

Impact of Employee Turnover on Sustainable Growth of Organization in Computer Graphics Sector of Karachi, Pakistan

Fahad Abdali

Director, South Asian Resources Group, Karachi – Pakistan

Abstract

The overall purpose of this study was to find out the effect of employee turnover on sustainable growth of organization in computer graphics sector of Karachi, Pakistan. This study specifically finds out the main causes and ground realities of the problem of employee turnover on sustainable growth of organization. The study could be of help in reviewing the relevant policies of similar organizations with regard to their human resources.

Keywords: Employee turnover, organizational performance, impact of employee turnover, sustainable growth.

Introduction

The term “turnover” is defined by Price (1977) as: *“The ratio of the employees of organization who left in a particular period of time with the average number of employees in that organization during the same period of time”*.

According to Currivan (1999), *“Turnover is a behavior which describes the process of leaving or replacing employees in an organization”*.

Agnes (1999) defined turnover as *“It is the ratio of number of workers that had to be replaced in a given time period to the average numbers of workers”*.

Turnover has considerable impact on an organization performance as it should be properly addressed and measured. In a survey conducted by Chartered Institute of Personnel and Development (CIPD) in 2005, different responses towards turnover were revealed as follows:

- 52 % of the respondents felt that labor turnover had a minor negative effect on organizational performance.
- 21 % stated that there was no effect.
- 17 % stated that a serious negative effect.
- And 9 % that there was a positive effect.

Past researches concluded that employee turnover has very negative effect on the operating performance of an organization with the help of theoretical and empirical analysis and this is due to interruption of daily organizational routines (Dalton and Todor 1979, Bluedorn 1982). On the other hand, many other researchers found that organization gets benefit due to fresh blood and innovative thinking and also increases the motivational level of employees that bring to a new job (Abelson and Baysinger 1984, Mowday et al. 1982).

Literature review and hypotheses

Employee turnover may be classified into five categories

a) Functional Vs Dysfunctional Turnover:

Functional turnover can be defined as “A turnover in which poor performers leave” while Dysfunctional turnover can be defined as “A turnover in which good performers leave” (cited in Wikipedia).

b) Avoidable Vs Unavoidable Turnover:

A turnover that happens in avoidable circumstances is called ‘Avoidable Turnover’, where as “A turnover that happens in unavoidable circumstances is called ‘Unavoidable Turnover’ (cited in Wikipedia).

c) Voluntary v/s Involuntary Turnover:

Voluntary turnover can be defined as “*The turnover in which employee has own choice to quit or instances of turnover initiated at the choice of employees*” where involuntary turnover can be defined as “*The turnover in which employees have no choice in their termination e.g. sickness, death, moving abroad or employer’s initiated termination*” (cited in Wikipedia).

d) Internal Vs External Turnover:

Turnover can be classified as ‘internal turnover’ or ‘external turnover’ (cited in Wikipedia). Internal turnover happens when employees send-off their current position and getting a new position within the same organization. It is related with the internal recruitment where organizations filling the vacant position by their employee or recruiting within the organization.

e) Skilled Vs Unskilled Turnover

Untrained, uneducated and unskilled positions often face high turnover rate. Without the organization or business incurring any loss of performance, employees can generally be replaced. On the other hand skilled and educated positions may create a risk to the organization while leaving. Therefore turnover for skilled and educated professionals incur replacement costs as well as competitive disadvantage of the business.

THEORIES OF EMPLOYEE TURNOVER

During the past several years, researchers have committed extra ordinary efforts in finding the fact regarding the reasons why employees leave their job. The total 12 theories of employee turnover are as follows:

- a) March and Simon: Theory of Organization Equilibrium (1958)
- b) Porter and Steers: Met Expectation Model (1973)
- c) Mobley: Turnover Process Model (1977)
- d) Hom and Griffeth: Revised Intermediate - Process Model (1984)
- e) Price: Structural Model (1977)
- f) Mobley, Griffeth, Hand and Meglino: Expanded Model (1979)

- g) Muchinsky and Morrow: Multidisciplinary Model (1980)
- h) Ferrell and Rusbult: Investment Model (1981)
- i) Steers and Mowday: Multi - Route Model (1981)
- J) Sheridan and Abelson: Cusp Catastrophe Model (1983)
- k) Hulin, Roznowski and Hachiya: Labor Economic Model (1985)
- l) Lee and Mitchell: Unfolding Model (1994)

MAJOR CAUSES OF EMPLOYEE TURNOVER

The employee turnover may be caused by:

1) Demographic and Personal Characteristics of an employee

The demographic and personnel characteristics of an employee may be reason of leaving from the organization. These characteristics are age, gender, qualification, marital status, experience and tenure.

