



Inspiring Excellence

Internship Report

On

“Employee Turnover & its Consequence - A Study on United Group”

Submitted to:

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Employee Turnover & its Consequence

A Study on United Group



Letter of Transmittal

12th April, 2018

To

Md.Tamzidul Islam
Asisstant Professor
Brac Business School
BRAC University
Bangladesh

Subject: Submission of Internship Report.

Dear Sir,

With due respect and immense gratification, I am submitting my report on “**Employee Turnover & its Consequence - A study on United Group**” that you have assigned me as an essential requirement of my Internship program. It was a great opportunity for me to gather a vast amount of information and grasp the subject matter in an appropriate way. I have tried my best to furnish the report with relevant data. I have found the study is quite attention grabbing. Insightful and beneficial.

In this concern, I pray and hope that you would be kind enough to accept my Term Paper Report and bless me heartily. I hope you will consider the mistake mistakes that may take place in spite of my best.

Sincerely,

Sumya Rahman.
ID:15264027
MBA

Declaration Certificate

This is to certify that this project report titled “Employee Turnover & its Consequence - A Study on United Group” is the Bonfire work of Sumya Rahman. Student ID: 15264027 of MBA program who carried out the research under my supervision. It is certified further that to the best of my knowledge the work reported herein does not from part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate. This report has been prepared as a partial requirement of Master of Business Administration (MBA) degree.

I wish her every success in her future endeavor.

Md.Tamzidul Islam
Asisstant Professor
Brac Business School
BRAC University
Bangladesh.

Acknowledgement

I would like to take this opportunity to convey my heartfelt gratification those, whose blessing and cooperation was important to bring this report in light.

At first I would like to submit my acknowledgement to Almighty Allah who has created us, brought us to this stage and blessed me in completing this report.

I would like to express my gratitude to my respected supervisor Md.Tamzidul Islam sir, who has inspired me to prepared this report. He has been supportive throughout, responded to my queries and provided me all the necessary information I needed to complete this report.

I would also like to show my gratitude to the team of Human Resource at United Group. The Hr team has provided me with all the necessary information I needed to conduct this research. They have also responded well to my questionnaire.

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Executive Summery

This report based on practical working experience at United Group as a part of my Internship program. This study asses the employ and reasons behind turnover at United Group with an objective to identify the factors affecting turnover and reason behind turnover. Data were gathered from both primary and secondary sources.

To manage employee turnover there several strategic that are uses globally by different organizations to create

This report contains summery of employee turnover management at United Group, why does it occur and what are the consequences. The analysis is based on my journey at united group as an Intern of Human Resource department.

CHAPTER 1

1. Introduction

Today's competitive business world, it is considered to be an important task to manage employee turnover for any organization. Naturally people want diversities in his/her everyday life; seeks for new and challenging jobs and good working environment in job place. To provide these things to the employees in an economic way is very difficult and cumbersome. But it is also crucial for any organization to retain its talented employees. Every organization wished to have high productivity, fewer turnovers and to be profitable. Managing turnover successfully is a must to achieve the goals.

Every organization wished to have high productivity, fewer turnovers and to be profitable. Managing turnover successfully is a must to achieve the above goals. In Bangladesh, it is very important to manage turn over for both government and non-government sectors. In government sectors, although some fringe benefits are given to the employees regularly do not satisfy them sufficiently. In private sectors, though salary and benefits are high but security of job is less. Due to these reasons turnover rate in private sectors are higher than public sectors. Turnover rate also varies from manufacturing to service sectors.

The purpose of this research is therefore, to find out the actual reasons behind turnover and its damaging effects on the productivity of different departments at United Group.

1.1 Background of the report

Human resource management must cope with the changing world of work. It must be aware of the globalization, technology changes, and workforce diversity. HRM is facing a big challenge in recognizing the reasons behind employee turnover supporting the organization by providing the best workforce for the suitable positions in shortest possible time. It is a big challenge to find the suitable person for the correct position who would last long. The owners of the business organizations do not concentrate on this important issue because of less awareness. They have little idea about how detrimental the effect of turnover is into the productivity of their organizations. Employee turnover has proven to be one of the most

costly and seemingly intractable human resource challenges at United Group. The rate of turnover varies from department to department. Sometimes employee turnover benefits organizations positively. This might happen when a poor performer is replaced by a more skilled employee and when a retired employee replaced by a younger one.

1.2 Objective of the report:

The main objective of the report is to provide an analysis of the Employee Turnover of United Group with an aim to show why it occurs and how it can be prevented.

1.2.1 Broad Objective

- To explain the whole employee turnover management of United Group.
- To enhance my work experience.

1.2.2 Specific objective:

- To identify the actual reasons of turnover
- To analyze how turnover affects productivity on organizations.
- To find out the possible solutions of reducing turnover.
- To help business organizations by identifying their problems, analyzing the information's and recommending for possible solutions.

1.3 Hypothesis of the study:

In order to understand the objective and the overall conclusion of the study , the following hypothesis has been made.

H.1 The rate of turnover at United Group is very low and it does not affect the productivity of the organization that much as it has more employees than necessary.

