roles or positions within the organization. This could bring both positive and negative feelings. The feeling could be positive if the new position brings about increased morale from the change of task and supervisor; alternatively, it could be negative if the new position is project related or relational disruption like holding brief for a colleague in another location. The effect of this internal turnover may be important as to require monitoring just like the external turnover. Human resource mechanism such as recruitment policy and succession planning can be used to control internal turnover (Samuel and Ikemefuna, 2012).

3. Skilled vs. Unskilled

Unskilled employees who are generally known as contract staff usually experience high turnover. The reason for their exit is not far-fetched. This category of employees do not have status of permanent contract and consequently do not enjoy the same condition of service like their permanent counterpart, as a result, they leave the organization at the slightest opportunity of having a more favorable job. Employers do not worry about this kind of turnover because of the ease of hiring new ones. On the other hand, high turnover of skilled employees pose a risk to the business and ultimately in the organization in the form of human capital lost. These include skills, training and acquired knowledge. Since these specialized employees have skills that are relatively scarce and can be re-employed within the same industry, their leaving can act as a competitive disadvantage to the organization in addition to the cost of replacing them. These costs can be enormous especially if the employees occupy strategic position and play key roles in the organization. (Samuel and Ikemefuna, 2012)

1.4.3 Impact of Employee Turnover on the Organization

The reason so much attention has been paid to the issue of turnover is because turnover has some significant effects on organizations (DeMicco and Giridharan, 1987; Dyke and Strick, 1990; Cantrell and Saranakhsh, 1991; Denvir and McMahon, 1992). Many researchers argue that high turnover rates might have negative effects on the profitability of organizations if not managed properly (Hogan, 1992; Wasmuth and Davis, 1993; Barrows, 1990). An employee leaving a company for whatever reason must have an effect on the organization and the people that compose it. Employee turnover is expensive from a business point of view and Voluntary quits which represents an exodus of human capital investment from organizations and the subsequent replacement process entails manifold costs to the organizations. These replacement costs include for example, search of the external labour market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit (John, 2000). In addition to these replacement costs, output would be affected to some extent or output would be maintained at the cost of overtime payment. Asides from economic effect, uncontrolled employee turnover can actually have social and psychological effects. Gustafson (2002) argue that turnover include other costs, such as lost productivity, lost sales and managements time. She estimates the turnover costs of an hourly employee to be \$3,000 to \$10,000. This clearly demonstrates that turnover affects the profitability of the organization and if its not managed properly it would have the negative effect on the profit. Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50 percent of the worker's annual salary (Johnson, 2000) – but the costs do not stop there. Each time an employee leaves the firm, we presume that productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, the loss of intellectual capital adds to this cost, since not only do organizations lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets (Meaghan, 2002). Therefore, if employee turnover is not managed properly it would affect the organization adversely in terms of personnel costs and in the long run it would affect its liquidity position.

1.5 Factor affecting the job switching

It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job. Many studies have revealed that most employees leave their organization because of the relationship with their immediate supervisor or manager. Individuals constantly face a trade-off between work and leisure as they try to allocate their time. If they supply more labor, they have less time to enjoy life and if they supply less labor they have less money to enjoy life. There is an optimum amount of work that provides individuals with enough compensation for them to enjoy their leisure time (Constant & Otterbach, 2011). There are different reasons a company may choose to utilize job rotation such as using job rotation as a learning mechanism. There are significant benefits that may outweigh the

