

Internship Report On

Turnover issues and overcome process: A study on Super Star Group (SSG)

By

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ID: 19364052

In partial fulfillment of the prerequisites for the degree of Masters of Business Administration,
an internship report was submitted to the BRAC Business School

BRAC Business School

BRAC University

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing my degree at BRAC

University.

2. The report 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 report 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's Full Name & Signature:

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Letter of Transmittal

Dr. Md Asadul Islam
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BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report.

Dear Sir,

I am very glad to submit the internship report on Super Star Group. This report is a result of the MBA program I completed. It brings me great pleasure to have successfully completed my internship and to present this report on the analysis I carried out during that time. You have my gratitude for providing me with a test that will allow me to demonstrate my abilities. I will also be given the chance to perform some practical work, which has boosted my experience.

It would be really thoughtful of you to review my report work and make any more recommendations to improve my explanation.

Sincerely yours,

Tasnim Tabassum
ID: 19364052
BRAC Business School

Acknowledgment

I would want to convey my appreciation to the All-Powerful and a few helpful individuals for their assistance, guidance, and encouragement. I want to start by thanking **Dr. Md Asadul Islam**, who oversaw my academic internship and provided crucial assistance and advice for my report throughout the semester.

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Also grateful to Mr. Mohammad Tanim Rahman, Senior Manager, HR of Super Star Group, who gave me the details I needed to produce this report on Recruitment, HR Policies, HR Operations, and other issues, I would like to thank my coworkers and departmental leaders. I appreciate everyone at SSG, especially the honorable Chief Human Resources Officer, Mr. Syed Shahidul Alam, for always being there for me when I needed them. I would not have been able to fulfill the project's goals without the help of the people mentioned above. I'm also appreciative of my family, friends, and coworkers.

Executive Summary

Firstly, in this report I have shared my experience as a Super Star Group intern in my report. All of the information required for the internship is supplied in the first chapter. As an intern, I was expected to carry out a number of particular tasks that gave me an inside look at the workplace environment.

Secondly, this report provides a thorough overview of the business along with examples of daily activities including management, marketing, and operations to show how they affect the business as a whole. Moreover, the research offers a competitive analysis, including a SWOT analysis of the company has strong brand recognition, a following of devoted customers, ample financial resources, and the ability to offer premium goods at a lesser cost than its competitors. and Porter's five forces. Additionally, based on the competitive analysis, it offers some important recommendations.

Finally, the third chapter provides one of the main issues preventing employee turnover is Bangladesh's sociocultural status. SSG Group experiences an annual average staff turnover rate of roughly 34%, which is extremely high and detrimental to the company. Furthermore, the majority of businesses offered short-term fixes to the issue. This report offers a number of useful recommendations for encouraging workplace inclusion since doing so might have a significant social and economic impact on Bangladesh.

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Chapter-1

Overview of Internship

1.1 Information of the Intern

Name	Tasnim Tabassum
Student ID	19364052
Program	Master of Business Administration
Major	Human Resource Management

1.2 Internship Information

Period	3 Months
Company Name	Super Star Group
Department/ Division	Human Resource Department
Address	3rd floor, UCEP Cheyne Tower, 25 Segun Bagicha Rd, Dhaka 1000

1.2.1 Internship Company Supervisor's Information Name and Position

Name	Mohammad Tanim Rahman
Position	Senior Manager, Super Star Group.

1.2.2 Job Scope – Job Description/Duties/Responsibilities

My main responsibility as an HR intern was to assist HR Professionals with their daily tasks. The following list of duties I performed while employed at Super Star Group:

- Filling out and preserving program documents for future requirements
- Assisting the executives with the field teams regarding program verification
- Following up with the regular program updates
- Spending up program claim settlements by maintaining regular communication
- Carrying out any other tasks as directed by the supervisor/management head

1.3 Internship Outcomes:

1.3.1 Intern Responsibilities:

- Understand the overall concept of the company, including brand, customers, product goals, and all other aspects of service.
- Tour our areas of responsibility and provide ideas for growing and improving our business.
- Focused project to conduct research, propose ideas and solutions, and present a final project.
- Engage with customers or clients to provide service.
- Make recommendations to management to improve customer service and internal processes.
- Learn and master in-house software systems.
- Helps generate performance reports.

1.3.2 Benefits to the student

I experienced working in the busy HR department throughout my three-month internship. My speaking ability has greatly improved and blossomed as a result of working in sales and trade management. I really improved my speech skills since I had to keep up with a formal conversation with my boss and other coworkers. Additionally, contact that took place across phone conversations, WhatsApp, and emails enabled me to improve both my writing and vocal abilities on a regular basis. Consequently, this experience has boosted my confidence.

Additionally, I gained knowledge of the business and corporate culture while working for one of the most well-known manufacturing companies. Due to SSG's tight adherence to office hours (8.30 am to 5.00 pm), I improved my punctuality and discipline. I occasionally arrived late or skipped my regular classes before I started working for the firm. But this internship has shown me how important it is to be responsible, organized, and prompt in my job. But I did learn from my boss that in order to get the most out of this experience, it's critical to keep a happy attitude.

Throughout the internship, I discovered how to remain calm and upbeat despite challenging tasks or a challenging environment. In addition, this internship has allowed me to hone my computer abilities and become more adept at utilizing Microsoft Word and Excel. My typing abilities in both Bangla and English improved as a result. Along with improving my technical and soft skills, I had the chance to learn about the corporate cultures of manufacturing companies and develop networking skills at SSG.