Different researches proved different demographic characteristics for reason of leaving. According to Hom and Griffeth (1995), women did not quit their jobs more freely than did men; rather they were more loyal employees. Kinship association and number of children improved turnover while the number of relatives in the community increase organizational exits. Older employees who have long stay in the company depart unusually than younger and short tenure employees.

H1: There will be no significant difference between the turnover intentions of younger and older age employees.

H2: There will be no significant difference between the turnover intentions of highly qualified and less qualified employees.

H3: There will be no significant difference between the turnover intentions of professional qualified and non-professional qualified employees.

H4: There will be no significant difference between the turnover intentions of shorter and longer tenure of employees.

H5: There will be no significant difference between the turnover intentions of high level income and low level income of employees.

2) Job Satisfaction

Job satisfaction was related to resignations (Mobley 1977; Porter and Steers 1973; Price and Mueller 1986; Steers and Mowday 1981). Thus employees having job dissatisfaction leave their current employer more easily.

Carsten and Spector (1987) and Steel, Hendrix and Balogh (1990) gave us an idea about the relationship between job satisfaction and turnover is stronger when the time span between administration of the questionnaire and assessment of the turnover is shorter (Mobley et al. 1979). Steel and Ovalle (1984) found that military personnel have strong binding relationship with his job satisfaction and retention as compare to civilians.

The relation between job satisfaction and employee turnover is reciprocal to each other and this relationship is high when unemployment rate is low in the society and similarly low when unemployment rate is high. As Carsten and Spector explained “Even though people are not satisfied with their jobs, they will be less likely to quit if there are few alternatives (1987, 378)”.

a) Met Expectations

According to Porter and Steers (1973), Wanous (1980) and Wanous et al. (1992), met expectation which is also a leading identification of job satisfaction also forecast employee turnover. Most of the employees depart from their job just only because of that expectation which they had about their jobs before taking them up, while they continue their employment if their job fulfill their expectations.

H6: There will be no significant difference between job satisfaction level of younger and older employees.

3) Organization and Work Environment

a) Compensation

Compensation plays an important role to retaining employees. Researchers believed that displeasure with salary and pay robustly motivate employee turnover (Gomez-Meija and Balkin 1992a; Milkovich and Newman 1993). The lack of different compensation packages like fringe benefits and incentive pay (Heneman, 1985) definitely create an impact on retaining employee or departing from the organization.

b) Distributive Justice or Inequity

The perception of getting fairness about the level of compensation, the equality in the sharing of pay and rewards, strongly create turnover. The conventional elimination of compensation packages doubtlessly misjudges the outcome of discernment of fairness on decisions to exit (Price and Mueller 1981, 1986).

Current researches of employee turnover denied believing in the procedural justice of organizational rules that perceived by the employees for allocating rewards and other compensation packages (Greenberg, 1990). To some extent, procedures that are perceived as just may do more to encourage employees to stay in their jobs than a pay just distribution does.

c) Leadership and supervision

The coordination between managers or supervisors with their sub-ordinates may create impact on employee turnover. It depends on the employee's satisfaction with their supervisors and also the communication skills of supervisors to handle their sub-ordinates.

According to Dansereau, Graen, and Haga (1975), Graen and Scandura (1986); leader-member exchange represent that the superiors and sub-ordinates are related with each other. It also

influences on decision making, information exchange and social support of employees. Because of this sub-ordinates develop high quality exchanges with their supervisors.

d) Peer-group relations

The employee turnover can be seriously effect due to peer-group relations. The strong relation among the work group, integration (Price and Mueller 1981), and satisfaction with the coworkers decreased turnover. The well-built peer group relations are remote cause of turnover and also a source of job satisfaction (ibid, 1986).

e) Role States

Role states can be defined as clear perceptions about the one's role in the organization. Role clarity decreased turnover and on the other hand role conflict and role overload maximizes it (Katz and Kahn, 1978).

f) Company Climate

Organizational environment may effects the turnover. Employees want to stay remain with the organization just because of clean and healthy climate. The match between proportions of environment and employee values may figure out trustworthiness with the organization. Chatman (1991) and O'Reilly, Chatman, and Caldwell (1991) found that new accountants whose personal values matched with the company reveal top fondness to retain.

