

Factors Influencing Employee Turnover in Afghanistan

By

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Department of management

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## **Declaration**

It is hereby declared that

1. The thesis submitted is my own original work while completing degree at Brac University.
2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

**Student full name and signature:**

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## **Approval**

This thesis/project titled “Factors influencing Employee turnover in Afghanistan” submitted by

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Of summer 2022 has been accepted as satisfactory in partial fulfillment of the requirement for the degree of master of business administration on date of Defense.

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## **Ethics statement**

Hereby, I Firoz Tabish consciously assures that, the following conditions are met for this paper "Factors Influencing Employee Turnover in Afghanistan":

- 1) This is original work that has not been previously published anywhere.
- 2) At this moment, the paper is not being considered for publication anyplace.
- 3) The writer's research and analysis are accurately and completely reflected in the article.
- 4) The publication adequately recognizes the contributions of co-authors and co-researchers.
- 5) The results are examined in relation to prior and continuing research.

If the Ethical Statement's rules are breached, it can have major consequences.

I agree to the above statements and confirm that this submission follows the norms of Solid State Ionics as outlined in the Authors' Guide and the Ethical Statement.

Firoz Tabish

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## **Abstract**

The objective of this study is to know the Factors Influencing Employee Turnover in Afghanistan. Throughout the literature review I found some major factors influence employee leave their job. There are many factors leads employee leave their job but throughout this study I found that the important factors affecting employee leave their jobs are salary/wages and other incentives, promotion, and supervisor's behavior with their employees, organization's employee friendly policy, employee's working life balance, and employee job security in Afghanistan.

I used regression analysis and demographic analysis through which I distributed a questionnaire among all employees of different organizations randomly and I have received responses from 69 employees of different organizations which is my sample size to find the affect of independent factors (pay, promotion, supervisor's behavior, organization's employee friendly policy, employee's working life balance, and employee job security) on my dependent factor (turnover) through demographic analysis of the responses I found same important reasons of employees left their organization (job) are salary, promotion, and although majority of the employee were happy with their supervisor behavior but still it is another factor that many of them also responded, in the same way for organization's employee friendly policy, employee's working life balance, and employee job security are affective variables that if employee are not happy with can cause employee turnover, and as my sample size was not good enough through analysis of regression I was not able to find proper relationship between my dependent variable and independent variables.

Keywords – Employees; salary; employee Turnover; supervisor's behavior; Evaluation; promotion.

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## **Chapter One: Introduction**

### **1.1. Introduction**

Afghanistan is mostly an agricultural country rather than an industrial one. Almost all exports and imports are done through government organizations and some private firms. Mostly, each grade of employee in government organizations is paid a fixed and determined amount of salary, but in private organizations the amount of salary is different even for the same grade or position. Employee turnover is still a topic of study for scholars all around the world. Newly developing countries, such as Afghanistan, are not spared the problem of labour turnover, and the factors or causes of employee turnover can be different in different countries and to different employees.

### **1.2. Problem statement**

Having skilled, honest, and committed individuals in a company for an extended length of time may assist the organization in reaching its goals and effectively finish the project within a particular time limit and required quality. However, employee turnover may be costly to completing a project successfully; the process of recruiting, training a new employee, and, most importantly, locating skilled people will take a long time, and businesses will be unable to finishing their projects on schedule and with high quality.

If the employee turnover gap persists, it will be extremely difficult to meet targeted goals and complete the project within the time and quality constraints. As a result, there is a need to explore the variables that contribute to employee turnover.

### **1.3. Research Questions**

This study tries to investigate the factors influencing employee turnover in Afghanistan. This study focuses on the following:

1. The impact of Salary, Wages, and Incentives on employee turnover.
2. The impact of Promotion on employee turnover.
3. The impact of Supervision's Behavior on employee turnover.
4. The impact of employee's work-life balance and turnover
5. The impact of organization's employee friendly policy and turnover
6. The impact of employee's job security and employee turnover.

#### **1.4. Aims and objectives**

The objective of this research is:

- To determine the factors influencing employee turnover in Afghanistan.

#### **1.5. Importance of study**

The significance of this research was to discover the factors that influence employee turnover in Afghanistan so that the case organization can take those factors into account to avoid employee turnover. That is why this research paper may be useful to the human resource department; they must develop a system and procedures to keep employees satisfied with the work they do.

#### **1.6. Organizations cover this study**

This research paper includes both government and private sectors, which will discuss factors affecting employee turnover in Afghanistan.

The first chapter is an introduction that covers background information on the issue, the problem statement, my research question and aims, the importance of the study, and the types of organizations studied.

Chapter two is a literature review in which I analyze my dependent variable, turnover, and the research done in that field to determine which factors have the most impact on employee turnover, types of turnover, Factors influence employee turnover (job satisfaction, salary, wages and incentives, promotion, supervisors and co-workers behavior and other factors organization's policy, employee working life balance, and employee's job security), Impact of turnover, finally theoretical frameworks and Hypothesis are defined.

The third chapter is about research methodology, which includes the preliminary data collection procedure, the research approach, the research design, sample study, sample size, sampling procedure, measures of variables (dependent variable, and independent variables), the data analysis approach, and ethical consideration.

The fourth chapter is about analysis and findings, in which I analyzed the data using, excel and explained respondent profiles, demographic analysis based on my questionnaire, using regression analysis and coefficient, and discussing and evaluating the results in relation to my research questions and objectives.

In chapter five, the last chapter, I provided the conclusion, limitations, and recommendations.

## **Chapter Two: Literature Review**

### **2.1. Employee Turnover**

Employees are the real asset of the organization. Employee turnover refers to employees who leave an organization for any reason, whereas turnover refers to the movement of employees or workers in the labour market, whether it is through other positions, businesses in a different field, or even in the situation of being employment or unemployment (Phillips et al, 2003).

Porter and Steers (1973) When a new employee joins a company, he or she has their own set of requirements. If these expectations or requirements are not fulfilled, the individual will be unsatisfied and will resign. Retirement, resignation, and redundancy are examples of turnover. There are differing perspectives as to whether or not labour turnover has an impact on a corporate effectiveness? The empirical interpretation of Abelson and Baysinger's theory is that the relation between turnover and organizational performance reflects an inverted U-shaped curve. Relatively low levels of turnover boost organizational performance by bringing in new blood and better-trained staff, but these benefits diminish as turnover grows. Any increased turnover over a certain level involves more costs than benefits and hence has a negative impact on performance that show that managing the turnover may be more efficient for the business than attempting to reduce the degree of turnover (Meier and Hicklin 2008). Fatherly Meier and Hicklin (2008), they said that there are good and bad aspects of employee turnover, the benefit is that unskilled employees will be removed and the efficiency and stability of the organization will be more, but turnover can cost the company, hiring, mentoring, and all these activities could bring costs with them, and it will also affect other staff members morale.

### **2.2. Different types of turnover**

Employees leave organizations for a variety of reasons and each reason has its own set of conditions for the organization. To clarify, Allen stated that there are two types of turnover: voluntary and involuntary. A voluntary turnover decision is made by the employee, and it occurs when an employee decides to leave the organization willingly, whereas an involuntary turnover decision is made by the employer, and it occurs when an employer fires or dismisses an employee (Vardaman et al. 2008).

(Allen et al 2005), explains that voluntary turnover can be either avoidable or unavoidable; avoidable turnover is that which can be managed or influenced by the organization; for example, when an employee attempts to leave due to low job satisfaction, the organization will improve the job situation by providing more opportunities for the employee to develop his/her skills; on the other hand, unavoidable turnover is that which can't be managed or influenced by the organization for example, if a worker becomes sick and he/she is unable to continue working, the author proposes that the corporation should be careful of unavoidable turnover which it is costly to the organization.

### **2.3. Factors Influence Employee Turnover**

Throughout study of different idea of different authors I found the following factors influence to employee turnover.

#### **2.3.1. Job satisfaction**

The majority of the scholars found that there is a negative relationship between work satisfaction and employee turnover, Work satisfaction is a important aspect in producing excellent products/services and, finally, in the organization's performance(Khan and Aleem 2014).

According to (Hassan and Jagirani 2019), Employees want to satisfy both their extrinsic and intrinsic demands. Extrinsic demands may be met with monetary benefits, whereas intrinsic demands are met through inspiring staff. Fulfilling extrinsic and intrinsic demands will increase employee work satisfaction while decreasing turnover rates, implying that monetary benefits, job stability, and a good company culture drive work satisfaction. As a consequence, these factors aid firms in accomplishing long-term objectives, such as staff retention, they suggested that work satisfaction and turnover are strongly related. Highly pleased employees are more likely to stay with the firm, whereas unsatisfied employees are more likely to leave the firm(Aguenza and Som, 2018).