1.3.3 Problems/Difficulties faced during the internship

There was incredibly little work allocated to me throughout the first two weeks. As a result, I became bored and perplexed about how I might get the most from my internship. Due to the office's current lack of telephones, one of my main duties was to communicate with the field crew, which made the work much more difficult for me. Additionally, I was cautious to ask questions at first because my internship was taking place in a completely foreign setting. But as time went on, I began to have more courage to seek an explanation when I needed it. In addition, the transition to a new workplace hit me hard, and each time I was uncertain about something, I got really worried. I had a hard time keeping up with both my personal hobbies and the normal 8.30 to 5.30 job routine.

1.3.4 Recommendation

It was an incredible experience to work and study at Super Star Group. Although SSG gives students a wonderful opportunity to learn from them, there are a few areas where its entire internship program may be improved. I think having a more planned plan for interns may assist the interns to learn, comprehend, and adjust to the new environment with ease since the work culture offers hands-on training for the future. Additionally, a planned work schedule will benefit the line managers in their role as mentors as much as it would benefit the interns. Additionally, giving helpful criticism should be prioritized. It is crucial to provide input that counts, and it would be fantastic if the firm also got helpful feedback from its interns.

Last but not least, SSG may offer a far better internship experience by allowing them to network with other interns and seasoned professionals in order to strengthen their connections for future chances.

Chapter-2

Organizational Part

2.1 Introduction:

A group of seasoned and highly trained employees with a strong corporate culture support SSG's growth. All of SSG's product designs are protected by copyright law and are often created by the company's own specialists, making it illegal for anybody to reproduce their designs. SSG has a solid credit rating with banks and other financial institutions and a reputation for engaging in a range of corporate social responsibility (CSR) activities.

2.2 Overview of the company:

Under the trade name "SUPER STAR," SSG has been a well-known and prosperous manufacturer, importer, and marketer of electrical accessories and equipment for more than 20 years. The business started out on its journey in 1994 when it opened an incandescent light plant in Narayangonj. For residential, commercial, and special needs applications, SSG provides a variety of lighting and electrical solutions. SSG has risen to the top of Bangladesh's lighting business as a result of the company's provision of high-quality lighting solutions to a wide range of customers. Lighting components include things like Compact Fluorescent Lamps (CFL), Incandescent Lamps (GLS), Light Emitting Diodes (LED), Fluorescent Tube Lights, Switches & Sockets, Fans, Fluorescent Lighting Fixtures, PVC Insulating Tape, Electronic Ballasts, and Distribution Boards.

Additionally, the company represents Kawamura Electric Inc. of Japan and Federal Electric of Turkey as the only distributor of Circuit Breakers and other electrical safety equipment in Bangladesh. Additionally, they established themselves as Khaitan Fan of India's only distributor in Bangladesh while also producing their own fan products under the name "Super Star Fan." The quality and dependability of these items are assured. SSG is proud of all of these goods' inherent value and aesthetic appeal, and is really happy to provide them to its esteemed customers and potential customers. Super Star Engineering Ltd. (SSEngL), a new company founded by SSG in 2012, has established itself as a major and well-known brand in Bangladesh by demonstrating its capacity to manufacture, supply, install, test, and commission electrical sub-stations, elevators, generators, as well as full electrical solutions on a turnkey basis. Super Star Renewable Energy Ltd. (SSREL), a company owned by SSG, began operating in the renewable energy sector in 2013. This business creates cutting-edge renewable energy-related items that are best suited for customers under the brand name "Super Star Solar." In order to create high quality, comfortable residential and business space that would provide clients the best value for their money, SSG extended its activities in the real estate industry under the name of Super Star Properties Ltd. in 2011 to deliver high-quality, comfortable residential and commercial space that offers clients the most value for their money. In addition to the aforementioned, SSG is contemplating the addition of a few additional products that will improve SSG's reputation and solidify the company as a diverse conglomerate.

2.3 Management practice:

Corporate management is the process of running a company. It involves gathering information for planning and decision-making purposes before implementing tactics that might help the business achieve its goals. (Great Learning Team)

2.3.1 Autocratic Leadership:

An autocratic management style involves only one person making all the decisions and asking the rest of the team for very little input. Autocratic leaders do not confer with or solicit feedback from others while making decisions or judgements; instead, they act on their own views. (The Economic Times) (December 2022)

2.3.2 Democratic Leadership:

Democratic leadership is a style of leadership in which group members participate in the decision-making process. It is also referred to as participatory leadership or shared leadership. (The Economic Times) (December 2022) The Economic Times 13 January, 2023. Any institution, including the government, schools, and private corporations, may benefit from this kind of leadership.

2.3.3 Participative leadership:

A leadership style known as "participative leadership" encourages team members to work together to make decisions. The term "participatory leadership" or "democratic leadership" is occasionally used to describe participatory leadership since management teams actively promote employee engagement.

2.3.4 Laissez faire leadership:

Leaders that practice laissez-faire have a trusting and dependent attitude toward their workforce ((The Economic Times) (December 2022)). They don't micromanage, become too involved, or give out too much advice or guidance. On the other side, laissez-faire leaders empower their team members to use their initiative, resources, and skills to promote their goals.