CHAPTER 2

2. Literature Review

Employee Turnover

2.1 The concept:

Employee turnover refers to the number of percentage of workers who leave an organization and are replaced by new employee. Measuring employee turnover can be helpful to the employers that want to know the reason behind turn over or estimate the cost to hire for budget purposes. In the context of human management turnover is the rate at which an employer losses its employee. It indicates the time period employees tend to stay. If an employer is said to have a high turnover relative to its competitors, it means that company have a shorter average tenure than those of other companies in the same industry.

Simple way to describe it is "how long employees tend to stay" or "the rate of traffic through the revolving door." Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers.

Turnover is defined as the "individual movement across the membership boundary of an organization." The concept "individual" refers to the employees within an organization and the notion of movement can be interpreted either as an accession or a separation of the company. In turnover literature, authors also used other labels for turnover, such as quits, attrition, exits, mobility, migration or succession.

2.2 Types of Turnover

2.2.1 Voluntarily vs. Involuntary turnover

Voluntary turnover is when the employee chooses to leave for whatever reason. The term 'quit' can't be called voluntary turnover. Employee gives many reasons for leaving their jobs. They may be accepting employment with another company, relocating to a new area or having personal issue.

There are some factors that are in part, beyond the control of management, such as the death or incapacity of a member of staff. Other factors have been classed as involuntary to work on a more turnover in the past such as the need to provide care for children or aged relatives. Today such factors should not be seen as inventory turnover as both government regulation and company policies create the chance for such staff to come back to work, or continue to work on a more flexible basis Simon et al

2.2.2 Desirable VS Undesirable Turnover

Turnover often has a negative connotation, yet turnover is not always a negative event. Desirable turnover occurs to an employee whose performance falls below the company's expectations and is replaced by someone whose performance meets or exceeds expectations. It is desirable because poor job performance, absenteeism and tardiness are costly- replacing a poor performer with an employee who does his/her can improve the company's profitability. It can also occur when replacing employees infuse new talent and skills, which can give an organization a competitive advantage. Conversely, undesirable turnover means the company is losing employees whose performance, skills and qualifications are valuable resources.

2.2.3 Internal V/S External Turnover

Internal turnover involves current employees leaving their current positions and taking new positions within the same organization. Both negative and positive effects of internal turnover exist. Internal turnover is controlled by HR mechanism. It helps to lower the cost of external turnover.

2.3 Consequences of turnover

Turnover is very expensive. It causes many inconveniences for an organization. The main consequences are discussed below:

- It involves different types of costs such as the cost of replacement and opportunity costs. There are both direct and indirect costs and transition costs, and indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime and low morale.
- The impact, however, is not only financial; it also adversely affects employee morale. Although hard to quantify, poor morale results in a domino effect that negatively impacts efficiency and effectiveness.
- Another demerit is, decreased performance in the workplace. Less experienced workers are less likely to sell higher value solutions and deliver optimized service.
- Many of the negative effects of turnover relate to performance quality. Companies with higher turnover may struggle to complete all necessary or important daily functions.

2.4 General Causes

In order to reduce turnover rates, organizations must first understand the main reasons employees leave for other positions. The following is a list of what might be considered reasons for employee turnover:

- i) ***Employee misalignment:*** Organizations should never hire employees unless they are qualified for the job and sync with the culture and goals of organization. Managers should not try to force a fit if there is none. It usually ends badly employee turnover.
- ii) ***Work-life balance:*** With increasing economic pressures, organizations continue to demand that one person does the work of two or more people. In such cases, employees are forced to choose between a personal life and a work life.
- iii) ***Mismatch between the job experience:*** It becomes all too common for jobs to significantly vary from the initial description and what was promised during the interviewing stage. When this happens, it can lead to mistrust.
- iv) ***Raises and promotions frozen:*** Raise and promotion are frozen for economic reasons, but are slow to be resumed after crisis has passed. Organizations may not have a goal to offer the best compensation in their area. But if they don't, they better pay competitive wages and benefits while making their employees feel valued.
- v) ***Feeling undervalued:*** Everyone wants to be recognized and rewarded for a job well done. Recognition does not have to be monetary. The most effective recognition is sincere appreciation. When employees find an absence of recognition, their sense of dignity persuades them to leave the organization.

- vi) **Organizational instability:** Management's constant reorganization, changing direction and shuffling people around disconnects employees from the organization's purpose. Employee's do not know what is going on, what the priorities are or what they should be doing. This causes frustration leading to confusion and inefficiencies-finally, turnover.

2.5 Employee Retention

Employee retention refers to the ability of an organization to retain its invaluable people. It means efforts of business organization to maintain a working environment, which supports current staff in remaining with the company. Many employee retention policies are aimed at addressing the various needs of the employees to enhance their job satisfaction and reduce the costs involved in hiring and training new staff.

In the words of Armstrong (2010) *“Employee retention is the ability of an organization to retain its best employees and hence maintain a lower turnover. An organization is able to achieve this adopting various employee retention programs.”*

Employee turnover is a very serious problem for many enterprises. The problem of turnover is very rooted. These deeper issues may include low employee morale, absence of clear career path, lack of recognition, poor employee-manager relationship, etc.