One of the most extensively researched subjects in the turnover literature is the link between job satisfaction and turnover. Many researchers have found a continuous and negative link between work satisfaction and turnover (Khatri, et al. 2001).

### **2.3.2. Salary/ wages/ Incentives**

Salary, wages, and incentives are viewed differently by various authors; some believe they have a strong impact with employee turnover, while others believe that they have a no effect on employee turnover, but it depend to different people and their situations/ purpose.

Ludviga et al. (2016), (Karimi and Rahimi 2020), Salary and other compensations has no direct influence on employee turnover because of the transparent structure of work grading in the relevant company; hence, the authors recommend that if the company has a transparent, explicit, and realistic job grading system, salary and other compensations will not affect employee turnover. The author added that some people work in low salary since they consider their work worthwhile and feel that it can change. But according to (Santript Shukla 2013)Low salary and benefits packages are main reason of high turnover. Whenever an employee is hired with lower amount of salary and limited incentives, there is little reason to remain if another employer offers higher salary "While low-paying work jobs have a greater overall rate of employee turnover, they usually cost firms less per replacing employee than better-paying job roles." They do, however, pay the price more frequently. For these factors, most businesses prioritize staff retention tactics regardless of compensation level.

Another study (Hossain and Mahmood, 2018), gathered data from 8 industries and discovered that salary is an important factors influencing employee turnover. It is stated that comparative salaries retain skilled and experienced employees, and that is why the employee will stay with the organization and the rate of employee turnover will be lower. As a result, the author says that compensation has a great impact on employee turnover(Karimi and Rahimi 2020).

### **2.3.3. Promotion**

(Yoosuf 2017), through a survey and collecting responses from 2573 workers, with regression technique found the impact of three factors on employee turnover (on-the-job training, off-the-job training, and promotions). He observed that promotions are the most significant factors influencing employee turnover, whereas the effects of other factors are less significant. He said that development activities such as on-the-job training and off-the-job training had the greatest impact employee turnover. Employee training increases employee's commitment, resulting in fewer employee intents to resign.

Another scholar Chukwu, B.A (2017),wrote that Promotion improves staff morale and motivates them to work better. Opportunities of promotion provide employees optimism and faith in their careers at work, motivating them to seek for job outcomes and other organizationally accepted types of conduct, he also suggested that a good and methodical promotion program provides employees with intrinsic advantages and work motivation. (Chukwu 2019), when there is a good and methodical promotion program, employees experience work satisfaction and build loyalty to the company. They are given promotion opportunities and aspire to learn and grow in order to promote. Employee morale is raised as a result of excellent promotion strategy, and this increased morale is beneficial to both self-promotion and organizational growth. He also wrote that promotion program must clearly specify the criteria of advancement, define the education, experiences, abilities, and other criteria required for each post. This must explain the objective of management to fill gaps in senior or junior jobs through promotion.

#### **2.3.4. Supervisor'/Co-workers Behavior**

(Quansah 2021), Good coworker's satisfaction has effect to a good and healthy work situation for the worker. Supervisor support is viewed as a metric that manager may utilize to reduce turnover. She stated that good supervisor satisfaction contributes to work satisfaction and also to organizational commitment, and that it is one of the contributing variables to turnover intentions they also added, It has been observed that a supervisor with insufficient communication skills who is also strict and inflexible eventually pushes workers away (Mathieu et al. 2016).

(Hussain et al. 2020), describes supervision as "an expert, technical service developed in which a group of individuals work together to maximize the effectiveness of the group under the supervision of a professional mentor"; he also indicates that supervision primarily focuses planning and time management (Burton, 1390), they added, Previous study indicates that a proactive contribution between a supervisor and a workers can increase the worker's natural morale.

Performance assessment and feedback are critical activity of HRM for directing, training, monitoring, and supporting personnel, employees create the greatest innovative results when individuals work on complicated, difficult tasks and are overseen in a supporting, uncontrolled manner(Kim 2012) the author argued, Supervisors that are supportive encourage their employees



to express their problems, give pleasant and primarily informative comments, and stimulate worker to learning skills.

### **2.3.5. Employee's work life balance**

Academics and practitioners are increasingly interested in the idea of work-life balance, which is at the heart of challenges important to human resource development. Job-life balance is described as the degree to which an individual is involved in and equally pleased with his or her work role and family role, which includes the three characteristics of work-family balance listed below: Time balance, participation balance, and satisfaction balance are all important considerations (Oosthuizen, Coetzee, and Munro 2019).

### **2.3.6. Organization's employee friendly policy**

(Hukfun, 2007) analyzed the influence of family-friendly policies on employee job satisfaction and turnover in various types of corporate organizations He used the questionnaire approach to collect data on four factors from 112 full-time employees. He employed the correlation and regression techniques to investigate the impact of four variables on job satisfaction and employee turnover (five-day work week, flexitime, family leave, and employee support program). He discovered a link between family-friendly policies and work satisfaction and staff turnover. He investigated the influence of family friend policies on job satisfaction and their unfavorable association with employee turnover (Yoosuf 2017).

### **2.3.7. Employee's job security**

Herzberg (1968) the degree to which institutes provide steady jobs for their employees is referred to as job security. It has been stated that one of the primary human resource management strategies for retaining employees and improving employee performance is job security Chang and Chen, 2002). Work security is one of the critical criteria that indicate an individual employee's opinion of his or her job in the firm (Conklin and Desselle, 2007). (Conklin et al, 2007) in their analysis of faculty surveys, they discovered that job security is seen as one of the most important variables in determining whether faculty members would stay or go.(Bibi, Ahmad, and Majid 2016)

### **2.3.8. Other factors**

Ronra and Chaisawat( 2009), wrote, variables influencing staff turnover are specifically examined in terms of "pulled," "pushed," and "outside" variables. Workers are "pulled" to leave by the numbers of desirable alternatives outside of the company, or they are "pushed" to leave, because of job unsatisfactory in the company, or they leave due to "outside" circumstances unrelated to jobs or company.

Employee turnover is influenced by company's culture, company's benefit and prospect, company's scale, salary, compensation and growth, relations, training, workers engagement, employee work mood, and company's justice, degree of economic growth in a society, hiring system, work possibilities, company's property, transport, jobs market, job security, career management, retirement, accommodation, welfare and education resources, living costs, life quality, and so forth all have an influence on workers desires to leave(Zhang 2016).

(Chandani et al. 2016), Career management assist organizations in keeping skilled personnel while it also providing possibilities for individual growth. Sajjad Ali (2014) though analysis of collected data said, pension payments and job stability are positive linked to intentions to leave and Brum, Scott( 2007) wrote that a strategy that tries to strengthen worker's commitment can helps job search, retention, worker desire to resign, and attitudes toward the business.

### **2.3.9. Impact of turnover**

Turnover has been articulated to have a detrimental impact on operating performance because of the disturbance of current patterns (Bluedorn 1982; Dalton and Todor 1979)

(Pérez-Campdesuñer et al. 2018),Employee turnover has numerous effects on an organization, which have also been investigated, including: rises in recruiting and selection expenses, cost of training, decreased productivity, disruption of service, changes in the product qualities, and, as a result, a fall in income. Employee turnover can have a detrimental influence on other workers by interrupting team socializing processes and raising internal tension, which can result in higher absences to manage staff turnover Organizations should review and change their work processes and rules so that workers may use their full capabilities and earn valuable job experience (Ruth and Aaga 2015). According to Wang and Sun (2020)Turnover isn't necessarily a bad thing. At a basic to middle stage, its advantages are more than its disadvantages since weak workers are

fired and new workers come in with better skills, ideas, energy, and information.(Ramlall, Hejase, and Dirani n.d.), they claimed that for every ten administrative and professional personnel that left the company, the average loses around \$1 million. As a result, when a company loses any of its essential people, the economic impact is enormous, especially considering the information that is lost with the worker's leave.

## 2.4. Theoretical Frameworks

Based on the literature study, I created the following theoretical framework:

Figure 2.1 Theoretical Frameworks:



Employee turnover is dependent variable

Salary, promotion, supervisor's behavior, organization policy, job security, and employee working life balance are the independent variables.

## **2.5. Hypothesis**

**Based on the above discussion this study develops the following hypothesis**

H1: There is a significant negative relationship between promotion and employee turnover.

H2: There is a significant negative relationship between salary and employee turnover.

H3: There is a significant negative relationship between the supervisor's behavior and employee turnover.

H4: There is a significant negative relationship between an organization's employee friendly policy and employee turnover.

H5: There is a significant negative relationship between an employee's work life balance and employee turnover.

H6: There is a significant negative relationship between an employee's job security and employee turnover.