Organizational uniqueness austere influence on employee exits because they are only distal causes (Mobley, Griffeth, Hand, and Meglino 1979; Price and Mueller 1981; 1986). That is to say, centralization and supportiveness hardly forecast employee turnover.

Though barely distressing the exits of employees, the characteristic of a company may at rest significantly weighing cumulative turnover rates (Alexander 1988; Price 1977; Terborg and Lee 1984).

g) Promotions

Turnover can be diffidently foresees through promotions. Job promotions might review through different measure scales like, satisfaction with promotions, opportunities for promotions and actual promotions. Carson, Griffeth and Steel (1993) experienced these operationalizations differ as to whether they measure affects, beliefs or behaviors. Satisfaction about promotion and perceived prospects for promotion modestly predicted turnover. Actual promotions, by contrast, strongly predicted turnover.

4) Job Content and Intrinsic Motivation

a) Job Scope

Job scope can be defined as, the density of the job and challenges of the job contents. Job scope may depend upon some moderators. One of the possible moderators of job scope is the strength of growth need. Hackman and Oldham (1980) gave a concept that complexity of job most increases job satisfaction with work and loyalty to the organization in employees who have strong growth needs. Loher, Noe, Moeller, and Fitzgerald's meta-analysis (1985) initiated that job complexity and job satisfaction associated each other more for employees with high growth needs but correlated less for those with weak growth needs.

b) Routinization

How much the job is monotonous or the degree to which job is repetitive is called Routinization (Price and Mueller 1981). Most probably, employees who are involving in routine work were likely to quit with compare to those who are not habitual in doing same job.

c) Work Satisfaction

We can differentiate between work satisfaction and job satisfaction. Work satisfaction is the experiences concern to the complete inherent characteristics of the job. It forecasted turnover better than perceptions of precise job attributes. However, work satisfaction demonstrated a weedy relationship to depart than it did in Steel and OValle's meta-analysis (1984).

d) Job Stress

Many researchers mistreated the element of job stress. Job stress reasonably and positively predicts turnover (Hom and Griffeth, 1995).

e) Intrinsic or internal motivation

Different theories related to job characteristics found that inherent or internal motivation can be obtained from doing complex and enriched work (Hackman and Oldham 1980). The reason for this is that the difficult task and work duties always bind employees to the organization. Expectedly, internal motivation lowers the chances of exits from the organization.

f) Job involvement

Job involvement may discourage employee to exit. Logically, employees who consider engaged in their jobs, psychologically, acknowledged with their jobs, may feel bound to jobs (Kanungo 1982).

g) Professionalism

Professionalism may influence turnover. In the organization that has bureaucratic control over professional norms may promote employee to exit. Many sociologists considered that bureaucratic involvement in the organization conflict with professional standards and ethical codes, deteriorating people's commitment to an organization (Abbott 1988; Kramer 1974; Raelin 1986). Regardless those convincing point of views by sociologists, Hom and Griffeth (1995) found that professionalism did not affect withdrawal.

h) Managerial Motivation

Managerial motivation is also influence turnover. It is a drive to manage people – sluggish the migration from organizations (Butler, Laurent and Miner 1983).

4) External Environment

a) Alternative employment

Organizational scientist and labor economists publicly stated that alternative employment opportunities motivate employees to job changes (Forrest, Cummings, and Johnson, 1977; Gerhart, 1990; Mobley, 1977; Mobley et al. 1979; Price and Mueller, 1986). Researchers proved that perceived alternatives and accessibility of other jobs only diffidently encouraged employees to quit. This modest effect deviates from the findings of labor economists that there are strong relations between unemployment rates and quit rates (Mobley, 1982a; Hulin, Roznowski, and Hachiya, 1985) and point up that the fact that relationships can change across different levels of aggregation (Rousseau, 1985).

METHODS TO CONTROL EMPLOYEE TURNOVER

Different methods proposed to control employee turnover abound (Bellus, 1984; Gardner, 1986; Half, 1982; Moore and Simendinger, 1989; Roseman, 1981; Watts and White, 1988).