2.5.1 Retention tools and resources:

Casio, W. F. (2006) suggests few tools to retain talent employees. Such as-

- i) **Employee surveys:** Organizations can make a survey of employees to gain insight into the motivation, engagement and satisfaction of their employees.
- ii) **Exit interviews:** Organizations can gain valuable insight into the workplace experience by conducting exit interview. It allows the organization to understand the triggers of the employee's desire to leave as well as the aspects of their work that they enjoyed.
- iii) **Employee retention consultants:** An employee retention consultant can assist organizations in the process of retaining top employees. Consultant can provide expertise on how to identify best the issues within an organization that are related to turnover.

2.5.2 Ways of retaining employee

- I) Promote within whenever possible
- II) Foster employee development
- III) Get managers involved
- IV) Effective leaders
- V) Intrinsic rewards
- VI) Give employee ownership
- VII) Communicate the business's mission
- VIII) Get people talking to each other
- IX) Place a premium on employee health

2.6 Causes of High and low employee turnover

High turnover often means that employees are unhappy with the work or compensation, but it can also indicate unsafe or unhealthy conditions, or that too few employees give satisfactory performance (due to unrealistic expectations or poor candidate screening). The lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with the management has been cited as predictors of high turnover. High rate of turnover may lead to decrease in:

Low turnover indicates that none of the above is true: employees are satisfied, healthy and safe, and their performance is satisfactory to the employer. However, the predictors of low turnover may sometimes differ than those of high turnover.

2.7 Relationships among Turnover and Productivity

Turnover deeply related with the productivity of an organization. Employee turnover can hamper the overall productivity of an organization and is often a symptom of other difficulties. Productivity is the measures of an organization to achieve its targeted production with the means of workforce, authority's strategies, machineries, equipment's and assets. Authorities must have plans to increase their productivity. Various terms affect productivity such as incentive scheme, line balancing, scheduling, etc.

Turnover can be hampered by production of a manufacturing organization. It is one of the main factors for ready-made garments sectors in Bangladesh. Small percentage of turnover may cause considerable amount of production lost. Turnover directly affects the production and productivity.

CHAPTER 3

Organizational Overview

3.1 About United Group:

United Enterprise & Co. Ltd. was formed in 1978 by the founding directors who envisioned a firm with a core set of values including innovative thinking commitments to its stakeholders, and being ethical in all its practices. Today, after over three and a half decades of pioneering business, it is now well known as United Group: one of the most recognized business houses of the nations.

The core value has been tremendously beneficial for the group over the years. Its unique understanding of economic & industrial priorities and our dedication towards excellent client service has helped us to branch out in a number of commercial ventures. Power generation, health care, real estate, yarn spinning, higher education and land port services are few of the areas we are directly involved in. As a result, the group has a present valuation of almost TK. 82,000 million, a very honorable achievement in the space of 40 years.

3.2 Mission & Vision

Mission

Committed to socio economic development of the country and continuously enhancing value for our stakeholders.

To be a socially responsible corporate entity by supporting community development activities

Vision

To be the best brand committed to excellence in all our endeavors.

3.3 History

1978

Initiation as United Group.

1979

Incorporated as a Limited Liability Company.

Early 80s

International exposure via Barter Trade.

1983

Koppers Inc. USA's Exclusive representative.

Late 80s

Acquisition of Oil Tankers, Participation in various Government projects.

Early 90s

Incorporation of Dream Builders Limited.

1992

Acquisition of Summit United Tank Terminals Limited.

1995

Acquisition of Van Omeron Tank Terminals Ltd.

1996

Joint-Venture in Comilla Spinning Mills

1997

The First IPP, Khulna Power Company Ltd.

1998

The Birth of United Polymer Ltd.

2002

United House becomes United Group's new Home

2004

The Launch of United Rotospin Ltd, United International University and Novo Healthcare &Pharma Ltd.

2005

Establishment of Neptune Land Development Ltd.

2006

Launch of United Hospital Limited. & Operation began in United Land Port Teknaf Ltd.

2007

Launch of United Power Generation & Distribution Company Ltd.

2011

Launch of United Ashuganj Power Ltd.

2013

Launch of Gunze United Ltd., Shajahanullah Power Generation Company Ltd. & Unimart Ltd.

2015

Commissioning of the Country's 1st Combined Cycle, Modular Power Plant.

United Group shifted its Corporate Headquarters to Gulshan Centre Point.

United Power Generations & Distribution Company Ltd listed in Dhaka & Chittagong Stock Exchanges.