## **Chapter Three: Methodology**

### **3.1. Data collection and process**

Primary data based on a survey (questionnaire) I had contacted some of the employees to ascertain the reasons and know the factors that led the employees to leave the organization in Afghanistan. Their responses were conducted online through an online Google form survey (Kothari, 2003). The questionnaire method helps in the collection of reliable and accurate information. In addition, employee turnover statistics reports, additional research conducted by experts and professionals in the field of employee turnover, relevant journals, textbooks, and business publications were used as secondary data.

### **3.2. Research Approach**

I will analyze the responses of employees (based on employee's demographics and responses) to find the reasons for which they left their job. Based on their responses, I found the percentage of their responses to each question I asked, and I used regression analysis so that I could examine the impact of independent factors such as salary, promotion, and supervisor's behavior, the organization's employee friendly policy, the employee's work life balance, and the employee's job security on a dependent variable such as employee turnover. That's why I created my theoretical framework and hypotheses to put those hypotheses to the test.

### **3.3. Research Design**

The study design is a quantitative use of questionnaires surveying employees in Afghanistan. According to (Sekaran, U. 2003), descriptive research is one that discovers and characterizes the relationship between variables of concern. And I will use a descriptive and explanatory technique to explain and discover the relationship between variables. This is to determine and anticipate what drives people to stay or leave their organizations.

### **3.4. Sample study**

The target population for this study was all employees above 18 years of age working in public sectors as well as private sectors in Afghanistan.

### 3.5. Sample Size

According to Mugenda and Mugenda, (2003), recommended that for descriptive assessments, at least 10% - 20% of the entire population is sufficient although I have not collected the data to be 10% of all employees of private and public organization in Afghanistan but as I took a randomly survey and people from different places filled the form so I assumed it be a sample. The study's target population was Afghan employees who operate largely under supervision in various locations of the country. In order to get a better understanding of the framework of the issue of turnover in newly developing countries such as Afghanistan that experience employee turnover I got responses of 70 employees from government sectors and private firms who are above eighteen years of age. (Dempsey, 2003), Sample population is seen to be acceptable when it allows all participants an equal chance of being chosen as a research sample, resulting in no biased and easier application of the acquired findings.

This study targets employee in the three management groups includes lower level employees, who have experienced a variety of inefficiency issues as a result of high staff turnover. The focus group was separated into three groups as shown in the following table 3.1.

Table 3.1: Population groups

Population group	Frequency	Percentage (%)
Top level management employees	14	24.13%
Middle level management employees	24	41.37%
Lower level management employees	20	34.48%
Total	58	100%

In the above table 3.1, top-level employees I considered as chief, chief executive, and head of the office and 3<sup>rd</sup> grade, which includes 24.13%, and in middle level management, I considered department manager (4<sup>th</sup> grad), and functional manager (5<sup>th</sup> grad), which includes 41.34%. And all below grade 5<sup>th</sup> are considered lower level employees, which includes 34.48%.

## 3.6. Measures of variables

### 3.6.1. Dependent variables

Employee turnover data is taken from the variables collected. Throughout the analysis of demographic responses, by averaging all individual replies, high percentage scores indicated that individuals wanted to leave, whilst low percentage scores indicated that individuals intended to stay with their organization.

### 3.6.2. Independent variables

In this research, I am seeking variables that influence employee turnover in Afghanistan, my dependent variable. After conducting a literature study, I observed that salary, promotion, and supervisor's behavior, the independent variables, had the greatest impact on employee turnover. Based on my examination of the literature, I discovered that the following six variables had the greatest impact on employee turnover:

Table 3.6.1 Variable factors

No	Dependent variable	Independent Variables	Sources
1	Turnover	Salary	Ludviga et al. (2016), Karimi and Rahimi (2020)
2		Promotion	Yoosuf (2017), Chukwu, B.A (2017)
3		Supervisor's behavior	Quansah (2021), Hussain et al. (2020)
4		Organization policy	Yoosuf (2017).
5		Employee work life balance	Oosthuizen, Coetzee, and Munro (2019).
6		Employee job security	Bibi, Ahmad, and Majid (2016)

I distributed a questionnaire to quantify these characteristics and utilized regression analysis, and demographic analysis to determine the impact of independent variables (turnover) on the dependent variables (pay, promotion, and supervisors' behavior with their employees, the organization's policy, employee's work life balance, and employee's job security) in the organization. As I used demographic analysis such as analysis based on gender, analysis based

on an employee's age, analysis based on their years of work experience, and analysis based on an employee's educational level, I found its percentage of responses to different questions and used regression analysis to find the reasons for their leave, providing recommendations so that this study could help the managers to take care of those factors that lead to employee turnover. Employee turnover is very costly for an organization. Management that does not want to lose their valuable employees (human capitals) should take care of these factors.

### **3.7. Data analyzing approach**

I will use regression analysis to evaluate the data, and also, I will use demographic analysis based on the responses of the respondents, because I want to determine the influence of my independent factors on the dependent factor.

Foley (2018) "*Regression analysis is helpful statistical method that can be leveraged across an organization to determine the degree to which particular independent variables are influencing dependent variables*". This approach was also used by (Hussain khan and Aleem, 2014), Chatterjee and Hadi (2015), (Saeed et al 2014) and others while they wanted to determine the influence of the independent factors on the dependent factor.

### **3.9. Ethical consideration**

This research was undertaken in accordance with research guidelines. The study observed confidentiality and anonymity.



## Chapter Four: Data Analysis and finding

### 4.1. Introduction

In this chapter, I analyzed my data using demographic analysis and regression analysis and I will present my findings so as to explain the impact of salary, promotion, supervisor's behavior, organization's employee friendly policy, employee's work life balance, and employee's job security on employee turnover in Afghanistan.

### 4.2. Respondent employee's profile

This section describes the respondents' demographic profile. I have four demographic components, which are outlined in the table below:

Table 4.2.1 Respondent employee's profile

No	Basis for comparing	Category	Number	%
1	Gender	Male	47	68.11%
		Female	22	31.88%
		Total responses	69	100%
2	Age	Below 30	54	78.26%
		30-40	11	16.20%
		40 and above	3	4.40%
		Total responses	68	100%
3	Work experience	1-5 years	47	69.10%
		5-10 Years	15	22.10%
		10 and above	6	8.82%
		Total responses	68	100%
4	Educational levels	High school	5	7.40%
		Bachelor	42	61.80%
		Master and above	21	30.90%
		Total responses	68	100%

From the above table, 4.2.1. Based on the respondent's demographic responses, I have 69 responses, of which 68.11% are male and 31.88% are female. According to their age, 78.26% are below the age of 30 years old, 16.20% are aged between 30 and 40 years old, and only 4.40% are above the age of 40 years old. According to their work experience, the majority have 1–5 years of work experience, 22.10% have 5–10 years of work experience, and 8.28% have more than 10 years of work experience. According to their educational level, 4.40% have a high school certificate, the majority have a bachelor's degree, and 30.90% have a master's degree.

By analyzing the respondents based on this table, I can say my Google form questionnaire was distributed randomly to all employees from different provinces of Afghanistan and filled out by different employees having different gender, age, work experience, and educational level.

Table 4.2, 2: respondent analysis based on promotion:

No	Particular	Category	Overall		Gender		Age			Work experience			Educational levels		
					Male	Female	Below 30	30-40	Above 40	1-5 years	6-10 years	Above 10 years	High school	Bachelor	Master and above
			Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)
1	Promoted	Yes	24	34.80%	17 (36.95%)	7 (30.43%)	18 (33.33%)	4 (36.36%)	2 (66.66%)	14 (29.78%)	4 (26.66%)	5 (83.33%)	1 (25%)	15 (35.71%)	8 (38.09%)
		No	45	65.20%	29 (63.04%)	16 (69.56%)	36 (66.33%)	7 (63.63%)	1 (33.33%)	33 (70.21%)	11 (73.33%)	1 (16.66%)	4 (75%)	27 (64.28%)	13 (61.90%)
		Total	69	100%	46 (100%)	23 (100%)	54 (100%)	11 (100%)	3 (100%)	47 (100%)	15 (100%)	6 (100%)	5 (100%)	42 (100%)	21 (100%)
2	Satisfied with promotion	Strongly unsatisfied	5	10.40%	5 (14.28%)	0 (0%)	5 (9.61%)	0 (%)	0 (%)	4 (11.76%)	1 (11.11%)	0 (%)	0 (%)	4 (13.33%)	1 (7.69%)
		Unsatisfied	10	20.80%	7 (20%)	3 (23.07%)	9 (17.30%)	0 (%)	1 (33.33%)	8 (23.52%)	2 (22.22%)	0 (%)	2 (40%)	5 (16.66%)	3 (23.07%)
		Neutral	9	18.80%	5 (14.28%)	4 (30.76%)	9 (17.30%)	0 (%)	0 (%)	8 (23.52%)	1 (11.11%)	0 (%)	2 (40%)	4 (13.33%)	3 (23.07%)
		Satisfied	18	37.50%	13 (37.14%)	5 (38.46%)	13 (30.95%)	3 (100%)	2 (66.66%)	11 (32.35%)	3 (33.33%)	4 (75%)	1 (20%)	13 (43.33%)	4 (30.76%)
		Strongly Satisfied	6	12.50%	5 (14.28%)	1 (7.69%)	6 (14.28%)	0 (%)	0 (%)	3 (8.82%)	2 (22.22%)	1 (25%)	0 (%)	4 (13.33%)	2 (15.38%)
		Total	48	100%	35 (100%)	13 (100%)	42 (100%)	3 (100%)	3 (100%)	34 (100%)	9 (100%)	5 (100%)	5 (100%)	30 (100%)	13 (100%)