1. Realistic Job Previews

Realistic Job Previews found one of the most effective elements to reduce employee turnover. Different scholastic inquisition has principally evaluated realistic job previews (RJPs) for reducing turnover (Rynes 1990; Wanous and Collela 1989). Most probably, extensive and sensible connections about a new employment to potential or new employees during enrollment or orientation may improve their term in the job (Wanous 1980).

A wide range of research has substantiated the effectiveness of RJPs for dropping premature attrition in many professions (McEvoy and Cascio, 1985; Premack and Wanous, 1985; Reilly, Brown, Blood, and Malatesta, 1981; Wanous and Collela, 1989, Wanous, 1992). Yet, the impact is unassuming between RJPs and retention (Wanous and Collela 1989).

In addition, the success of RJPs fluctuated with job survival rates, being most effective under poor conditions for survival (Premack and Wanous 1985).

Some of RJP's factors that influence employee turnover and can help in reducing it are as follows:

a. Met Expectations

The effectiveness of RJP's first came from the theory of met expectations by Porter and Steer (1973). Most likely, fresh employees often have immature and exaggerated expectations about their new jobs (Wanous, 1980) and later on surprised to find out that their new job roles do not match to their initial expectations (Dean, Ferris, and Konstans, 1988).

In turn, unmet expectations persuade disappointment and acquiescence (Premack and Wanous, 1987). RJP's can prevent the certainty upset by portending novice about the unlikable reality of the job. With initial expectations discouraged, the job can more easily convene novice's expectations, and disenchantment and organizational withdrawal cannot be permitted.

b. Commitment to Choice of Organization

In another theory, RJP's fortify job incumbency by strengthening assurance to the original choice of the organization (Ilgen and Seely 1974; Meglino et al. 1988). Newcomers who are completely well-versed while deciding the job experience that they have free will in building their selections (Meglino and DeNisi, 1988; Wanous, 1977, 1980) and thus they believe more accountable and committed to the decision (O'Reilly and Caldwell 1981; Salancik 1977).

Employees who got the RJP's feel dissonance about their early decision, later they rationalize their decision by exaggerating the constructive qualities of the job they have selected, whereas deemphasizing its negative qualities (Vroom and Deci, 1971).

c. Self Selection

The robust relation between employee and job may improve by RJP's through applicant self-selection (Vandenberg and Scarpello, 1990; Rynes, 1990; Wanous, 1980). RJP's illustrate the rewards offered in a job, and let employees to make better decisions about whether or not the job fulfill their personal requirements.

If this theory holds, those new employers who get RJP's will fit the job better than will novice employees. If the rewards of the job satisfy their expectations, they will produce superior level of job satisfaction and faithfulness with the organization (Locke 1976).

d. Value Orientation

RJP's may adjust requirements for job effect if fresh employees are unsure about what make up a "good return" on a result from a job (Ilgen and Dugoni 1977).

RJP's may also strengthen needs of fresh employees for what is in hand but reduce desires for what is not present (Meglino et al. 1988) – the latter reduction happening to let alone dissatisfaction (Horner, Mobley, and Meglino 1979; Meglino and DeNisi 1987).

As a result, RJP's reduce the distance between the experiences and the desired levels of job outcomes, enhancing satisfaction (Locke 1976).

e. Perceived Employer Concern and Honest

RJP's may also encourage attitudes that the organization is reliable and fretful about the fresh employee's interests, which would result more attraction in job (Dugoni and Ilgen 1981). This awareness of kindness may also promote thoughts of commitments to give in return with constant association (Meglino et al. 1988; Meglino, DeNisi, Ravlin, Tomes, and Lee 1990).

f. Coping Efficiency

RJP's may guide new employees to handle with their new employment because caution of possible pressure will relieve unrest (Ilgen and Dugoni 1977; Wanous and Collela 1989) and allow practice of methods for managing it (Breaugh 1983).

2. Job Enrichment

Job enrichment is also very helpful in controlling employee turnover (McEvoy and Cascio 1985). Job enrichment is an attempt to encourage employees by giving them the chance to use the range of their skills. It is an idea that was first developed by the American psychologist Frederick Herzberg (Cited in Wikipedia).