Based on the above Short discussion SSG is seeking fresh talent to bring and maintain youthful leadership to follow the fashion and go with the flow. It strives to run its business operations and seize every victory with the capable, vivacious, and youthful skills of the moment. As part of the management and recruitment of new talent, SSG provides internship programs to students who are getting ready to start their careers after successfully finishing their academic courses. All regular students from Bangladesh's recognized and government-approved universities are eligible for the programs. Typically, SSG hires interns for several departments at the corporate offices and manufacturing facilities. Interns are employed to gain knowledge of the company

culture, rules, and procedures as well as the changes that are occurring there to provide them with the skills they'll need to overcome obstacles in the future and blend in with local or global business entities. Throughout the year, the HR department hires interns on a quarterly basis. A three-month program is included. I was hired as an intern for the three-month advanced internship program run by the HR operational excellence team, along with another fellow from another prominent private institution. Finding suitable candidates and encouraging them to apply for and accept positions is the process of external recruiting. SSG's external hiring practices are as follows:

Walk-in applications, employee references, internet posts, local newspaper ads, and online postings. SSG continually works to recruit the best people through advertising or other channels by utilizing rigorous screening methods including written exams, computer tests, IQ testing, and more. In order to find and choose the finest candidates for its internship program, SSG often recruits interns from outside sources.

2.4. Marketing Practice:

Consumer, customer, and public information are connected to marketers through the function of marketing research. Information is employed to recognize and categorize opportunities and issues. Create, hone, and assess activities. Keep an eye on results. broaden your comprehension gradually. (American Marketing association) (Approved 2017)

There are SSG uses credit to fund its operations. The production facility is located in Narayananj. Every day, their Sales Representatives (SR) visit a certain market to collect orders from shops, then delivery boys pick up the products from the distribution center and deliver them to the shops in accordance with orders. The shop owner returns the product price to SR after selling this item within a month. On the other hand, distribution points procure goods from manufacturing houses in accordance with monthly demand. Product delivery from SSG Transport is prompt. Every SR is required to cover one road every day. He will have six in a week. SR is under the direction of the Territory Sales Manager, who in turn is under the control of the Regional Sales Manager. SR is under the authority of TSM (Territory Sales Manager), TSM is under the control of RSM (Regional Sales Manager), and RSM is also under the control of DSM (District Sales Manager). Piano senior sales manager Dim Switch-Socket LED Emergency Bulb Exclusive Series - Blue Others Light Net Fan Exclusive Series - Ash Music Items Ceiling Plug socket for a rose, additional switches Circuit Breaker Super Touch Tissue PVC Tape With the help of his staff, Saidul Islam manages and oversees everything. Thanks to automation, things have gotten simpler.

E-shop: People may now purchase goods online. Their e-commerce crew will interact often, record information about the orders, and deliver packages promptly using a delivery vehicle. They charge delivery fees in that instance. On special occasions and the first two transactions, they occasionally provide discounts.

Mistri Mama: Someone may get in touch with Mistri Mama if they require a reliable electrician for quality electrical services. Mistri Mama will bill based on the amount of work.

After registering with Mistri Mama, they may occasionally provide the first electrical service at a discount or for free. When someone complains about poor electricity service, Mistri Mama will provide the same service for free a second time.

Tissue: Already SSG is marketing their tissue using the same operation system for tissue.

2.5 Finance Performance:

Corporate finance typically places a strong emphasis on maximizing shareholder value. Long- and short-term financial planning, as well as the execution of various plans, are handled by a team of specialists. Corporate financial activities range from capital investments to tax issues.

The Finance department of SSG is managed by a group of experts. The team handles all business-related transactions in accordance with the company's norms and regulations. Additionally, the staff members create essential financial reports in accordance with the stakeholders' needs. The corporation maintains accurate records of its expenses, bills, debts, and financial statements. Investors and other stakeholders can learn more about their financial responsibilities, profit margin, and revenue production via their financial reports. According to SSG's annual financial statement. The capacity of the corporation to meet short-term financial obligations is measured by the current ratio. (Breivik et.al., 2021). Also included in the annual report is the fact that SSG's profit margin climbed. The ratio of the company's profit to its sales, or profit margin, reflects how profitable the business is. Additionally, the annual report states that its inventory turnover is 4. The inventory turnover ratio, which divides the cost of products sold by the average inventory value during the time period, assesses how well a firm utilizes its inventory.

Accounting practices:

The accounting department of a business is in charge of processing payroll, preparing financial statements, maintaining the general ledger, paying bills, producing customer bills, and other responsibilities. They are responsible for managing all aspects of the business's finances. Any firm, no matter how little or large, domestic or global, cannot function without an accounting department for very long. ("Accounting Cycle", n.d.). SSG's accounts division maintains thorough records of all transactional financial information. The workers achieve this by adhering to the accounting cycle, which entails recognizing and evaluating transactions, posting transactions to ledgers, creating an unadjusted trial balance, adjusting the entries after a time period, and creating an adjusted trial balance in the end. The accounting cycle is the procedure for locating, grouping, and evaluating corporate transactions throughout the course of an accounting period. Additionally, when generating the financial statements, SSG staff adhere to the relevant accounting and financial standards. The rules of the Bangladesh Securities and Exchange are followed in the preparation of these financial accounts. The accounting department also keeps track of earlier financial data for anticipating upcoming transactions, including balance sheets, yearly reports, revenue growth, and income growth.

2.6 Operation Management and Information System Practices and Supply Chain Management (SCM):

Operations management include carrying out backend company procedures including manufacturing, inventory management, and quality control to guarantee that goods and services are accessible for the market. Whether it comprises a single operations manager or a whole department, excellent operations management promotes corporate efficiency. n.d. (The Economic Times)

A coordinated set of components known as an information system is used to collect, store, and process data as well as to distribute knowledge, information, and digital commodities. Business information systems, which frequently make use of computers and other technology, provide information that businesses may use to successfully and effectively manage themselves. The majority of business information systems are composed of hardware, software, data, procedures (design, development, and documentation), and people.