Based on the objective of the study, one of the reasons for employee turnover in Afghanistan was promotion. Looking at the above table 4. 2. 2,

1. From the 69 employees' responses based on their promotion form, only 34.80% were promoted in their organization. The remaining 65.20%, which includes the majority of them, were not promoted. Again, from the 34.80%, which is a total of 24 employees promoted, I found 18 of them are below the age of 30 years of age, 4 of them between the ages of 30-40 years of old, and 2 of them have more than 40 years of age and as per their work experience. As per their educational level, I found the majority of them, 14 employees having 1–5 years of work experience, 4 of them having 6–10 years of work experience, and 5 of them having more than 10 years of work experience. As per their work experience, I found the majority of them, 15 employees have bachelor's degrees, 8 employees have master's degrees and only one employee has a high school certificate.
2. On the basis of employee satisfaction from promotion, from those who are not promoted, the total is 65.20%, which is 45 employees. I found 29 employees were male and 16 of them were female. 36 employees have an age of below 30 years old, 7 of them have an age of between 30-40, and 1 of them has an age of more than 40 years old. As per their educational level, the majority of them (27 employees) have a bachelor's degree, 13 employees have a master's degree, and only four people have a high school certificate. Looking at employee satisfaction levels from their promotion, 10.40% are strongly dissatisfied, 20.80% are dissatisfied, 18.80% are neutral, 37.50% are satisfied, and 12.50% are strongly dissatisfied. There are 35 males and 13 females, and 42 employees are under 30 years old, 3 employees are between 30-40 years old, and 3 employees are over 40 years old. According to their work experience, 34 employees have 1–5 years of experience, 9 have 6–10 years of experience, and 5 have more than 10 years of experience. According to their educational level, 30 employees have a bachelor's degree, 13 have a master's degree, and only 5 have a school certificate.

From the study of this table, which is based on responses of employees from different organizations in Afghanistan, I can get that promotion is one of the main reasons for employee turnover in Afghanistan. Employees of different ages and educational levels want to be promoted, so these organizations should take care of their employees or its human capitals, if they don't want to lose them.

Table 4. 2. 3: analysis of responses based on supervisors support, organization’s policy, employee’s work life balance, salary, and job security.

NO	Particular	Category	Overall		Gender		Age			Work experience			Educational levels		
					Male	Female	Below 30	30-40	Above 40	1-5 years	6-10 years	Above 10 years	High school	Bachelor	Master and above
			Number	%	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)
1	Satisfaction on supervisor support	Strongly unsatisfied	4	5.90%	3 (638%)	1(4.76%)	3 (5.55%)	1 (8.33%)	0 (0%)	2 (4.25%)	2 (13.33%)	0 (0%)	0 (0%)	2 (4.25%)	2 (10%)
		Unsatisfied	4	5.90%	4 (8.51%)	0 (0%)	3 (5.55%)	1 (8.33%)	0 (0%)	2 (4.25%)	2 (13.33%)	0 (0%)	0 (0%)	3 (6.38%)	1 (5%)
		Neutral	17	25%	10 (21.27%)	7(33.33%)	12 (22.22%)	5 (41.66%)	0 (0%)	12 (25.53%)	4 (26.66%)	1 (16.66%)	1 (25%)	10 (2.12%)	6 (30%)
		Satisfied	31	45.60%	23(48.93%)	8(38.09%)	25 (46.29%)	4 (33.33%)	2(100%)	22 (46.805)	5 (33.33%)	4 (66.66%)	4 (75%)	21 (44.68%)	6 (30%)
		Strongly satisfied	12	17.60%	7 (14.89%)	5 (23.80%)	11 (20.37)	1 (8.33%)	0 (0%)	9 (19.14%)	2 (13.33%)	1 (16.66%)	0 (0%)	7 (14.89%)	5 (25%)
		Total responses	68	100%	47 (100%)	21 (100%)	54 (100%)	12 (100%)	2 (100%)	47 (100%)	15 (100%)	6 (100%)	5 (100%)	47 (100%)	20 (100%)
2	Satisfied with management's acknowledgment	Strongly unsatisfied	3	4.34%	3 (6.38%)	0 (0%)	2 (3.63%)	1 (7.69%)	0 (0%)	2 (4.44%)	1 (6.25%)	0 (0%)	0 (0%)	1 (2.38%)	2 (9.52%)
		Unsatisfied	4	5.80%	2 (4.25%)	2 (9.09%)	4 (7.27%)	0 (0%)	0 (0%)	3 (6.66%)	1 (6.25%)	0 (0%)	0 (0%)	3 (7.14%)	1 (4.76%)
		Neutral	14	20.30%	11 (23.4%)	3 (13.63%)	12 (21.81%)	2 (15.38%)	0 (0%)	11 (24.44%)	3 (18.75%)	0 (0%)	0 (0%)	8 (19.04%)	6 (28.57%)
		Satisfied	37	53.60%	25 (53.19%)	12 (54.54%)	29 (52.72%)	7 (53.84%)	1 (100%)	26 (57.77%)	6 (37.5%)	5 (71.42%)	5 (100%)	27 (64.28%)	5 (23.80%)
		Strongly satisfied	11	15.90%	6 (12.76%)	5 (22.72%)	8 (14.54%)	3 (23.07%)	0 (0%)	4 (8.88%)	5 (31.25%)	2 (28.57%)	0 (0%)	4 (9.52%)	7 (33.33%)
		Total responses	69	100%	47 (100%)	22 (100%)	55 (100%)	13 (100%)	1 (100%)	45 (100%)	16 (100%)	7 (100%)	5 (100%)	42 (100%)	21 (100%)
3	Job match with background	Yes	43	65.20%	30 (66.66%)	13 (61.90%)	32 (61.53%)	8 (72.72%)	3 (100%)	27 (58.69%)	11 (78.57%)	5 (83.33%)	0 (0%)	28 (68.29%)	15 (71.42%)
		No	23	34.80%	15(33.33%)	8 (38.09%)	20 (38.46%)	3 (27.27%)	0 (0%)	19 (41.30%)	3 (21.42%)	1 (16.66%)	4 (100%)	13 (31.70%)	6 (28.57%)
		Total responses	66	100%	45 (100%)	21 (100%)	52 (100%)	11 (100%)	3 (100%)	46 (100%)	14 (100%)	6 (100%)	4 (100%)	41 (100%)	21 (100%)
4	Employee friendly org policy	Strongly unsatisfied	5	7.20%	4 (8.33%)	1 (4.76%)	5 (9.25%)	0 (0%)	0 (0%)	4 (8.51%)	1 (6.66%)	0 (0%)	1 (20%)	2 (4.54%)	2 (10%)
		Unsatisfied	5	7.20%	3 (6.25%)	2 (9.52%)	2 (3.70%)	3 (27.27%)	0 (0%)	3 (6.38%)	2 (13.33%)	0 (0%)	0 (0%)	3 (6.81%)	2 (10%)
		Neutral	13	18.80%	6 (12.5%)	7 (33.33%)	11 (20.37%)	1 (9.09%)	1 (25%)	10 (21.27%)	2 (13.33%)	1 (14.28%)	0 (0%)	6 (13.63%)	7 (35%)
		Satisfied	35	50.70%	29 (60.41%)	6 (28.57%)	26 (48.14%)	6 (54.54%)	3 (75%)	22 (46.80%)	8 (53.33%)	5 (71.42%)	1 (20%)	27 (61.36%)	7 (35%)
		Strongly satisfied	11	15.90%	6 (12.5%)	5 (23.80%)	10 (18.51%)	1(9.09%)	0 (0%)	8 (17.02%)	2 (13.33%)	1 (14.28%)	3 (60%)	6 (13.63%)	2 (10%)
		Total responses	69	100%	48 (100%)	21 (100%)	54 (100%)	11 (100%)	4 (100%)	47 (100%)	15 (100%)	7 (100%)	5 (100%)	44 (100%)	20 (100%)
5	Work life balance	Yes	43	62.30%	30 (62.5%)	13 (61.90%)	34 (61.81%)	6 (60%)	3 (75%)	26 (54.16%)	11 (78.57%)	6 (85.71%)	4 (80%)	25 (58.14%)	14 (66.66%)
		No	26	37.70%	18 (37.5%)	8 (38.09%)	21 (38.18%)	4 (40%)	1 (25%)	22 (45.83%)	3 (21.42%)	1 (14.28%)	1 (20%)	18 (41.86%)	7 (33.33%)
		Total responses	69	100%	48 (100%)	21 (100%)	55 (100%)	10 (100%)	4 (100%)	48 (100%)	14 (100%)	7 (100%)	5 (100%)	43 (100%)	21 (100%)
6	Satisfied with salary	Yes	22	32.80%	16 (34.78%)	6 (28.57%)	20 (37.73%)	1 (9.09%)	1 (33.33%)	15 (32.60%)	5 (33.33%)	2 (33.33%)	3 (60%)	13 (30.95%)	6 (30%)
		No	45	67.20%	30 (65.21%)	15 (71.42%)	33 (62.26%)	10 (90.90%)	2 (66.66%)	31 (67.39%)	10 (66.66%)	4 (66.66%)	2 (40%)	29 (69.04%)	14 (70%)
		Total responses	67	100%	46 (100%)	21 (100%)	53 (100%)	11 (100%)	3 (100%)	46 (100%)	15 (100%)	6 (100%)	5 (100%)	42 (100%)	20 (100%)
7	Satisfied with other incentives	Yes	28	43.80%	20 (46.51%)	8 (38.09%)	22 (44%)	4 (36.36%)	2 (66.66%)	19 (43.18%)	5 (35.71%)	4 (66.66%)	1(25%)	19 (48.71%)	8 (40%)
		No	36	56.30%	23 (53.48%)	13 (61.90%)	28 (56%)	7 (63.63%)	1 (33.33%)	25 (56.81%)	9 (64.28%)	2 (33.33%)	4 (75%)	20(51.28%)	12 (60%)
		Total responses	64	100%	43 (100%)	21 (100%)	50 (100%)	11 (100%)	3 (100%)	44 (100%)	14 (100%)	6 (100%)	5 (100%)	39 (100%)	20 (100%)
8	Job security	Not secured at all	16	24.20%	11 (23.91%)	5 (25%)	13 (25.49%)	2 (18.18%)	1 (25%)	13 (28.88%)	2 (13.33%)	1 (16.66%)	2 (40%)	9 (21.42%)	5 (26.31%)
		Secured	43	65.20%	32 (69.56%)	11 (55%)	33 (64.70%)	9 (81.81%)	1 (25%)	28 (62.22%)	12 (80%)	3 (50%)	3 (60%)	28 (66.66%)	12 (63.16%)
		Highly secured	7	10.60%	3 (6.52%)	4 (20%)	5 (9.80%)	0 (0%)	2 (50%)	4 (8.88%)	1 (6.66%)	2 (33.33%)	0 (0%)	5 (11.90%)	2 (10.52%)
		Total responses	66	100%	46 (100%)	20 (100%)	51 (100%)	11 (100%)	4 (100%)	45 (100%)	15 (100%)	6 (100%)	5 (100%)	42 (100%)	19 (100%)
9	Chance of getting alternative job	Very high chance	9	13.40%	7 (14.89%)	2 (10%)	9 (16.67%)	0 (0%)	0 (0%)	7 (15.21%)	2 (13.33%)	0 (0%)	0 (0%)	5 (11.62%)	4 (21.05%)
		High chance	24	35.80%	15 (31.5%)	9 (45%)	21 (38.89%)	2 (20%)	1 (33.33%)	16 (34.78%)	5 (33.33%)	3 (50%)	3 (60%)	16 (37.20%)	5 (26.31%)
		Low chance	20	29.90%	12 (25.53%)	8 (40%)	16 (29.62%)	2 (20%)	2 (66.66%)	16 (34.78%)	2 (13.33%)	2 (33.33%)	1 (20%)	10 (23.25%)	9 (47.36%)
		Very low chance	14	20.90%	13 (27.65%)	1 (5%)	8 (14.81%)	6 (60%)	0 (0%)	7 (15.21%)	6 (40%)	1 (16.66%)	1 (20%)	12 (27.90%)	1 (5.26%)
		Total responses	67	100%	47 (100%)	20 (100%)	54 (100%)	10 (100%)	3 (100%)	46 (100%)	15 (100%)	6 (100%)	5 (100%)	43 (100%)	19 (100%)