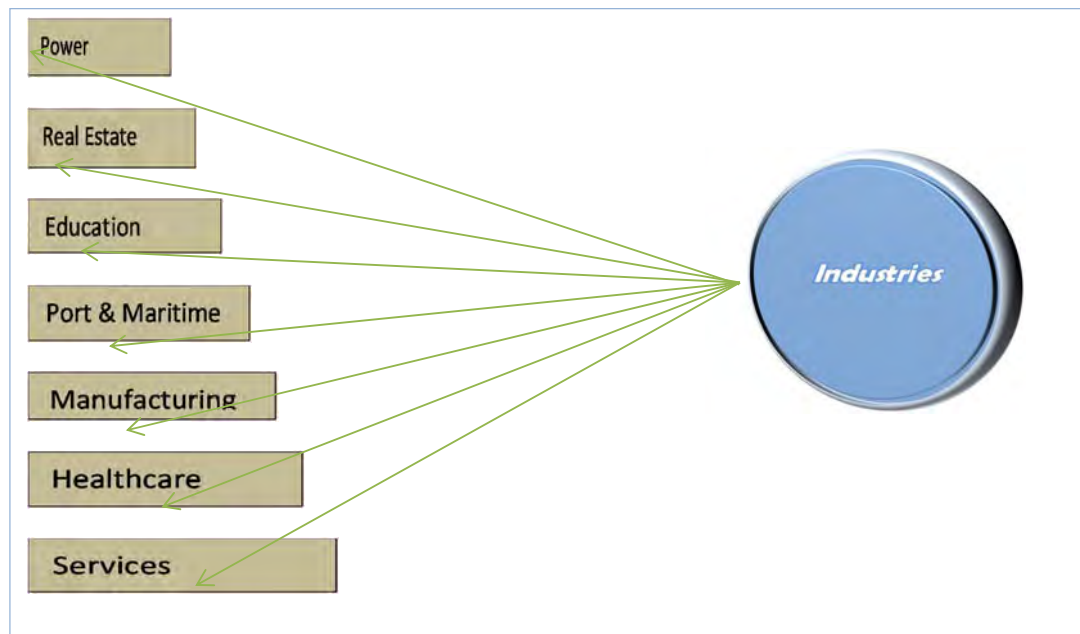
Largest loan sanctioned by United Ashuganj Energy Ltd. amounting to US\$ 58.5 million through the IPFF facility in Bangladesh

2016

United Engineering & Power Services Ltd. acquired Integrated Management Systems (IMS) certification from Bureau Veritas.

United Ashuganj Energy Ltd awarded the Best Private Power Generation Unit at National Power & Energy Week 2016.

3.4 Industrial areas of United Group:



3.4.1 Power

- United Power Generation & Distribution Company Limited (UPGD)
- United Ashuganj Power Limited (UAPL)
- United Ashuganj Energy Limited (UAEL)
- Khulna Power Limited Company (KPCL)
- Khulna Power Limited Company (KPCL)-II
- Shajahanullah Power Generation Company Ltd. (SPGCL)
- Khanjahan Ali Power Company Ltd. (KJAPCL)
- United Power Generation & Distribution Company Ltd. (UPGD)
- United Anwara Power Ltd. (UANPL)

3.4.2 Real Estate

- United Properties Solutions Limited (UPSL)
- IPCO Development
- Neptune Land & Developments Ltd.(NLDL)
- Gulshan Centre Point

3.4.3 Healthcare:

➤ United Hospital Limited:

It started its operation in August, 2006 besides the picturesque Gulshan Lake with a capacity to house over 450 patients covering area of over 400,000 square feet. It includes departments of cardiology, Gynecology, pediatrics and orthopedic which are staffed by the most esteemed doctors in respective fields.

3.4.4 Education

➤ United International University (UIU):

➤ United Maritime Academy (UMA):

➤ United Nursing College:

3.4.5 Manufacturing:

➤ United Polymers Limited:

➤ Comilla Spinning Mills Ltd.

➤ Gunze United Ltd.

➤ United Lube Oil Ltd.

3.4.6 Port & Maritime

➤ United Land Port Teknaf Ltd.

3.4.7 Services

➤ IPCO Hotels Ltd.

➤ United Engineering & Power Services Limited

➤ United Makka Madina Travel Assistance Co. Ltd.

➤ United Energy Trading Pte. Ltd.

3.5 Corporate Social Responsibility

United Group, one of the most trusted business houses of the country, has all along been committed towards its responsibilities to the society and the industry it operates. Since its inception in 1978, it has been involved in activities towards transforming that commitment into a reality.

United Trust (UT), formed in 2010, is the social welfare platform of the Group which started its journey with the initial objective to ameliorate the sufferings of the poor and deprived population. Its primary aim is to improve the quality of life across the board with special focus on rural society

United Trust operates its work in four broad sectors:

Education	<ul style="list-style-type: none"> ✓ UT patronizes 1 College, 4 High schools, 3 Madrasahs (Kamil&Fazil), 8 Primary Schools, 3 Hifzkhana and 5 Orphanages that educates more than 8000 students. ✓ UT also provides residential education of about 55 orphans and patronizes another 100 orphans in different institutions.
Health	<ul style="list-style-type: none"> ✓ UT has so far established rural health clinics/small hospitals at Jamalpur, Louhojong, Kishoreganj, Feni, Sherpur and Gaibandha. ✓ UT facilitates over 1,00,000 outdoor patients, provides free medicine to 15,000 patients and perform over 2,500 cataract operations almost free of cost every year.
Poverty alleviation	<ul style="list-style-type: none"> ✓ UT introduced "Interest Free Micro-Credit and Loan" for the rural women, marginal businessman and the farmers. Over 7,000 families are direct beneficiaries of this scheme. ✓ Last year, UT sponsored 10 distressed women (victims of gender violence) through rehabilitation training and job placement in collaboration with an NGO named TARANGO. ✓ UT also arranges for vocational training ('Electrical' and 'Welding') for 60 unemployed youths per year with UCEP Bangladesh, including job placement as well.
Social development	<ul style="list-style-type: none"> ✓ UT aims to address the immediate needs of the people. About 40-50 homes, 25 tube-wells, 600-800 semi-pucca toilets per year are being provided free of cost to the destitute families.