Several researches point out that job enrichment can restrain employee turnover. Co-relational studies discover that employees who have complex nature of jobs are less likely to quit (Katerberg, Hom, and Hulin, 1979; Price and Mueller, 1981, 1986). McEvoy and Cascio's meta-analysis (1985) exposed that ground research inspiring jobs decreased turnover more successfully than did RJPs. That is to say that effect of job enrichment beat the effect of RJPs.

3. Workspace Characteristics

Oldham and his colleagues (1988; Oldham and Fried 1987; Oldham, Kulik, and Stepina 1991; Oldham and Rotchford 1983) hypothesized that physical uniqueness in the working surroundings outline approach towards job and withdrawal behavior. Oldham illustrated in his over stimulation theory that specific features in a workplace exceptionally arouse employees, creating a psychological condition of stimulus excess work that induce dissatisfaction and work escaping.

4. Socialization Practices

Turnover is mainly rigorous among fresh candidates (Mobley 1982a; Murnance, Singer, and Willett 1988; Wanous 1980) whose confidences and promises drop abruptly during initial stages of the job (Hom and Griffeth 1991; Wanous 1980).

The basic reason of untimely resignations of employees is because of insufficient organizational socialization practice (Feldman 1988; Fisher 1986).

According to M. R. Louis, B. Z. Posner and G. N. Powell (1983), some socialization practices are as follows:

- On site orientations
- Off site residence
- New recruits
- Seniors coworkers
- Mentor / sponsor

- Peers
- Supervisors
- Secretary / support
- Social / recreation
- Business trips

5. Compensation Practices

Dissatisfaction about pay is one of the main reasons for the employees to quit (Hom, Bracker, and Julian, 1988). Organizational generally observe low or uncompetitive wages as a principal cause of turnover. Brief and Aldag (1989) evaluated studies showing that pay can satisfy higher order needs.

Without any doubt, it can be notice that the extensive assumption that pay provokes faithfulness to a firm lie beneath the customary salary surveys, which insure that current wages are competitive (Milkovich and Newman 1993). Indeed, employees often state salary as being main reason to their quit decisions. Many exit interviews show that ex-employees normally hold responsible their resignations on poor salaries (Donovan 1980; Huey and Hartley 1988; Sigardson 1982).

It can be noticing that scholars of turnover have generally overlooked compensation or ignored its impact. For one, most turnover scholars got their professional degree in sociology or psychology so their turnover concepts mostly reflect current motivational theories that view pay as being unimportant to the work force (Mobley 1977).

H7: There will be no significant difference between the strategies of younger and older employees in order to control employee turnover for the sustainable growth of organization.

Methods

Samples and procedure

The study comprises of 15 computer graphics companies of Karachi – Pakistan. The total number of respondent from the 15 companies are 60, 4 respondent from each organization. Out of 4, 2 numbers of respondents are from the management level while the remaining 2 are technical persons. All 15 companies are registered from the government of Pakistan. The population is large and diverse. Cluster sampling design will be used to select the sample. In cluster sampling the total population is divided into groups/clusters and a sample of group is selected.

Measures

Self administered questionnaire was design for taking data from the respondents. The questionnaire has total 2 Sections. Section 1 was completely comprises of demographics items/questions, where was section contain 6 main questions. Item No.1 of section 2 find out the causes/factors of employee turnover in relation with demographics characteristics, Item No.2 of section 2 find out job satisfaction level in relation with the employee turnover, Item No. 3 of section 2 find out the negative consequences of employee turnover for the organization, Item No. 4 of section 2 find out the positive consequences of employee turnover for the organization and Item No. 5 of section 2 find out the negative consequences of employee turnover for the leaver. Finally Item No. 6 of section 2 gets the strategies to minimize employee turnover for the sustainable growth of the organization. These questions are used as a tool of research and comprised of structured form. They are design in a very proper manner, and it is very easy to response.

Data was collected through self administered questionnaire. The researcher personally visited all 15 companies and collected data through this questionnaire. Although this procedure was time taking but it resulted into high rate of responses to the researcher.

Analysis and results

Two types of statistics were used to analyze the data. First inferential statistics then descriptive statistics. Inferential statistics is a conclusion made on the basis of data which is subject to random variations of some kind while descriptive statistics are us to describe the main features of a collection of data in quantitative terms. In testing the main hypotheses, the t test was used. In item-wise analysis which involved categorical data, the chi-square was used.