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From the above table 4. 2. 3:

1. Based on the responses of employees on their supervisory behavior, there are 68 responses from which 5.90% are strongly unsatisfied, 5.90% are unsatisfied, 25% are neutral, 45.60% are satisfied, and 17.60% are strongly satisfied from these employees. According to their age, 54 are under 30 years old, 12 are between 30–40 years old, and 2 are over 40 years old; according to their work experience, 47 have 1–5 years of experience, 15 have 6–10 years of experience, and 6 have more than 10 years; and according to their educational level, 47 employees have a bachelor's degree, 20 of them have a master's degree, and 5 of them have a school certificate.
2. As per their satisfaction with their management's acknowledgement, 69 employees responded. Of these, 4.34% are strongly satisfied, 5.80% are satisfied, and 20.30% are neutral. The majority of them, 53.60%, are satisfied, and 15.90% of them are strongly satisfied. Of these 69 employees, 47 are male, 22 are female, and the majority of them (55 employees) have an age of below 30, 13 of them have an age of between 30-40, and 1 of them has an age of above 40 years old. According to their work experience, the majority (45 employees) have 1–5 years of experience. 16 employees have 6–10 years of work experience, and 7 employees have more than 10 years of work experience. According to their educational level, the majority of them (42 employees) have a bachelor's degree, 21 employees have a master's degree, and five employees have a school certificate.
3. As per their job match with their background, 66 employees responded, of which 43 (65.20%) of them have a good match between job and educational background and 23 (34.80%) have an educational background that does not match with their job. From 66 responses, 45 of them are male and 21 of them are female, and according to their age, 52 of these employees have an age of below 30, 11 of them have an age of between 30-40, and 3 of them have an age of more than 40 years old. According to their work experience, 46 employees have 1–5 years of work experience, 14 employees have 6–10 years of work experience, and 6 employees have more than 10 years of work experience. According to their educational level, the majority of them (41 employees) have a bachelor's degree, 21 employees have a master's degree, and four of them have a school certificate.

4. According to the employee-friendly organization policy, 69 employees responded, of which 7.20% are strongly unsatisfied and 7.20% are unsatisfied. 18.80% are neutral, 50.70% are satisfied, and 15.90% are strongly satisfied. Of these 69 employees, 48 of them are male, and 21 of them are female employees. According to their age, 54 employees are under 30 years old, 11 employees are between 30-40 years old, and 4 of them are more than 40 years old. According to their work experiences 47 employees having 1-5 years of work experience, 15 of them have 6–10 years of work experience, and 7 of them have more than 10 years of work experience. According to their educational level, the majority of them (44 employees) have bachelor's degrees, 5 of them have high school certificates, and 20 of them have master's degrees.
5. There are 69 responses based on employee work life balance, with the majority (62.30%) of employees having a good working life balance and 37.70% not having a good working life balance. 48 employees are male and 21 of them are female, 54 of them having an age of below 30 years old, 11 of them having an age of between 30-40, and 4 of them having an age of above 40 years old, according to their work experience. 47 employees have 1–5 years of work experience, 15 employees have 6–10 years of experience, and 7 employees have more than 10 years of experience. 44 employees have a Bachelor's degree, 5 have a high school diploma, and 20 have a master's degree.
6. According to employee satisfaction with their salary, 67 employees responded, of which only 22 (32.880%) are satisfied but the majority of them 45 (67.20%) are not satisfied with their monthly salary. Of these 67 employees, 46 are male and 21 are female. As per their age, 53 employees have an age of below 30, 11 employees have an age of 30-40, and 3 of them have an age of more than 40 years old. According to their work experience, 46 employees have 1–5 years of work experience, 15 employees have 6–10 years of work experience, and 6 employees have more than 10 years of work experience. As per their educational background, 42 employees have a bachelor's degree, 20 employees have a master's degree, and 5 employees have a high school certificate.
7. Employee satisfaction with other incentives, 64 employees responded, of which 28 (43.80%) are satisfied, but the majority of them, 36 (56.30%) are not satisfied. Of these 64 employees, 43 of them are male, and 21 of them are female. As per their age, 50 employees are below 30 years of age, 11 employees are aged between 30-40, and 3 of them have more than 40 years



of age. As per their working experience, 44 employees have 1–5 years of experience, 14 employees have 6–10 years of work experience, and 6 employees have more than 10 years of work experience. As per their educational level, 39 employees have a Bachelor's degree, 20 employees have a Master's degree, and 5 employees have a high school certificate.