Supply chain management is the control of the flow of products and services, and it encompasses all processes that turn raw materials into completed items. In order to maximize customer value and gain a competitive edge in the market, it involves the purposeful simplification of a company's supply-side processes.

The whole organization is operated from the head office by the Supply Chain Management team, they preserved the whole data about the production and distribution, for this they use a software named **SAP Supply Chain Management**. It is a very sophisticated software to maintain the whole supply chain management around the world they served 78 countries.

2.7 Industry and Competitive Analysis:

2.7.1 Porter's Five Forces Analysis:

An analytical method known as Porter's Five Forces Analysis helps a corporation comprehend the economic value that each of the five competitive forces it encounters has. (Porter, 1979).

• Rivalry among current rivals:

Super Star Group is in fierce competition with other established firms and regional businesses. Their main rivals in the same sector are Clicks, Luxury, and RFL.

Due to the comparable items that these businesses make, SSG must be always vigilant in order to have the upper hand. (Tahmid, 2021)

• Supplier negotiating power:

SSG's suppliers have a moderate amount of bargaining power. Effective negotiating is essential to continue obtaining high-quality raw materials from international suppliers for its goods.

However, due to its choice of raw materials, it is challenging to outwit the suppliers' negotiating position. (STL, n.d.).

- **Customer bargaining power:**

Since there are more than twenty brands of comparable items already in existence, it is simpler for customers to choose between brands. Customers, therefore, possess considerable negotiating power. SSG creates high-quality products, but in order to attract customers, it must stick to a targeted low-cost approach.

- **Threat of new entrants:**

Due to its existing base of devoted customers, SSG faces a minor threat in this area. Additionally, it keeps improving its goods to reduce the threat of copying. It is anticipated that it will take some time for the new firms to seriously threaten SSG if it can preserve its brand recognition via ongoing development.

- **Substitutes pose a moderate threat:** Replacement items are available. However, SSG may enhance its R&D by producing replacement goods as well in order to build and grow the business even more.

2.7.2 SWOT Analysis:

The SWOT Analysis of Super Star Group illustrates how this strategic planning method, known as SWOT analysis, may assist a corporation to identify its opportunities, threats, and areas for improvement. (Thompson et al., 2020)

Strengths:

- I. SSG is A loyal client base
- II. SSG is a strong brand recognition
- III. SSG is a wealth of financial resources
- IV. SSG is a cost advantage over competitors
- V. SSG is enough distribution capabilities

Weaknesses:

- I. SSG Product line is rather limited
- II. In SSG there are no new items for new consumers
- III. R&D team is underdeveloped
- IV. In SSG there are internal operational issues.

Opportunity:

- I. Include expanding product lines in new markets
- II. Starting direct internet businesses
- III. Expanding into new geographic markets
- IV. Meeting industry demand that is increasing.

Threats include:

- I. Increased energy constraint (load shedding),
- II. Increased rivalry with MNCs, the growing consumer
- III. Supplier negotiating power
- IV. Changes in customer preferences.

According to the SWOT Analysis, Super Star Group has strong brand recognition, a following of devoted customers, ample financial resources, and the ability to offer premium goods at a lesser cost than its competitors. Additionally, SSG can reach a large number of consumers because of its numerous distribution channels, giving it a competitive edge. Although SSG is a formidable competitor in the market, its flaws—a limited product offering, a dearth of new items, management incompetence, a weak R&D team, and other internal problems—lead to its vulnerability to rivals. It still has potential, while enhancing the negotiating power of suppliers and consumers, SSG must address the developing threats of competing against MNCs in order to acquire market leadership. Finally, important dangers to SSG include the current energy deficit and constantly shifting customer preferences. (STL, n.d.).

2.8 Conclusion:

This study aims to understand how fans are perceived by Dhaka city consumers. Super Star fans can join the market with greater preparation thanks to the study's findings. In Dhaka, there is a sizable market, and the need for fans in many industries is consistently strong. Therefore, Super Star fans have a great potential to join the market and fulfill client demand for fan products. According to the report, consumers are more loyal to their current brands. There are businesses like Click, Vision, GFC, and other Brands, among others, and they each have a sizable consumer base and a significant market share. Quality and pricing are the two most significant criteria that clients consider when buying any fan-related items. As far as Super Star is concerned, they ought to prioritize affordability without sacrificing quality. The company also requires a reliable network of distribution channels to ensure that the product is accessible at the customer's closest location.

2.9 Recommendations:

Even if the quality of the product is good right now, try to make improvements. Because consumers desire the highest quality at the lowest possible cost, pricing ranges may be reduced. Try to shorten the distribution procedure. Attempt to keep the market stocked with goods as well. That refers to goods that are now on the market. The consumer must have the merchandise at this moment, whenever they choose. Offer consumers a variety of offers. It improves both the recognition of our products and the reputation of our organization. Other customers are aware of our business and our items.

The company might try to offer higher-quality services than the competition. If we please the customer, they purchase our product and recommend it to others, inspiring those who haven't used it to do so. It's a specific type of word-of-mouth. Provide long-term warranties for all types of products. This type of word-of-mouth advertising is crucial to our business. It encouraged customers to purchase this good.