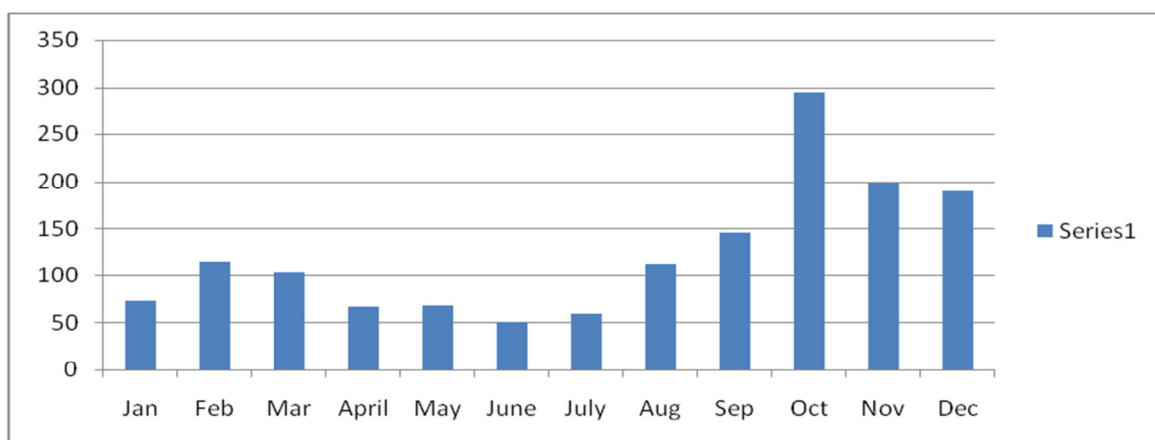
costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self efficacy. Job rotation enhances the skills and legacy of the organization while working to retain younger employees who increasingly demonstrate desires to learn and experience new things. This "expedition" experienced by younger employees helps them to understand the value of each functional area's contribution to the organizational mission. (ADJEI, JULY, 2012). According to Vasilios D. Kosteas, Promotions are also an important aspect of a worker's career and life, affecting other facets of the work experience. They constitute an important aspect of workers' labor mobility, most often carrying substantial wage increases (Kosteas 2009, Blau and DeVaro 2007, Cobb-Clark 2001, Francesconi 2001, Pergamit and Veum 1999, Hersch and Viscusi, 1996, McCue 1996, Olson and Becker 1983 and others) and can have a significant impact on other job characteristics such as responsibilities and subsequent job attachment (Pergamit and Veum 1999). Specifically, finding that promotions lead to greater job satisfaction, even after controlling for wages and wage increases, supports the notion that workers value the promotion in and of itself (Kosteas). Suitable support from management will enhance their level of satisfaction and devotion to achieve the organizations' objectives. More specifically, employees in this industry deserve the appropriate recognition as return for their contribution to the organization. Further the support of the supervisor is also important for labour oriented organization especially in RMG industry (Kee, 2013).

1.6 Analysis of the study

For understanding job switching tendency, a sample of 50 respondents are selected. The inhabitants for the current study are workers in Regency Garments Ltd (RGL). The sample member should be working as a worker in the organization and having adequate knowledge about its job. The main target to collect sample data was sewing, quality and finishing section worker. Researcher also tries to represent the past year (2015) job switching status of Regency Garments Limited.

Number of job switcher in RGL

Month	Number	Growth rate
January	73	
February	114	56%
March	104	-9%
April	66	-37%
May	68	3%
June	50	-26%
July	59	18%
August	112	90%
September	145	29%
October	295	103%
November	198	-33%
December	190	-4%



Total number of switcher at RGL in 2015

From the above figure, researcher noticed that there is a huge tendency to switch the job in RGL. By the help of month comparison, we find that during the month of **October** the highest number of workers are

switched their job, the number is **295**. Besides another important thing we noticed that during the month of October, November and December the number of job switcher growth rapidly compare to other month in 2015. One of the workers said that, the main reason for increasing the number is starting **General Shift (7am to 6pm) from October in 2015**. Another worker said that, increasing working hours is the reason for job switching. By the talking with many other workers at RGL researcher finds various reasons and factors for job switching in Regency Garments Ltd (RGL). By conducting growth analysis the researcher find that there was a fluctuation in the regency garments employees job switching intentions.

Demographical analysis

Demographic Characteristics	Description	Frequency (%)
Age	Below 20	20%
	20-30	40%
	30-40	30%
	Above 40	10%
Gender	Male	30%
	Female	70%
Marital Status	Married	40%
	Single	60%

Most of the female workers are belong to young and single. This implies that female workers cannot work in the garment fully for long time because of occupational hazards and workplace stress and the employers do not prefer aged-experienced workers in the factories to reduce cost by employing fresh workers at low remuneration.