CHAPTER 4

Research Methodology

4.1 Research Design

Mixed research approach was employed for this study completion to generate rich data from multiple sources, which are both quantitative and qualitative type. I was interested to present the view of HR team and managements attitudes towards retaining employees of the Enterprise. In addition, it also helped me to generate rich data from multiple sources in the context of study enterprise. Therefore, the study followed descriptive type of research and survey research strategy was used. Primary data from survey questions has quantitative characteristics. Qualitative data was gathered through key informant interview and Focus Group Discussion (FGD).

4.2 Data sources:

Primary data:

Data were mostly collected by face-to-face conversation.

Secondary Data

Other data were collected through websites, Annual report of United Group.

4.3 Questionnaire construction

Questionnaires were conducted based on following steps-

- ✓ Close ended question
- ✓ Multiple Choice Question

4.4 Sampling plan

Selective sampling technique was adopted in this research. In this method I selected unit of population in the sample, which appear convenient to me also the management of the organization where I conducted the research. I chose Human resource department as I was doing the research on employee turnover.

4.5 Sample Size

There are total 15 employees at HR department. All of them were asked to answer the questionnaire and give their opinion about the overall turnover of the company. Everyone had different thoughts about the reasons and consequences about the topic. Which has been shown through data interpretation later.

4.6 Sample sourcing

The research was conducted at the Human Resource department of Head office. There are approximately 5,000 employees in the whole group, 300 employees in head office. The HR department has 15 employees in total.

4.7 Gender Group

There is a huge gap between male employee and female employee. Female employees are comparatively less than male employees.

Gender Group	Percentage
Female	32%
Male	68%

CHAPTER 5

Turnover at United Group

5.1 General figure of Turnover

Analyzing many data, collecting many information from the company, this following rate of turnover was found:

Particulars	Percentages
Quit rate for the females	87.86%
Quit rate for the males	12.14%

From the above table we find that the rate of job turnover among the male (87.86%) is much more than that of for female (12.14%) this finding was done by running a survey on different department of the company. Following rate of job turnover are found in three different situations. The following table shows it at a glance:

Situations	Rate of Turnover
Dissatisfied with previous job	33%
Availability of new job in the market	25%
(Search for) better job (Relative dissatisfaction)	52.5%

5.2 Measurement of Turnover at United Group

The turnover rate for an organization can be computed in different ways. The following formula is the general formula which is widely used.

$$\frac{\text{Number of employee separations during the month} \times 100}{\text{(Total number of employees at mid month)}}$$

At United group an average of 300 employees over the year, 21 of whom leave.

So the turnover rate is= 7%

Facts [+]

Employee turnover is calculated by dividing the number of annual terminations by the average number of employees in a given work force.

5.3 Causes at United Group

A bad match between employee's skill and the job: Employees who are placed in jobs that are too difficult for them or whose skills are under-utilized may become discouraged and quit the job.

Feelings of not being appreciated – Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while.

Inadequate or lackluster supervision and training –Employees need guidance and direction. New employees may need extra help in learning an unfamiliar job. Similarly, the absence of a training program may cause workers to fall behind in their level of performance and feel that their abilities are lacking

The economy - in exit interviews, one of the most common reasons were given for leaving the job is the availability of higher paying jobs. Obviously, in a better economy the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews.

The person - In addition to the factors listed above, there are also factors specific to the individual that can influence turnover rates. These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover.

Lack of opportunity for advancement or growth – If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position.

The characteristics of the job - some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenges, danger, perceived importance and capacity to elicit a sense of accomplishment.

5.4 Consequences Of Employees Turnover At United Group

United Group faces different consequences of turnover and it is a crucial organizational issue. Although turnover may also bring positive consequences for instance the reallocation of organizational resources, but negative consequences of also exist. Three important negative consequences, which have an impact on effectiveness of United Group, are discussed below: the impact on organizational cost, operational disruption and demoralization of organizational membership.

There are three major categories that constitute the expense of an employee turnover at United Group. After many studies other studies extended list with further categories were found. Not much focus were on the distinction between functional and dysfunctional turnover, namely the “cost of the reduced productivity of the new worker during the period required for the level of performance of the previous employee to be reached.” If bad performers choose to leave, this could carry beneficial outcomes for United Group. However, if it is a dysfunctional turnover, then the loss of an esteemed employee can engender a loss of productivity. Another category is named the “vacancy costs” that refers to the expenses that incurred due to increased overtime or temporary workers that are employed to complete the tasks of the vacant position.