Descriptive statistics

Table I shows the distribution of employees of computer graphics industry of Karachi – Pakistan by Age, and it is clear from the table that 48.3 % are employees who are below 30 years of age while 51.6% of employees are 30 years and above of ages.

Table II shows the distribution of employees of computer graphics industry of Karachi – Pakistan by level of education, and it is clear from the table that 26.6 % are employees who are below bachelors Level of education while 73.3% of employees are above bachelors or masters level of education.

Table III shows the distribution of employees of computer graphics industry of Karachi – Pakistan by professional qualification, and it is clear from the table that 26.6 % are employees who are professionally qualified while 73.3% of employees are not professionally qualified.

Table IV shows the distribution of employees of computer graphics industry of Karachi – Pakistan by tenure (year of experience) with the current organization, and it is clear from the table that 61.6 % are employees who have below 4 years of experience with the current organization while 38.3% of employees are having 4 or more than 4 years of experience with the current organization.

Table V shows the distribution of employees of computer graphics industry of Karachi – Pakistan by level of income, and it is clear from the table that 26.6 % are employees who have low level of income while 73.3% of employees are high income level.

Table VI shows the distribution of employees of computer graphics industry of Karachi – Pakistan by job satisfaction level of younger and older, and it is clear from the table that 48.3 % of younger employees with job satisfaction while 51.6 % of older employees are satisfied with the job.

Table VII shows the distribution of strategies of younger and older employees of computer graphics industry of Karachi – Pakistan in order to control employee turnover for the sustainable growth of organization, and it is clear from the table that 48.3 % of younger employees with employee turnover controlling strategies while 51.6 % of older employees having strategies in order to control employee turnover.

Hypotheses testing

H1: There will be no significant difference between the turnover intentions of younger and older age employees.

We find that the tabulated value of $t=1.645$ with $df=58$ at $\alpha=0.05$ is greater than the computed value of $t=0.70$. Therefore the null hypothesis is upheld and it is concluded that there is no significant difference between the turnover intentions of younger and older age of employees of computer Graphics sector of Karachi – Pakistan.

H2: There will be no significant difference between the turnover intentions of highly qualified and less qualified employees.

We find that the tabulated value of $t=1.654$ with $df=58$ at $\alpha=0.05$ is greater than the computed value of $t=0.38$. Therefore the null hypothesis is upheld and it is concluded there is no significant difference between the turnover intentions of highly qualified and less qualified employees of computer Graphics sector of Karachi – Pakistan.

H3: There will be no significant difference between the turnover intentions of professional qualified and non-professional qualified employees.

We find that the tabulated value of $t=1.654$ with $df=58$ at $\alpha=0.05$ is smaller than the computed value of $t=1.74$. Therefore the null hypothesis is rejected and it is concluded there is a significant difference between the turnover intentions of professional qualified and non-professional qualified employees of computer Graphics sector of Karachi – Pakistan.

H4: There will be no significant difference between the turnover intentions of shorter and longer tenure of employees.

We find that the tabulated value of $t=1.654$ with $df=58$ at $\alpha=0.05$ is greater than the computed value of $t=-0.20$. Therefore the null hypothesis is upheld and it is concluded there is no significant difference between the turnover intentions of shorter and longer tenure of employees of computer Graphics sector of Karachi – Pakistan.

H5: There will be no significant difference between the turnover intentions of high level income and low level income of employees.

We find that the tabulated value of $t=1.654$ with $df=58$ at $\alpha=0.05$ is greater than the computed value of $t=1.01$. Therefore the null hypothesis is upheld and it is concluded there is no significant difference between the turnover intentions of high level income and low level income of employees of computer Graphics sector of Karachi – Pakistan.

H6: There will be no significant difference between the job satisfaction level of younger and older employees of CG companies in respect of Item No. 2 of Section II.

We find that the tabulated value of $t=1.654$ with $df=58$ at $\alpha=0.05$ is greater than the computed value of $t=-0.934$. Therefore the null hypothesis is upheld and it is concluded there is no significant difference between the job satisfaction level of younger and older employees of CG companies of Karachi – Pakistan in respect of Item No. 2 of Section II.

H7: There will be no significant difference between the strategies of younger and older employees of CG companies in order to control employee turnover for the sustainable growth of organization in respect of Item No. 6 of Section II.