Chapter-3

Turnover issues and overcome process: A study on Super Star Group (SSG)

3.1 Background: Turnover is a significant and expensive issue, but those who have the power to avoid it rarely see it as such (Jenkins S., 1988). Turnover, in a larger sense, refers to the workforce's mobility inside and outside of the business (Fhippo E.B., 1980). Employment turnover is a crucial indicator of how well an industry or business is doing generally in terms of pay, labor relations, working conditions, and other benefits offered to employees by two firms. High worker turnover rates are a bad sign for employment stability (www.laboureau.inc.in).

3.2 Employee Turnover:

The term "turnover" used in accounting describes how effectively a corporation operates. Turnover is frequently used to gauge how quickly a company receives money from accounts receivable or sells its inventory. The inventory turnover ratio is the name given to this ratio. (The Economic Times 2023)

The amount of a portfolio sold in a particular month or year is referred to as the portfolio turnover in terms of investing. In many regions of the world, the company's revenue is referred to as its turnover.

A dysfunctional workplace culture and high turnover rates might be indicators of corporate mismanagement. But industry-specific turnover also differs. Because there are few hurdles to entry, there are many positions available, and it is simple to move employers, the hotel industry, for instance, frequently has high turnover rates. (The Economic Times 2023)

Compare the company's turnover rates to those of its competitors and chat with current and past employees before presuming that high turnover is an indication of failing business. Despite the substantial industry turnover, businesses can increase their employee retention rates. (Teambuilding 2022)

The four primary causes of turnover are a lack of opportunity for growth and promotion, incompetent management, poor remuneration, and a hostile work environment. For the reasons mentioned above, the majority of businesses worldwide face employee turnover. (The Economic Times 2023)

3.3 Reason for turnover

The following is a list of reasons why workers leave their employers and strategies for reducing staff turnover:

3.3.1 Lack of growth and progression

An important factor in turnover is a lack of opportunity for growth and progress. According to a Gallup poll, 87% of millennials believe that opportunities for growth and development are one of the most important factors in determining professional satisfaction. Experts from earlier generations agreed to a degree of about 70%. (Stephen P. Robbins, Mary Coulter)

Professionals that are ambitious do not settle for a successful career and a comfortable retirement. Today's workers have several opportunities to improve in their jobs. Professionals who keep up their skills typically find work more quickly in the case of an unplanned layoff. (Stephen P. Robbins, Mary Coulter)

Workshops, conferences, professional organization membership, mentoring programs, cross-training opportunities, job shadowing opportunities, and course credit all provide options for career progression. Set reasonable deadlines for staff and let them know their prospects of getting promoted. One of the best ways to encourage employee learning is to talk about a growth plan with them one-on-one. (Stephen P. Robbins, Mary Coulter).

3.3.2 No innovation

Meaningful employment requires job satisfaction. Many employees yearn to improve the world, tackle complex problems, and make a positive impact. It's wonderful to consider creating fresh ideas and beginning the future. When firms don't innovate and evolve, smart employees feel trapped. The best employees could resign from their positions to focus on creating a new product, starting a business, or launching a service. Employees could be concerned about their future employment security if companies don't innovate because static companies seldom sustain their market dominance. (Stephen P. Robbins, Mary Coulter)

To keep personnel and maintain competitiveness in the corporate world, innovation is crucial. Developing and getting better is a continuous and important activity. You can make innovation and creativity a priority for your firm and learn how to put fresh ideas into action by reading business strategy books. Another strategy to promote advancement is to hold online hackathons. (Stephen P. Robbins, Mary Coulter)

3.3.3 Inefficient management

According to the cliché, managers quit companies, not employees. According to a TINY pulse analysis on employee retention, workers who think their bosses' performance is subpar are four times more likely to look for other job.

A nasty or inept management style can cause a lot of stress for employees. On the other side, encouraging, capable managers may promote dedication and excellence. Leaders have a responsibility to make their effect on employees' experiences as positive and productive as feasible. (Stephen P. Robbins, Mary Coulter)

Offer managers thorough, ongoing training and support to help them develop their leadership skills. Holding leaders accountable to their own peers or superiors, and conducting routine department assessments using questionnaires with no names on them (Stephen P. Robbins, Mary Coulter).

3.3.4 Inadequate compensation

Pay is one of the main causes of employee turnover. A Paychex survey revealed that 70% of participants claimed they would leave their employment if the pay was too low. The ordinary employee may anticipate a 3% yearly gain when remaining with the same company as compared to a 10–20% income boost when changing employers, according to this Forbes article. Moving companies provide job candidates the opportunity to negotiate wages and perks as part of the interview process. (The Economic Times 2023)

Apart from salary and hourly pay, there are various ways to get money. Pay includes all bonuses and benefits. For instance, high health premiums could lead to decreased take-home pay. In-house daycares or flexible work schedules help working parents lower the expense of childcare. Free lunches and internet reimbursement are examples of benefits that lower workers' out-of-pocket expenses. Poor pay and perks reward a lack of commitment and effort. Yet even the most devoted employees could leave if they receive a more enticing offer. (The Economic Times 2023)

Make sure your salary and benefits are similar to those of rivals and in line with industry norms by conducting frequent compensation reviews. Give staff members frequent raises, opportunity to review and bargain their pay, and be upfront about when these opportunities will be available. If you are unable to offer higher wages, compensate for salary discrepancies with auxiliary incentives.

For additional advice, see our guide to employee perks and benefits. We also advise updating your employee referral bonuses.