Employees are asked to rate 21 variables on a five point of scale according to their experience. The test of validity was examined with the help of a Kaiser-Meyer-Ohlin (KMO) measure of sample adequacy and Bartlett’s test of sphericity. The KMO statistic varies between 0 to 1; on the other hand 1 indicates that factor analysis should be yield distinct and reliable factor. Kaiser 1974 recommended accepting values greater than 0.5 as acceptable. Furthermore, values 0.5 and 0.7 are mediocre; values between 0.7 and 0.8 are good. Values between 0.8 and 0.9 are great and values above 0.9 are superb (Hutcheson and sofroniou, 1999, Islam, 2013). In table :1 Kaiser-Meyer-Ohlin (KMO) and Bartlett’s test of sphericity

Table:1.KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.614
	Approx. Chi-Square	450.772
Bartlett's Test of Sphericity	df	210
	Sig.	.000

The above given table provide the information regarding data adequacy and validate of factor analysis for the current research. For these data KMO vale lies on 0.643. According to Kaiser (1974) which falls into the range of being mediocre; so, we should be confident that factor analysis is appropriate for these data. On other hand Bartlett’s test of sphericity is chi –square value 450.772 with 210 degree of freedom at the 0.01 level of significance .The Test of Sphericity shows the significant $p < 0.01$. So the appropriateness of factors suggests further investigation using principles axis factoring method.

Principles component analysis used as the extraction method to identify the key factor having significant correlation with the variables. The table 2. shows the principles component analysis indicating that there are six factors whose eigen values exceeds 1.00 of a factor represent the amount of the total variance explains by that factor. The seven factors show the 67.363% total variance. The first factor shows 24.88% of this variance and according to the result; it exhibit heavy loadings for six variables pertaining to the factors of customer satisfaction for natural gas using. The first factor consists of X3,X14, X11,X9,X16 ,X17,X2,X5, i.e Timely salary, Financial condition of the company, Job location , Leave/ holidays, Discrimination of age or sex, Sexual Harassment , Working condition and Other benefits. These factors can be called as workplace facilities

The second factor consists of X13,X12,X15,X10,X19,X6.i.e Co-worker relationship, Brand value of the company / company reputation, Workload, Job security, Health & safety or Physical unfitnes and Transfer or job rotation. These factors can be called as workplace safety.

The third factor consists of X18,X21 i.e Family barriers and Work life balance. This factor can be called as employee’s family life. The forth factor consists of X7.i.e Promotion which can be called employee recognition. The fifth factor is X1,X8.i.e Atmosphere and Well behavior of supervisor which can be called official interaction. The sixth factor consists of X4.i.e Working hours which can be called office schedule. So we can high light the factors which can effect on the ultimate Table 2.19(b) **Total Variance Explained**

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.226	24.884	24.884	5.226	24.884	24.884	4.316	20.550	20.550
2	2.742	13.057	37.941	2.742	13.057	37.941	2.507	11.940	32.491
3	2.389	11.374	49.316	2.389	11.374	49.316	2.033	9.683	42.174
4	1.356	6.458	55.774	1.356	6.458	55.774	1.989	9.469	51.643
5	1.249	5.948	61.722	1.249	5.948	61.722	1.961	9.338	60.981
6	1.185	5.641	67.363	1.185	5.641	67.363	1.340	6.382	67.363
7	.980	4.667	72.030						
8	.860	4.096	76.126						
9	.757	3.607	79.733						
10	.722	3.437	83.170						
11	.655	3.119	86.289						
12	.520	2.476	88.765						
13	.426	2.031	90.795						
14	.390	1.859	92.654						
15	.372	1.774	94.428						
16	.331	1.575	96.003						
17	.284	1.351	97.354						
18	.215	1.025	98.379						
19	.160	.761	99.140						
20	.094	.449	99.589						
21	.086	.411	100.000						

Extraction Method: Principal Component Analysis.

Now the study explores the most important factors for customer satisfaction in details with Eigen values and factor loadings:

Factor 1: The first important factor is “workplace facilities”. The Eigen value and percent of variation explained by this factor are 5.226 and 24.884 respectively. This factor consists of eight variables which have worked properly with factor loading (0.867, 0.766, 0.763, 0.772, 0.634, 0.727, 0.482, 0.0524 respectively).

Factor 2: The second important factor is “Workplace safety”. The Eigen value and percent of variation explained by this factor are 2.742 and 13.052 respectively. This factor consists of six variables which have worked properly with factor loading (0.688, 0.732, 0.595, 0.669, 0.550, 0.625)

Factor 3: The third factor is “Employees family life”. The Eigen value and percent of variation explained by this factor are 2.389 and 11.374 respectively. This factor consists of two variables which have worked properly with factor loading 0.760 and 0.659 respectively.