8. According to their job security, 66 employees responded, of which 24.20% have not secured jobs, 65.20% have secured jobs, and 10.60% have highly secured jobs. According to their gender, 46 of them are male, and 20 of them are female. According to their age, 51 employees have an age of below 30, 11 of them have an age of 30–40, and 4 of them have an age of more than 40 years old. According to their work experience, 45 employees have an experience of 1–5 years, 15 of them have 6–10 years of work experience, and 6 of them have more than 10 years of experience. According to their educational level, 42 of them have bachelor's degree 5 of them have high school certificate and 19 of them have master's degree.
9. According to the chance of getting an alternative job, 67 employees responded, with 13.40% having a very high chance, 35.80% having a high chance, 29.90% having a low chance, and 20.90% having a very low chance of getting an alternative job. According to their gender, 47 of them are male, and 20 of them are female. According to their age, 54 of them have an age of below 30 years old, 10 of them have an age of between 30-40, and 3 of them have an age of above 40 years old. According to their work experience, 46 of them have 1–5 years of work experience, 15 of them have 6–10 years of work experience, and 6 of them have more than 10 years of work experience. According to their educational level, 5 of them have a high school certificate, 19 of them have a master's degree, and 43 of them have bachelor's degree.

From the study of this table, I can say that there are many factors affecting employee turnover in Afghanistan. Some of these factors are affected more than others, and some of them are not the main reasons. I also found that supervisor behavior is one of the factors affecting employee turnover, but supervisor behavior is not the main reason; rather, most employees were happy with their supervisor's behavior, but still there are some employees who were not happy with their supervisor's behavior, the organization's policy, employee's job security, and employee's work life balance. Based on these survey responses, all of these factors have affected employee turnover in Afghanistan. Some of these factors have had the most effects, while some of them have had some effects on employee turnover in Afghanistan.

Table 4. 2.4: Analysis of other factors affecting employee turnover in Afghanistan

No	Particular	Category	Overall		Gender		Age			Work experience			Educational levels		
					Male	Female	Below 30	30-40	Above 40	1-5 years	6-10 years	Above 10 years	High school	Bachelor	Master and above
			Number	%	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)	Number (%)
1	Changing job	Yes	40	58%	25 (51.02%)	15 (75%)	33 (58.93%)	6 (54.55%)	1 (50%)	28 (58.33%)	9 (60%)	3 (50%)	2 (40%)	22 (51.16%)	16 (76.19%)
		No	29	42%	24 (48.98%)	5 (25%)	23 (41.07%)	5 (45.45%)	1 (50%)	20 (41.67%)	6 (40%)	3 (50%)	3 (60%)	21 (41.84%)	5 (23.81%)
		Total responses	69	100%	49 (100%)	20 (100%)	56 (100%)	11 (100%)	2 (100%)	48 (100%)	15 (100%)	6 (100%)	5 (100%)	43 (100%)	21 (100%)
2	Position of previous job	Top level	14	24.13%	10 (24.39%)	4 (23.53%)	13 (28.89%)	0 (0.00%)	1 (33.33%)	12 (30%)	1(20.00%)	1(20.00%)	2(40.00%)	8(21.62%)	4(25.00%)
		Middle level	24	41.37%	15 (36.59%)	9 (52.94%)	17 (37.78%)	6 (60%)	1 (33.33%)	15 (37.5%)	6(46.15%)	3(60.00%)	2(40.00%)	12(32.43%)	10(62.50%)
		Lower level	20	34.48%	16 (39.02%)	4 (23.53%)	15 (33.33%)	4 (40%)	1 (33.33%)	13 (32.5%)	6(46.15%)	1(20.00%)	1(20.00%)	17(45.95%)	2(12.50%)
		Total responses	58	100%	41 (100%)	17 (100%)	45 (100%)	10 (100%)	3 (100%)	40 (100%)	13 (100%)	5 (100%)	5 (100%)	37 (100%)	16 (100%)
3	Reasons of changing the job	Salary	20	31.70%	13(30.23%)	7(35.00%)	17(32.69%)	3(30.00%)	0(0.00%)	14 (31.82%)	5 (38.46%)	1 (16.67%)	3 (60.00%)	15 (38.46%)	2 (10.53%)
		Supervisor's behavior	5	7.90%	5(11.63%)	0(0.00%)	3(5.77%)	2(20.00%)	0(0.00%)	3(6.82%)	2(15.38%)	0(0.00%)	0(0.00%)	2(5.13%)	3(15.79%)
		Co-worker's behavior	3	4.80%	1(2.33%)	2(10.00%)	3(5.77%)	0(0.00%)	0(0.00%)	3(6.82%)	0(0.00%)	0(0.00%)	0(0.00%)	0(0.00%)	3 (15.79%)
		Unfair promotion	3	4.80%	3(6.98%)	0(0.00%)	3(5.77%)	0(0.00%)	0(0.00%)	3(6.82%)	0(0.00%)	0(0.00%)	0(0.00%)	3 (7.69%)	0 (0.00%)
		Training needed	6	9.50%	5(11.63%)	1(5.00%)	5(9.62%)	0(0.00%)	1(100.00%)	4(9.09%)	0(0.00%)	2(33.33%)	0(0.00%)	5 (12.82%)	1 (5.26%)
		Pension and others	26	41.26%	16(37.21%)	10(50.00%)	21(40.38)	5(50.00%)	0(0.00%)	17(38.64%)	6(46.15%)	3(50.00%)	2 (40.00%)	14 (35.90%)	10(52.63%)
		Total responses	63	100%	43 (100%)	20 (100%)	52 (100%)	10 (100%)	1 (100%)	44 (100%)	13 (100%)	6 (100%)	5 (100%)	39	19 (100%)
4	Training before joining starting job	Yes	39	56.50%	27 (56.25%)	12 (57.14%)	33 (64.7%)	4 (36.36%)	2 (66.66%)	27 (56.25%)	8 (53.33%)	4 (66.66%)	3 (60%)	24 (54.54%)	12 (60%)
		No	30	43.50%	21 (43.75%)	9 (42.86%)	18 (35.3%)	7 (63.63%)	1 (33.33%)	21 (43.75%)	7 (46.66%)	2 (33.33%)	2 (40%)	20 (45.46%)	8 (40%)
		Total responses	69	100%	48 (100%)	21 (100%)	51 (100%)	11 (100%)	3 (100%)	48 (100%)	15 (100%)	6 (100%)	5 (100%)	44 (100%)	20 (100%)
5	Satisfaction level from the training	Strongly unsatisfied	4	7.50%	2 (5.26%)	2 (13.33%)	2 (4.76%)	2 (22.22%)	0 (0.00%)	1 (2.77%)	3 (23.07%)	0 (0.00%)	1 (25%)	2 (6.25%)	1 (5.88%)
		Unsatisfied	7	13.20%	7 (18.42%)	0 (0.00%)	5 (11.9%)	2 (22.22%)	0 (0.00%)	4 (11.11%)	3 (23.07%)	0 (0.00%)	0 (0.00%)	4 (12.5%)	3 (17.64%)
		Neutral	16	30.20%	10 (26.31%)	6 (40%)	14 (33.33%)	1 (11.11%)	1 (50%)	14 (38.88%)	1 (7.69%)	1 (25%)	0 (0.00%)	10 (31.25%)	6 (35.29%)
		Satisfied	19	35.80%	12 (31.57%)	7 (46.66%)	16 (38.1%)	2 (22.22%)	1 (50%)	13 (36.11%)	3 (23.07%)	3 (75%)	3 (75%)	11 (34.37%)	5 (29.41%)
		Strongly satisfied	7	13.20%	7 (18.42%)	0 (0.00%)	5 (11.9%)	2 (22.22%)	0 (0.00%)	4 (11.11%)	3 (23.07%)	0 (0.00%)	0 (0.00%)	5 (15.62%)	2 (11.76%)
		Total responses	53	100%	38 (100%)	15 (100%)	42 (100%)	9 (100%)	2 (100%)	36 (100%)	13 (100%)	4 (100%)	4 (100%)	32 (100%)	17 (100%)
6	Co-worker's support	Strongly unsatisfied	0	0%	0(0.00%)	0(0.00%)	0 (0.00%)	0(0.00%)	0(0.00%)	0(0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
		Unsatisfied	4	6.10%	3 (6.38%)	1 (5.23%)	1 (1.92%)	3 (27.27%)	0 (0.00%)	2 (4.44%)	2 (13.33%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	4 (20%)
		Neutral	7	10.60%	4 (8.51%)	3 (15.78%)	7 (13.45%)	0 (0.00%)	0 (0.00%)	6 (13.33%)	0 (0.00%)	1 (16.67%)	1 (20%)	2 (4.87%)	4 (20%)
		Satisfied	37	56.10%	29(61.7%)	8 (42.1%)	29 (55.76%)	7 (63.63%)	1 (33.33%)	24 (53.33%)	11 (73.33%)	2 (33.33%)	2 (40%)	28 (68.29%)	7 (35%)
		Strongly satisfied	18	27.30%	11(23.4%)	7 (36.84%)	15 (28.84%)	1 (9.1%)	2 (66.66%)	13 (24.88%)	2 (13.33%)	3 (50%)	2 (40%)	11 (26.83%)	5 (25%)
		Total responses	66	100%	47 (100%)	19 (100%)	52 (100%)	11 (100%)	3 (100%)	45 (100%)	15 (100%)	6 (100%)	5 (100%)	41 (100%)	20 (100%)