3.3.5 Absence of camaraderie

A study performed by the Society of Human Resources Management found that over two thirds of professionals would reject a new job offer if it was at a company where they already worked. Social ties are important. When there is a feeling of belonging and community at work, coworkers feel a responsibility to one another. Dedication to coworkers fosters a sense of devotion to the workplace and the task at hand. When employees are perceived more as enemies or strangers than as partners and friends, professionals are substantially less reluctant to explore new opportunities. In many cases, feeling distant from coworkers and disconnected from them

is enough of a motivator to contemplate shifting employment. As remote work is particularly prone to encouraging feelings of loneliness or isolation, virtual team building is crucial. Team chemistry and camaraderie increase retention rates, employee engagement, and productivity. (Stephen P. Robbins, Mary Coulter).

Arrange ongoing team-building activities that are both formal and casual, such as group games, icebreakers during meetings, and team lunches. By setting up a distinct break room or hosting company-wide events like cook-offs or happy hours, you may provide employees opportunity to engage both during and after work hours. Be careful to take the required actions to involve colleagues who might not ordinarily prefer their peers. (Stephen P. Robbins, Mary Coulter).

Check out our lists of ideas for virtual social events and team development exercises for some inspiration.

3.3.6 Diversity deficiencies

Essential components like diversity and inclusion have an impact on the workplace. Every employee wants to experience safety, affection, and motivation to work hard. Discrimination puts employees under a lot of stress and might result in burnout. Not every identity will be respected equally in the workplace. Equal respect must be shown to persons who hold different perspectives, experiences, or beliefs. Nobody should face exclusion, hardship, or prejudice at work. (Stephen P. Robbins, Mary Coulter).

Employees may experience stress as a result of having to demand justice and equal opportunity. Employees may choose to depart without a fight rather than take part in a struggle that looks futile in the absence of a true show of support from the firm. Not to mention that phrase may circulate among candidates and influence future employment.(Stephen P. Robbins, Mary Coulter).

During the employment process, use fair and equal hiring procedures. Encourage conversation and recognize diverse viewpoints to intentionally foster an inclusive society. Give employees access to assistance mechanisms like employee resource groups. To better educate yourself and your staff, read literature on inclusion and diversity.

3.3.7 Life events

On occasion, workers quit their jobs for factors unrelated to the employer's obligations, such dramatic life circumstances. Some of the reasons for these exits include moving, having children, caring for ailing family members, attending to medical difficulties, enrolling in school, or starting a new business. The employee may only want some break to unwind or she may decide to change jobs. It might not be possible to continue working while dealing with these issues. (Stephen P. Robbins, Mary Coulter).

While significant life events cannot be prevented, you may take efforts to increase professional flexibility. Extended PTO, maternity and paternity leave, remote work options, and flexible work hours all help employees deal with life transitions. As an alternative to employees quitting their employment permanently, you can consider introducing temporary leave rules that would allow them to work less hours or take shorter periods of absence.

3.3.8 Organizational restructuring

One of the key factors contributing to involuntary turnover is organizational reorganization. Layoffs may result from circumstances including executive changes, business sales or mergers, economic hardship, major world events, or firm pivots. Instead of the employees quitting on their own initiative in this situation, the corporation decides to fire them. (Stephen P. Robbins, Mary Coulter).

Given the impact of outside forces, handling this circumstance may be challenging. You might not be able to stop your colleagues from being fired, but you can try to keep the connection positive by parting ways amicably. Offer staff severance, for instance, and offer to serve as a reference. Compassionate behavior improves the likelihood that the employee will return to the company when times are better. (Stephen P. Robbins, Mary Coulter).

3.3.9 Transfers & promotions

In a perfect world, roles open up as people rise and assume more responsibility inside the organization. Transfers and promotions are cause for celebration, but they are also inducements to hire. Depending on how a firm calculates the rates, some instances could not show up in the official employee turnover data. But, if a company grows quickly and only employs employees from within, it could look that there is a high turnover rate to customers and clients. (Stephen P. Robbins, Mary Coulter).

Make it a point to clarify why the position is open during the hiring process if the prospect doesn't ask. Transfers and promotions are commemorated with internal celebrations and special announcements. Discuss appropriate timelines and expectations with the present personnel in a direct and honest manner. Lastly, to avoid overwork during employee moves, succession planning and cross training should be implemented wherever possible. (Stephen P. Robbins, Mary Coulter).

3.3.10 Inflexible work environment

In a recent Flex jobs survey, 82% of participants said they would be more motivated to stick with a company that offered flexible scheduling.

For an extended period of time, the majority of office employees had to work remotely because to the global coronavirus outbreak. Many employees began to wonder why they should work from home instead of going back to the office full-time. According to a PwC study, 83% of employees intended to keep working from home at least once a week.

Employees will undoubtedly wonder why the company won't make accommodations if a loose working structure has little effect on productivity, work quality, or budget, and they may quit for a more accommodative company.

When possible, refrain from micromanaging and constant observation, and show respect for your workers. Provide flexible working arrangements, such as pick-and-choose hours or hybrid office layouts, where they don't affect an individual's or a team's ability to execute. To give employees freedom and structure, think about creating a work from home policy.

According to a Society for Human Resource Management report, replacing an employee costs \$4129 on average and takes 42 days. Each year, businesses spend billions of dollars on finding, employing, and training new employees both in the US and throughout the world. (Teambuilding 2022)

It seems reasonable that firms want to retain staff while lowering these costs. By identifying the elements that lead to employee turnover and taking action to fix or avoid issues, organizations may raise the average employee duration. The firm's goals will be advanced with greater time and effort if less time is spent on recruiting. (Teambuilding 2022)

3.4 Employee Turnover Intention in Bangladesh

One of the most frequent issues that HR managers deal with on a daily basis is employee turnover. While it is true that staff turnover can occasionally be advantageous for a firm, a consistent increase in employee turnover, regardless of the reason, is usually bad for continuing operations. There have already been a lot of research on employee turnover and its many facets, according to the literature. Employee churn is a subject of extensive research. These writings center on a variety of controversial topics, including the term itself, the many contributing aspects, leadership and turnover, managed turnover, causes of turnover, etc.