Separation Cost	Replacement cost	Training costs
<ul style="list-style-type: none"> ✓ the costs incurred for exit interviews ✓ administrative functions related to termination ✓ separation/severance pay 	<ul style="list-style-type: none"> ✓ advertising position availability in various media ✓ entrance interviews ✓ Holding decision making meetings 	<ul style="list-style-type: none"> ✓ Norms of conduct and performance ✓ Disseminating relevant information for organizational socialization ✓ Participation in on-the-job training activities

5.5 Factors that have an Impact on Turnover Intent

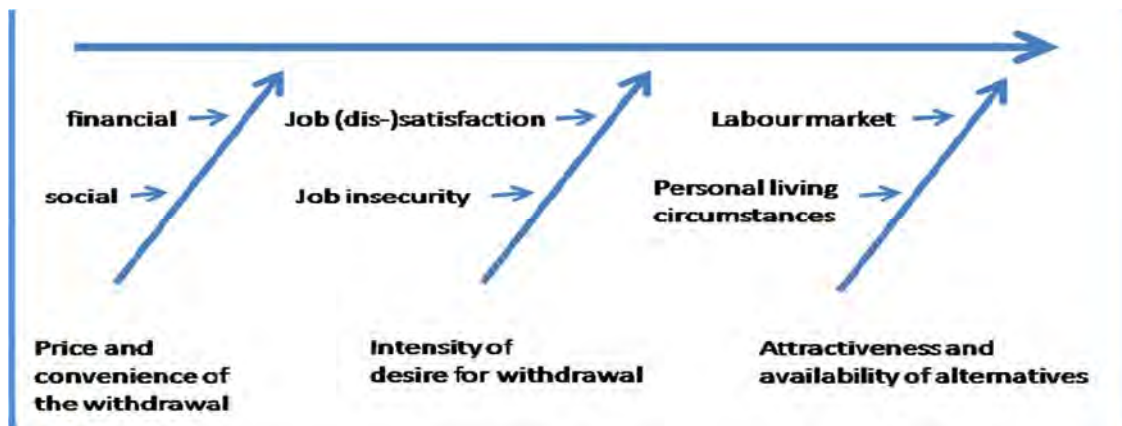
At United Group the causes for turnover are classified into three major categories.

Firstly, price and convenience of the withdrawal plays an important role for employee turnover and separates social from financial aspects. The financial aspect may take many forms, such as wage, benefits and other commodities that have financial value which organizations give to employees in return for their service. The social aspect refers to the social behavior of an employee within his organization, such as integration or relationship with other associates. Low perceived financial and social aspects in the own organization can lead to turnover.

Secondly, the intensity of desire for withdrawal has an impact on turnover. Job satisfaction and job insecurity can be placed in this field. If an employee is dissatisfied or insecure with his job, then intensity of desire for withdrawal will be higher.

Thirdly, the attractiveness and availability of alternatives can influence employee turnovers. External factors, such as labor market or personal living circumstances, play decisive roles in the turnover process.