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From the above table 4. 2.4, there are other factors affecting employee turnover in Afghanistan. Based on the questionnaire I made for my survey, I have different responses for different questions. They are as follows:

1. On the basis of employees changed their job. From these 69 responses, the majority of them 40 (58%) said yes, they changed their job, and 29 (42%) said no, they have not changed yet, but there can be many reasons why they have not changed yet, like they may not be able to find an alternative job, or any other reasons. Of these 69 responses, 41 of them are male, and 17 of them are female, Based on their age, 56 employees have an age of below 30 years old, 11 of them have an age of between 30-40 years old, and 2 of them have an age of more than 40 years old. According to their work experience, the majority of them (48 employees) have work experience of 1–5 years, 15 employees have work experience of 6–10 years, and 6 employees have more than 10 years of work experience. According to their educational level, 5 employees have a high school certificate, 43 of them have a bachelor's degree, and 21 of them have a master's degree.
2. According to their job position, 58 employees responded, from which 24.13% are in the top level, 41.37% are in the middle level, and 34.48% are in lower level management. Of these 58 employees, 41 of them are male, and 17 of them are female. According to their age, 45 employees have an age of below 30 years old, 10 of them have an age of between 30-40, and 3 of them have an age of more than 40 years old. According to their work experience, 40 of them have 1–5 years of work experience, 13 of them have 6–10 years of work experience, and 5 of them have more than 10 years of work experience. According to their educational level, 5 of them have a high school certificate, 37 of them have a bachelor's degree, and 16 of them have a master's degree.
3. According to their reasons for changing their job, I have 63 responses for different reasons like; 31.70% because of salary, 7.90% because of supervisors' behavior, 4.80% because of their co-workers' behavior, 4.80% because of unfair promotion in the organization, and 9.50% because of training they needed, and not only these are the reasons, there are other reasons which contribute to 41.26%, and of these 63 employees, 43 of them are male, 20 of them are female, Based on their age, 52 employees have an age of below 30 years old, 10 of them have an age of between 30-40, and 1 of them has

an age of above 40 years old. According to their work experience, 44 of them have 1–5 years of work experience, 13 of them have 6–10 years of work experience, and 6 of them have more than 10 years of work experience. According to their educational level, 5 employees have a high school certificate, 39 of them have a bachelor's degree, and 19 of them have a master's degree.

4. Based on training before starting a job. I have 69 responses from which 39 (56.50%) of them did training before starting their job, while 30 (43.50%) had not done any training before starting their job, so they may face any problems continuing their job. That is why it leads to employee turnover. Of these 69 employees, 48 are male, and 21 are female employees. According to their age, 51 employees have an age of less than 30 years old, 11 of them have an age of between 30-40 years old, and 3 of them have an age of above 40 years old. According to their work experience, 48 employees have 1–5 years of work experience, 15 employees have 6–10 years of work experience, and 6 employees have more than 10 years of work experience. According to their educational level, five employees have a high school certificate, 44 have a bachelor's degree, and 20 have a master's degree.
5. According to their level of satisfaction with the training provided, I have 53 responses from which 7.50% are strongly unsatisfied, 13.20% are unsatisfied, 30.20% are neutral, 35.80% are satisfied, and 13.20% are strongly satisfied. Of these 53 employees, 38 of them are male, and 15 of them are female. According to their age, 42 of them have an age of below 30 years old, 9 of them have an age of between 30-40 years old, and 2 of them have an age of above 40 years old. According to their work experience, 36 of them have work experience of 1–5 years, 13 of them have 6–10 years, and 4 of them have more than 10 years of work experience. According to their educational level, four of them have a high school certificate, 32 of them have a bachelor's degree, and 17 of them have a master's degree.
6. According to their responses based on their co-worker's support, I have 66 responses from which 0% is strongly unsatisfied, 6.10% are unsatisfied, 10.60% are neutral, 56.10% are satisfied, and 27.30% are strongly satisfied. From these responses, 47 of them are male, 19 of them are female employees, and 52 of them have an age of below 30 years old, 11 of them have an age of between 30-40 years old, and 3 of them have an age

of above 40 years old. According to their work experience, 45 employees have 1–5 years of work experience, 15 of them have 6–10 years, and 6 of them have more than 10 years of work experience. According to their educational level, 41 employees have bachelor's degrees, 5 of them have high school certificates, and 20 of them have master's degrees. So these are the other factors which can affect employee turnover in Afghanistan. Employee turnover is very costly for an organization, so an organization that does not want to lose their good and talented employees should consider these factors.

I should say that these are not all the factors affecting employee turnover; there can be many other different factors, so management should always evaluate and communicate with their employees.

### **4.3. Discussion**

With this study, I found the relationship and effect of salary, promotion, supervisor's behavior, organization's employee-friendly policy, employee's working life balance, and employee's job security on employee turnover in Afghanistan as follows:

In the contest of Afghanistan, I wanted to find out the most important factors influencing employee turnover in both private and public sectors. Based on my research analysis, I found that six variables are the most effective. While a worker is trying to leave his or her firm, its salary, promotion, supervisor's behavior, the organization's employee friendly policy, the employee's working life balance, and the employee's job security can be affected.

All of these variables will cause an employee to be either satisfied or unsatisfied with his/her employment, and this satisfaction or dissatisfaction may ultimately affect the employee turnover rate. But through my primary data, which I collected with the help of Google form questionnaire, shows that most of the employees said the reasons they left their job (organization) were, firstly, salary, which the majority of them left their job because they were not satisfied with the monthly salary they received from their organization, the second main factor was promotion. Since most employees join an organization to promote, they don't want to work in the same position forever. If they are well promoted, they will stay with their organization; otherwise, they will seek promotion elsewhere. So, if a company does not want to lose its best and brightest employees, it

should have a good and equitable promotion policy, thirdly I found their response based on their supervisors' behavior. Although the majority of them were happy with their supervisors' behavior, many of them were not happy with their supervisors' behavior and support. Supervisors play a very important role in training, communicating, guiding, and helping employees to perform their duties well and to settle their problems. Fourthly, the organization's employee-friendly policy, employee's working life balance, and employee's job security are also the main variables. If employees are not satisfied with these, all can be causes of employee turnover in Afghanistan. So the organization should also appoint a supervisor who has high communication skills, an ability to solve problems, and a willingness to help and train each employee equally so that the organization should not lose their good employees. Because the success of an organization depends not only on its manager, it depends on the good contribution and interaction of all its talented, skillful, and valuable employees. That is why management should keep their employees.

**4.4. Regression analysis:**

Throughout the analysis of regression, I have tried to explain the effect of the independent variables (salary, promotion, supervisor's behavior, organization's policy, employee's work-life balance, and employee's job security) on one dependent variable (employee turnover).

**4.4.1. Summary of the model:**

The following table shows how much of my dependent variable is explained by my independent variables. I used excel to explain it in terms of R value and R square. R shows how much of the dependent variable is explained by the independent variables in this study, and R square shows how good my model is.

Table 4. 4. 1: summary of the model

R	27.5%
R <sup>2</sup>	8%

From the above table, the R value is 27.5%, which means salary, promotion, supervisor support (behavior), the organization's employee-friendly policy, employee's working life balance, and the employee's job security explain 27.5% of the turnover. The remaining 72.5% is explained by

other factors, which are not covered in this study, so I can say salary, promotion, supervisor behavior, the organization's employee-friendly policy, the employee's working life balance, and the employee's job security have a significant influence on turnover.