Factor 4: The fourth important factor is “Employee Recognition”. The Eigen value and percent of variation explained by this factor are 1.356 and 6.458 respectively. This factor consists of one variable which has worked properly with factor loading 0.631.

Factor 5: The fifth important factor is “official interaction”. The Eigen value and percent of variation explained by this factor are 1.249 and 5.948 respectively. This factor consists of two variables which have worked properly with factor loading 0.782 and 0.594 respectively.

Factor 6: The sixth important factor is office Schedule. The Eigen value and percent of variation explained by this factor are 1.185 and 5.641 respectively. This factor consists of one variable which has worked properly with factor loading 0.764.

1.7 Recommendations and Conclusions:

The study related to the employees of regency garments ltd. Identified some factors which can lead to employee’s turnover. The findings suggested the factors or variables as like workplace facilities, workplace safety, employee’s family life, employee recognition, official interaction and office schedule .These factors can affect effectively the job switching tendency of employee. Management can take appropriate approach for reducing job switching tendency of employees. If the management can enhance the job facilities, increase the workplace safety, emphasizing on employees family life, providing employees recognition, using effective communication for interpersonal communication with employees and implementing appropriate working hours which is not more than 8 hours daily or according to labor law of Bangladesh.

5 Ways to Prevent Job Hopping and Reduce Employee Turnover by Bill Driscoll (2015)

In this light, a solid retention plan is available for reducing job switching tendency of garments which are related to these papers factors of job switching. If the organization takes appropriate emphasize on these factors and consider a retention plan then the job switching tendency will be reduced among their employees. Here are five ideas for retention plan.

Strengthen Recruitment

Past performance is a good indicator of future results. This axiom may not be true for stock prices, but it is for talent management.

Therefore, before extending a job offer, it's crucial to determine whether applicants are a good fit **and** have staying power. If the applicant's resume includes several short stints, one of the interview questions should be why they left those previous roles. Are they easily bored? Do they have a poor work ethic? Is there a disconnect between their expectations and the realities of any position. The company should consider also the positive side of applicants as like ambition; drive especially the worker work history indicates the inclination for job responsibility.

Be Generous

Employees know what they're worth, and they want to be fairly compensated. When creating a retention plan, think bonuses and incentives, profit sharing, and regular merit raises. Organizations can consult Robert Half's salary guide to make sure they offer competitive pay and employee benefits

However, if top performers tell you they've accepted another job, making a counteroffer is not a good retention strategy. Unless their sole reason for wanting to leave was dissatisfaction with the salary, throwing more money at them will not resolve the issues that made them look for another job in the first place—and may just delay the inevitable.

Promotion and work empowering facilities

When employees feel their careers have stagnated, they're more inclined to leave. A big part of job satisfaction depends on how much progress they feel they're making. Employees need recognition as like promotion and reward for their performance .the organization should help the staff find meaning in their tasks and validate that their work makes a difference within the organization.

Another way to increase engagement and improve retention is to show employees that they have a clear trajectory within the organization. Make career path discussion part of check-in meetings and performance reviews. Be sure to promote professional development opportunities as a way to acquire the technical and soft skills to move up. When employees see that they're not in a dead-end job and that management is invested in their future, they may be more likely to stay for the long haul.

Be a communicative Good Boss

It's hard to leave a boss you like and respect. Good staff management entails honest communication and an open-door policy. Employees should feel comfortable coming to managers if they have a problem, feel dissatisfied, or are bored or overworked.

Employee's recognition goes hand in hand with good communication. Be sure to praise the staff's accomplishments and celebrate wins as a team; group activities promote bonding and build loyalty.

Know the Signs

When employees are gearing up to change jobs, they may lose interest in their current work. Because they have an exit plan and are not as worried about impressing management, May be notice that productivity dips, breaks become longer, and communication lags. If the company finds those signs, weigh the costs and benefits of re-engaging these employees versus hiring replacements.

If they do leave, be sure to have human resources conduct exit interviews. This kind of honest feedback, both positive and negative, is invaluable in strengthening the company's retention efforts.

So far the researchers try to express the reasons of job switching because of employee recruitment is expensive and time-consuming, and a rotating door of employees is disruptive to the organizations staff's productivity. Even though job hopping is becoming more acceptable, the organization can reduce turnover by ensuring staff are well compensated, find meaning in their work, feel appreciated, and know they have a future in company.

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