Figure --: A General Illustration of Turnover



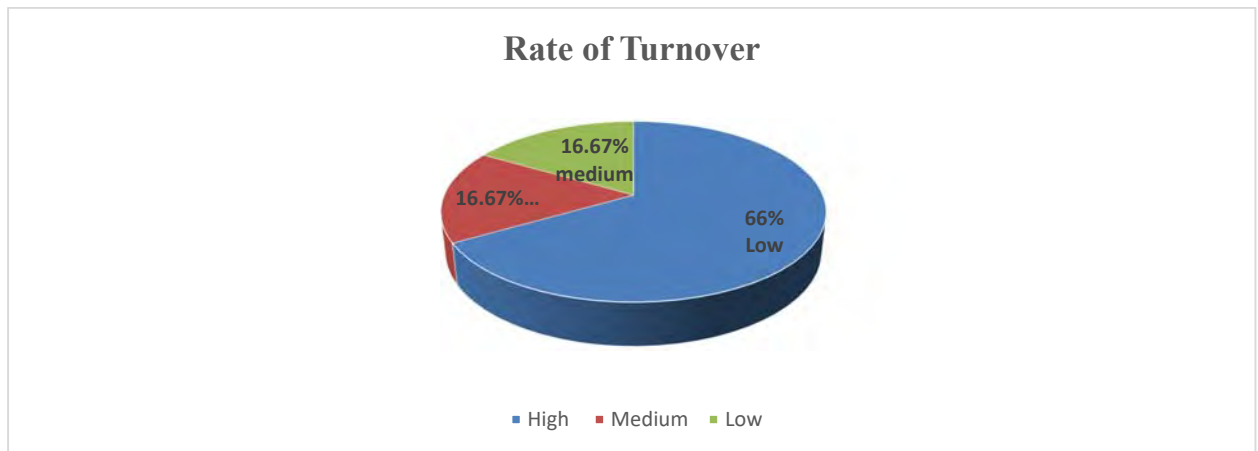
CHAPTER 6

Data Analysis and Findings

Data Analysis and Findings

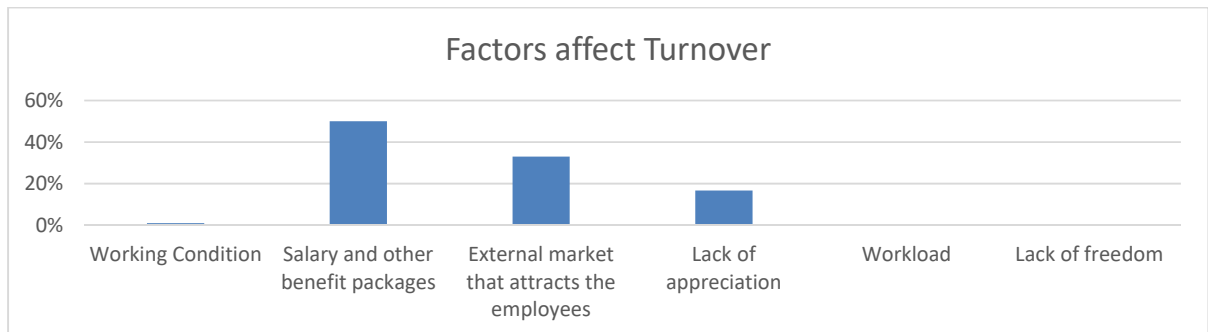
✓ Rate of turnover of the company-

According to the data majority of the employee thinks that the turnover rate is low, which is 66%. 16.67% think its medium and 16.67% thinks it's low.



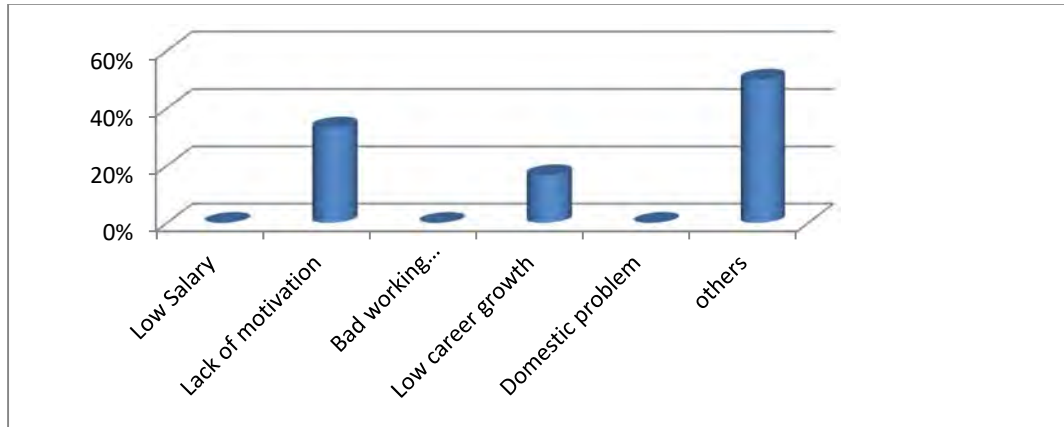
✓ Factors that affects the turnover

50% employees think turnover occur because of low salary, 33% thinks because of external market attracts them, 16 % thinks it occurs because of lack of appreciation.



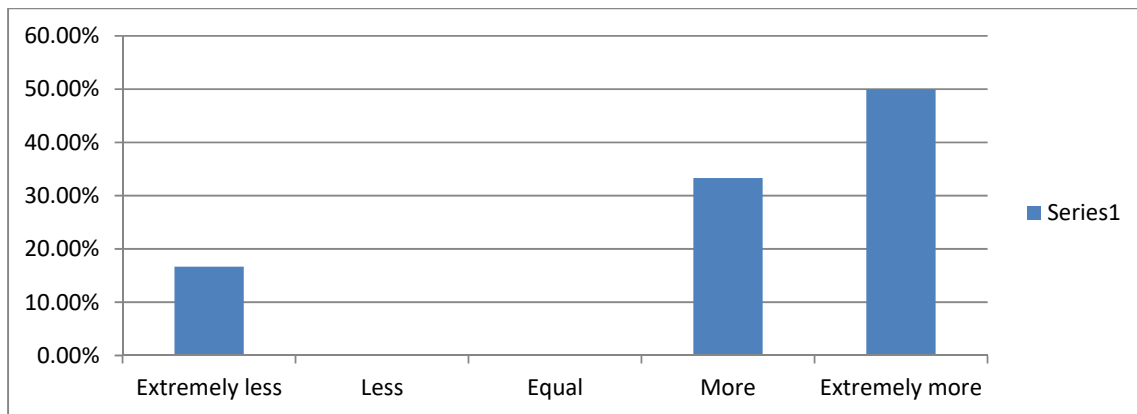
✓ **Probable Reason for leaving the job-**

According to 50% employees there are other personal reasons for which they might leave this job, 25% thinks lack of motivation and 15% thinks low career growth.