Three distinct topic areas were intentionally chosen for this literature analysis.

Human resource management defines employee turnover as the ratio of the number of employees that needs to be replaced within a certain time period to the average number of employees (Mobley et al, 1979; Price, 1977; Agnes, 1999; ONGORI, 2007). The most common categories for employee turnover are internal versus external, functional versus dysfunctional, skilled against unskilled (Ongori, 2007; Mbah et al., 2012). Involuntary or functional turnover, according to a research by Wells (2010), describes a situation in which the employer has taken control of the employee's decision to stay at the firm or leave it. Contrarily, voluntary turnover—the process through which an employee choose whether to remain on the job or leave—is frequently troublesome.

Employee desire to quit the company willingly owing to certain behavioral, situational, and accomplishment factors is known as turnover intention.

Maladjustment. Employee turnover intention was defined by Kerlinger (1973) in his *Foundation of Behavioral research* as an employee's own estimated probability that he or she has a purposeful desire to leave the organization permanently in the near future.

Researchers tried to anticipate why people willingly quit firms by creating multivariate models that integrate a variety of factors influencing employee turnover and experimentally evaluating these models. When attempting to investigate the reasons behind employee desire to leave, literature describes a variety of factors that are heavily reliant on the personal, organizational, environmental, psychological, and situational characteristics of the employees. Empirical evidence suggests that individualism (Wasti, 2003), individual power distance (Clugstone et al., 2000), a strong tendency toward longer tenure and uncertainty (Chew and Putty, 1995), seniority (Fisher, 2008), attitude toward money (Mitchell and Mickel, 1999), compensation and money

(Tang, 2002), and strategic training practices are all associated with higher levels of uncertainty (Anvari and Amin, 2011),

Longer tenure (Chew and Putty, 1995), seniority (Fisher, 2008), monetary attitudes (Mitchell and Mickel, 1999), compensation and money (Tang, 2002), strategic training practices (Anvari and Amin, 2011), low job satisfaction (Lee TW, 1988), mentoring (Dawley et al, 2010), leadership behavior (Joo and Park, 2010), organizational culture (Moncarz et al, 2009), and job security (Min, 2010) The majority of research discovered that there is a consistent and frequently higher correlation between turnover intentions and turnover.

even though it only explained about a fourth of the variation in turnover (Mobley et al, 1979). According to a large body of research on perceived possibilities, leaving intentions but not actual turnover have been linked (Kirschenbaum & Mano-Negrin, 1999).

In several works of literature, certain factors are described in depth. The relationship between attitudinal commitment's three facets—*affective commitment*, *continuation commitment*, and *normative commitment*—and turnover was discovered when discussing organizational commitment (Allen and Meyer, 1999). According to certain studies (Lum et al., 1998 and Mueller et al., 1990), organizational commitment directly influences employee work satisfaction. Additionally, studies have found that the intention to leave a job is adversely correlated with compensation.

Additionally, studies have indicated that the likelihood of turnover is adversely correlated with compensation structure, which is negatively directly connected to work satisfaction (Martin, 2003). In addition, a comprehensive theoretical framework was developed (Anvari and Amin, 2011) in relation to commitment, strategic training practices, turnover intents, and training. In addition to these broad and global research, turnover intention has also been examined in specific regions (Sujeewa, 2011) such as Africa, Asia, India, Sri Lanka, and at certain industries (Sujeewa, 2011) such as apparel, information technology, and hotels.

3.5 Methodology

Based on the method of data collection, there are typically three categories of research: qualitative, quantitative, and mixed. An iterative process of inquiry is referred to as qualitative research in order to gain a deeper knowledge of the corporate environment. It is a type of study that gathers information through conversational involvement and open-ended questions. This kind of study is typically conducted in corporate domains. (Aspers & Corte, 2019). The design of the qualitative research approach reveals the respondents' perceptions and actions in relation to the issue. As a result, qualitative research techniques including in-depth interviews, focus groups, content analysis, and case studies are widely used.

In quantitative research, specific occurrences are systematically examined using quantifiable data. This type of study makes use of statistical, mathematical, or technical techniques to examine data acquired through various sampling techniques, including online questionnaires, polls, and surveys. (“Qualitative Research: Definition, Types, Methods and Examples”, 2022).

A study technique that incorporates both philosophical presumptions and inquiry procedures is designed using the mixed research approach. This type of study combines qualitative and quantitative research methodologies to provide a more thorough grasp of a research topic than any approach could provide on its own. (Creswell and Clark, 2007).

However, as the goal of this study is to evaluate the difficulties in diversity management, a qualitative research technique was chosen.

3.5.1 Interview: There are numerous varieties of data collection techniques. However, due to time and financial restrictions, this study opted for the semi structured interview method. Through the use of some planned questions, a semi-structured interview is conducted. The remaining inquiries, however, are primarily conversational and not pre-structured in advance to provide ad hoc examination of the

the topic (Harrell and Bradley, 2009). This strategy was chosen by this experimental investigation to determine the problems and remedies associated with diversity management within enterprises.