#### 4.4.2. Analysis of variables

ANOVA describes how much the independent variables (salary, promotion, supervisor behavior, organization's employee friendly policy, employee's working life balance, and employee's job security), had a significance or insignificance influence on the dependent variable (turnover). If the F value is more than 5 and significance is  $\leq 0.05$  I can say the effect is significant.

Table 4.4.2: ANOVA

F	0.844
Significance (P value)	0.540

Unfortunately, this test is not significance because p value is  $>$  than 0.05 ( $0.540 > 0.05$ ).

#### 4.4.3. Coefficient

In this part, I will explain the importance of this study using t values and sig values. If the t value is  $\geq 1.96$  and the significance is 0.05, the factor is important. On the basis of this study model equation, I will explain each independent variable's contribution (relationship) with the dependent variable, in order to determine whether it is positive or negative.

Table 4.4.3: coefficient

Variables	Coefficient	t	Significance
Constant	0.34	1.38	0.174
Salary	-0.261	-1.760	0.0831
Promotion	0.005	0.036	0.971
Supervisor's behavior	0.002	0.032	0.974
Organization employee friendly policy	0.044	0.712	0.478
Employee work life balance	0.182	1.24	0.218
Employee job security	0.048	0.537	0.593



From the above table 4.4.3: t value of salary is -1.760 and its significance is 0.0831, which is more than 0.05, so this independent variable is not significant; t value of promotion is 0.036 and its significance is 0.971, which is more than 0.05, so this independent variable is also not significant. The t value of the supervisor's behavior is 0.032 and its significance is 0.974, which is more than 0.05, so it's also not significant. The t value of an organization's employee-friendly policy is 0.712 and its significance is 0.478, which is also more than 0.05, so it is also not significant. The t value of an employee's working life balance is 1.24 and its significance is 0.218, which is more than 0.05, so it is also not significant. The t value of an employee's job security is 0.537 and its significance is 0.593, which is more than 0.05, so it is also not significant.

Unfortunately, the sample size was not sufficient enough. That is why this study has not found a significant relationship between these two dependent and independent variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \dots + \beta_n X_n + e$$

$$Y = +0.34 - 0.261 \text{ salary} + 0.005 \text{ promotion} + 0.002 \text{ Supervisor's behavior} + 0.044 \text{ organization policy} + 0.182 \text{ employees work life balance} + 0.048 \text{ employee job security}.$$

Based on the above equation and value of the t and significant value I had found the following:

1. Salary has a negatively insignificant effect on employee turnover in Afghanistan. It states that salary has negative relationship with employee turnover; a small change in the amount of salary can bring big changes in turnover rate. Its coefficient is -0.261, its not significance at 5% significant level.
2. Promotion has a positively insignificant effect on employee turnover in Afghanistan. This means promotion has a positive relationship with employee turnover. It's not affecting employee turnover negatively, its coefficient is 0.005, but it is not significant at 5% significant level.
3. The supervisor's behavior has a positively insignificant effect on employee turnover in Afghanistan. It states a supervisor's behavior has a positive relationship with employee turnover, not affecting employee turnover negatively. But its coefficient is not that much high, its 0.002. And its coefficient is not significant at 5% significant level.

4. An organization's employee-friendly policy has a positively insignificant effect on employee turnover in Afghanistan. This shows that an organization's employee-friendly policy has a positive relationship with employee turnover. Changes in an organization's employee-friendly policy is not affecting employee turnover negatively, but its coefficient is 0.044, which is not that much of a negligible amount, and as its significance is 0.478, its coefficient is not significant at 5% significant level.
5. An employee's working life balance has a positively insignificant effect on employee turnover in Afghanistan. It shows an employee's working life balance has a positive relationship with employee turnover rate; it has a coefficient of 0.182, which is the highest coefficient among the other factors in this study, but again its coefficient is not significant at 5% significant level.
6. An employee's job security has a positively insignificant effect on employee turnover in Afghanistan. This means an employee's job security has a positive relationship with employee turnover, so its changes are not affecting negatively the rate of employee turnover. Its coefficient is not that high. It has a coefficient of 0.048. But again, this factor is not significant at 5% significant level.

Table 4.4.4: Hypothesis

Hypothesis	Accept/reject
H1: There is a significant negative relationship between promotion and employee turnover	Rejected
H2: There is a significant negative relationship between salary and employee turnover	Rejected
H3: There is a significant negative relationship between supervisor's behavior and employee turnover.	Rejected
H4: There is a significant negative relationship between organization's employee friendly policy and employee turnover	Rejected
H5: There is a significant negative relationship between employee's work life balance and employee turnover.	Rejected
H6: There is a significant negative relationship between employee's job security and employee turnover.	Rejected

## **Chapter Five: Conclusion**

### **5.1. Conclusion**

With this study, I found the relationship and effect of salary, promotion, supervisor's behavior, organization's employee-friendly policy, employee's job security, and employee's working life balance, on employee turnover in Afghanistan as follows:

In general, this study discussed the effects of salary, promotion, supervisor's behavior, organization's employee-friendly policy, employee's working life balance, and employee's job security. The goal of this study was to determine the important factors influencing employee turnover in Afghanistan that I found through literature review, as well as the relationship that each variable has on turnover, based on my survey form and responses of the respondents.

According to demographic analysis, employees were happy with their supervisor's behavior in all organizations in Afghanistan, so if they left their job, it was not mainly because of their supervisor's behavior. Salary and promotion are the main reasons for employee turnover in Afghanistan because most respondents said that if they left their job, they were unhappy with their salary and had not been promoted in that organization for a long time, so employees leave the organization to earn more and look for better job opportunities in other organizations.

However, these are not the only reasons that can affect employee turnover. Some of the employees were dissatisfied with the organization's policies and culture, employee support, and employee work-life balance, so the problems cannot be solely only from the organization's perspective. The employees themselves had also some problems, such as some employees changed their home, which may be a long distance away, or some female employee might get married and being unable to work so they themselves left their job, some employee had problem with their job security, they were not feeling comfortable with doing the job so organizations should take care of this so that to help their employees feeling comfortable in their jobs.

I also developed regression analysis so that to find the relationship between dependent variable and independent variables, but unfortunately as my sample size was not good enough I was not able to find out the correct relationship between the two variables.

## **5.2. Limitation of this study:**

The sample size is very small. According to Mugenda and Mugenda (2003), at least 10%–20% of the entire population is sufficient for descriptive assessments. Although I did not collect data from 10% of all employees of private and public organizations in Afghanistan, because in today's the crisis situation raised due to the Taliban most of the private and public employees left the country and most of them are not feeling comfortable to fill the form, they don't want to say anything regarding their job, so I assumed it to be a sample. This research study could be helpful for those who want to use it for further study in the context of human resource management.

## **5.3. Recommendations**

Based on respondent demographic analysis and looking at the findings, the majority of them were not happy with their salary, promotion, organization's policy, and some of them have not good working life balance, some of them were not happy with their supervisor's behavior, and some of them did not have a secure job. Thus, I am recommending some recommendations through which respected organizations can develop such policies that can prevent employees from leaving the organization that could be beneficial for both the party, my recommendations are as follows:

1. Because most of the respondents were not happy with their monthly salary, the company must consider it a vital issue. They must design a policy in which all workers are treated equally and there should not be a large disparity between the amount of work they have and the cash they receive for it.
2. Although the majority of respondents were satisfied with their supervisors' support, the HR department must look for someone who can leads and encourages a team. Motivating supervisor may motivate the employee, and the human resource department must provide training on how supervisor/ managers should interact with their subordinates.
3. Another main reason for employee turnover was promotion. The organizations must take this into account and provide training opportunities and skill development related training through which employees can learn new things. Because employees are always looking for better jobs where they can grow their background and learn new skills and be

promoted, the organization should know that their employees are satisfied with the promotion.

4. Some employees, like female employees, had problems with work-life balance, especially mothers with little child. The organization should provide them with one to two hours in a day, so that they can take care of their small baby who needs a mother.
5. Organizations should have employee-friendly policies; employees need to feel comfortable in their organization with rules, culture, co-workers, working hours, general holidays, and employee leave. Employees spend the majority of their time at work; it is their second home, so they must feel free and comfortable with policies and the work environment.
6. I had found that Job security is another reason that caused employee turnover in Afghanistan. In private organizations, some employees do not have secure job. Whenever organizations want, they can easily change or terminate their employees. In some organizations, employees have transportation problems. Some employees are doing dangerous work without proper and enough health care protection. So all these things need to be considered if the organization does not want to lose their talented and skilled employees.
7. The factors which I studied: salary, promotion, supervisor's behavior, company's policy, employee's working life balance, and job security are not the only factors influencing employee turnover in Afghanistan. There are many other factors like leadership style, training, education, career growth, organizational commitment, and other factors that affect employee turnover, so it needs further studies.

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