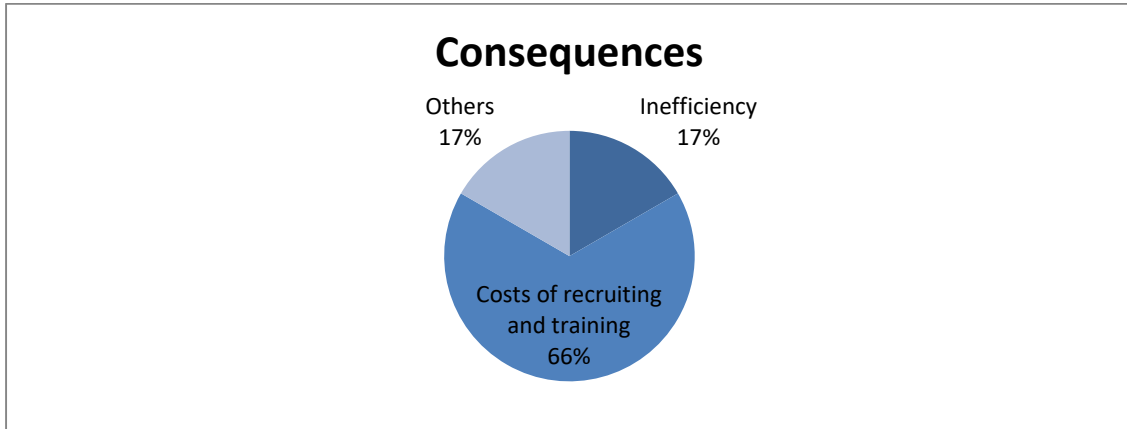


✓ **In comparison to salary, work load is-**

50% employees thinks workload is extremely more compare to the salary 33% thinks its more and 16% thinks extremely less.



✓ **Consequences of turnover at United Group-**



CHAPTER 8

Conclusions and Recommendations

8.1 Conclusion:

Turnover is a burning issue for any organizations. For the steady productivity of an organization it is essential to maintain its skilled workforce. But most of the times it is very difficult to control the turnover rate within organizations. There are so many factors that affect turnover.

From all the data, questionnaire and interviews some conclusion were drawn. United group has a vast number of employees. They hardly require the need to hire new employee. But the growth rate and the salary rate is little low compare to performance. But also there are employees who are not required for the company. Which makes the salary is high compare to performance. Turnover does not leave much consequences here. Factors that are affecting employees' stability are both external and internal. It has a favorable government policy, which encourages employees to stay at the company.

8.2 Recommendation:

Implementation of practical strategies can help to reduce the observed problem. All the employees had different thoughts and differences but the treatment should be more general.

- ✓ Managers must understand that employees in their organizations must be treated as the most liquid assets of the organization which would make the organization to withstand the waves of competition.
- ✓ Establishment of incentive is always the best solution for turnover .
- ✓ The evaluation program should be taken properly and specifically to find out the correct person who deserves the reward.
- ✓ Employees should be positioned in the right department according to their skill area.
- ✓ A proper relationship between employee and supervisor is very important.
- ✓ The supervisor must always motivate their employees and correct them for their mistakes.

Appendix # 1: Sample of Questionnaire

Annex I: Questionnaires

Dear respondents my name is Sumya Rahman. This questionnaire is part of my thesis, developed to collect data on the topic entitled "Employee Turnover- A Study on United Group". It is carried out for academic purposes, to write a Thesis, in partial fulfillment of the requirement for my Internship. Your genuine response will provide valuable information on the topic. The information you provide is completely confidential.

Part I Profile of Respondent

1. Gender

Female		Male	
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2. Age

25-30 Years		30-35 Years		35-40 Years	
40-45 Years		45-50 Years		Above 50 Years	

3. Education Level

Undergraduate		Diploma		Graduate		Post Graduate		PhD	
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4. How long have you been working in this company?

Less than one year		1-5 years		5-10 years		More than 10 years	
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5. Terms of employment

Contract		Permanent		Temporary		Freelancer	
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6. Your area of work

Design		HR		Admin	
Laboratory/Factory		Supportive Staff		Field Area	

Part II-Questionnaire on Employee Turnover

9. How do you rate employee's turnover of the Enterprise?

High		Medium		Low	
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10. What factors would you consider mostly affecting the current turnover of the employees?

Working condition		salary and other benefit package		External market that attracts the employees	
Lack of appreciation		Lack of freedom		Workload	
Specify if any other _____					

11. How many times have you got promotion in this company?

None		One		Twice	
Thrice			More than Thrice		

12. Which of the following could be the reason if you leave this job?

Low salary		Lack of motivation from supervisor		Bad working condition	
Low career growth		Domestic problems		Others	

13. In comparison to reward and facilities, your work load is_

Extremely less		Less		Equal	
More				Extremely more	

12. What consequences the enterprise faces due to employee turnover?

Inefficiency		Costs of recruiting and training	
Loss of profit because of lack of timely delivering services required			
Combination of two or more specify if any other _____			

14. Did you get any training for the job at hand?

Yes		No	
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15. Are you satisfied with your current position?

Yes		No	
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Part III- Mechanisms of the enterprise to retain employees

16. What do you think best opportunities of staying here within the enterprise?

- a) Getting better experience b) Salary and benefit packages c) Better working conditions
- d) Specify if any other _____

17. If you have any additional comments, I would appreciate very much.

Thank you for your valuable time.

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