3.5.2 Sampling Method: In this study, convenience sampling is used in light of the participants' requirement for flexibility given their hectic schedules. (Convenience Sampling - Research Methodology, 2022) The convenience sampling method is a type of nonprobability sampling methodology that gathers data from people who are easily accessible. In this type of sampling, no inclusive criteria were used prior to participant selection. For the aim of this study, five management professionals from a variety of sectors, including manufacture industry were interviewed over the course of two weeks.

3.5.3 Thematic Analysis: Due to the tiny sample size, the data was manually evaluated. In order to interpret the participants' responses, theme analysis is performed. After the interviews are conducted, the data is manually transcribed. To properly comprehend the responses, codes are found to create categories, which served as the core of the findings and analysis section. The primary data is finally given in the following section by being split into two main parts, such as the difficulties in managing diversity and the management team's chosen solutions.

3.6 Findings and Analysis

Data gathered through primary research and interviews are presented and analyzed in this section. It demonstrates the difficulties in managing diversity but also sheds light on the measures taken by corporations to address them.

3.6.1 Managerial Behavior: According to the interviews, management's moral behavior is crucial. The only criteria that should be used to determine who gets hired and fired is a person's capacity to do the job, according to both ethical and legal rules, yet if. When managers act in an unethical manner toward their staff, the employees get uncomfortable. The unethical managerial

practices were cited by 10 percent of respondents to a SSG Group survey as their reason for wanting to quit the company.

3.6.2 Equity reward: Employees at SSG Group agreed to depart in 25 percent of cases due to unfair compensation. The other 75% of employees did not believe that unfair compensation was practiced within the company. The study concentrated on the idea that unfair rewards cause people to feel unsatisfied and to do less effort, which may eventually cause workers to leave the company.

3.6.3 Human Resource Policy: The sets of written rules created by an organization to support administrative personnel duties, performance management, employee relations, and resource planning are known as human resource policies. The strategic implementation of plans by the human resource (HR) department in the workplace is known as human resources policy. By employing and keeping highly qualified professionals on staff, these rules aim to help the office adapt to changing circumstances and better understand how business and commerce function. HR introduced a Business Plan Tracker (BPT) Software in the organization and it can track your daily work schedule plan. Many employees failures of SSG Group to continue the system and this is another reason to give resignation one of my participants say that he took an exit interview and one of the employee say

“I will check first that if any company has the policy of BPT system then I will not work in this company even they give me high salary or anything I will not go”

So, in a company, BPT can be an issue to leave the company. My participant also says

“BPT is a real picture of a business that what is the target for the particular year of the business and the way forward”

Based on both opinions is a reason for employee turnover also BPT is a blueprint of the business.

3.6.4 Compensation: Work requires compensation as a necessary condition. To decide remuneration, the majority of private enterprises require agreements. 86 percent of SSG Group respondents said they would leave the company due to low. Compensation. Employee satisfaction with pay was only 13 percent. Another participant says about compensation that

“In other company in my position in this same work, they pay more than this company and sometimes feels so disappointed for this low compensation”

As the survey said this the big presentence for turnover only a few employees are satisfied.

3.6.5 Career Planning and Advancement: A career is typically thought of as consistent work within a profession or as an upward linear growth in one or two organizations.

Nowadays, a person's career is more likely to be driven by the individual rather than the organization, and when the individual and the environment evolve, the individual may occasionally reinvent themselves.

Employees intended to leave the company in many of cases because there was no clear professional path or opportunity for promotion.

3.7 Discussions and Implications

Based on the collected information, most of the participants reported that in SSG turnover rate is low so it's a good thing in this environment of Bangladesh. But the reasons I found in the literature are low percentages in SSG but other reasons are found by taking interviews of the employees like BPT, Low compensation, and HR Policy which are not found in the literature. This issue has been brought to light by researchers.

At SSG there is a low percentage of female employees which is not even equal or one-third so SSG can require more females, nowadays female percentages are increasing. Due to the career options and growth it offers, mentoring can enhance retention. Formal or informal mentoring is possible. It becomes a career networking system when the number of contacts increases through mentors or others, either inside the company or outside, or maybe both. Bernardin (2004) asserts that mentoring entails creating a formal connection between younger and older peers or coworkers. These connections help with career-related tasks, such as providing mentoring, looking out for colleagues, and assigning difficult assignments.

3.8 Summary and Conclusions: SSG Group experiences an annual average staff turnover rate of roughly 34%, which is extremely high and detrimental to the company. In Bangladesh, there are several groups of businesses. The majority of Bangladeshi group companies' current employee turnover rates are virtually identical to those of SSG Group. Approximately 68% of employees and workers feel negative about the various organizational elements and wish to quit the company. While inevitable, employee turnover may nevertheless be managed. Managers held the view that contented employees were productive employees for a significant portion of the 20th century. 20

Employee turnover is a significant problem in today's workplaces since it has a negative impact on businesses' daily operations and reduces their ability to compete. Career and succession planning are not guaranteed in Determinations of Home Loan Repayment Performance of Leasing Company The business has to address issues including an appealing remuneration package and clear career planning and growth. By following simple logical measures, a business may easily achieve their intended aim of reducing employee turnover.

3.9 Limitations and Future Directions

Like the majority of research, this one has certain restrictions. The primary restrictions are, in order, the size of the interview sample and the kind of data collection. Only 5 management experts' view point were considered in the research. The participants' opinions during the interviews may be impacted by both their individual characteristics and the corporate culture. They could have been reluctant to reveal crucial information as a result. The study cannot be generalized because it only used a tiny sample size. Future research on various professions and people from various ethnic origins can aid in identifying more issues with managing turnover in Bangladesh.

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