We find that the tabulated value of $t=1.654$ with $df=58$ at $\alpha=0.05$ is smaller than the computed value of $t=2.94$. Therefore the null hypothesis is rejected and it is concluded there is a significant difference between the strategies of younger and older employees of CG companies of Karachi - Pakistan in order to control employee turnover for the sustainable growth of organization in respect of Item No. 6 of Section II.

Conclusion

There are number of findings concluded from this study. The review of literature shows different aspect of the impact of employee turnover on the organizational growth. It shows several causes of employee turnover and the retention strategies in order to control this turnover. How organizational performance may suffer with this turnover.

The findings of this research on employees of computer graphic sectors of Karachi – Pakistan found that only professional qualification of the employees may be higher intentions of turnover in these organizations, while age, level of education, tenure in the organization, level of income may not impact the causes of turnover in employees of computer graphic sectors of Karachi – Pakistan.

The study has also found that there is a significant difference between the strategies of younger and older employees of CG companies of Karachi - Pakistan in order to control employee turnover for the sustainable growth of organization. Younger age employees of computer graphic sectors of Karachi – Pakistan may think the retention strategies for employees in different ways as compare to older age employees.

Limitation of the study

This study contains few limitations that must be addressed. This research was conducted only from the companies which related to the computer graphics sector of Karachi – Pakistan. The data was collected only from the employees of these companies. Thus it is recommended that these all aspects should be considered for further future researchers.

Recommendations

It is recommended that in order to avoid employee turnover or reduce its impact on the organizational growth, you have to be considered all the causes and co-relations of employee turnover. It is also recommended that several strategies should follow in order to avoid employee turnover and reduce its impact on the sustainable growth of the organization.

References

- Abbott, A. D. 1988. *The System of Professions*. Chicago, IL. University of Chicago Press.
- Abelson, M. A., and B. D. Baysinger. 1984. Optimal and dysfunctional turnover. Toward an organizational level model. *Academy of Management Review*, 9:331-41.
- Agnes, M. 1999. *Webster's New World College Dictionary* (4th Edition). New York NY: Macmillan USA.
- Alexander, J. A. 1988. The effects of patient care unit organization on nursing turnover. *Health Care Management Review*, 13:61-72.
- Bellus, D. 1984. Turnover prevention: Third-year staff accountants. *Journal of Accountancy*, 158:118-22
- Bluedorn, A. C. 1982. A unified model of turnover from organizations. *Human Relations*, 35:135-53.
- Breugh, J. A. 1983. Realistic job previews: A critical appraisal and future research directions. *Academy of Management Review*, 8 (4):612-19
- Brief, A. P., and Aldag, R. J. 1989. The economic functions of work. In *Research in Personnel and Human Resources Management*, ed. G. Ferris and K. Rowland, 7:1-24. Greenwich, Conn.: JAI Press.
- Butler, R. P., C. L. Lardent, and J. B. Miner. 1983. A motivational basis for turnover in military officer education and training. *Journal of Applied Psychology*, 68:496-506.
- Carson, P. P., K. D. Carson, R. W. Griffeth, and R. P. Steel. 1993. Promotion and employee turnover: Critique, meta-analysis, and implications. *Journal of Business and Psychology*, 8:245-256.

- Carsten, J. M., and P. E. Spector. 1987. Unemployment, job satisfaction, and employee turnover: A meta-analysis test of the Muchinsky model. *Journal of Applied Psychology*, 72:374-81
- Chatman, J. A. 1991. Matching people and organizations: Selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36:458-84
- Currivan, D. B. (1999, winter). The casual order of job satisfaction and organizational commitments in models of employee turnover. *Human Resources Management Review*, 9 (4): 495-524.
- Dalton, D., and W. Todor. 1979. Turnover turned over: An expanded and positive perspective. *Academy of Management Review*. 4 (2): 225-235.
- Dansereau, F., G. Graen, and W. J. Haga. 1975. A vertical dyad linkage approach to leadership within formal organizations. *Organizational Behavior and Human Performance*, 13: 46-78
- Dansereau, F., G. Graen, and W. J. Haga. 1975. A vertical dyad linkage approach to leadership within formal organizations. *Organizational Behavior and Human Performance*, 13: 46-78
- Dean, R. A., K. R. Ferris, and C. Konstans. 1988. Occupational reality shock and organizational commitment: Evidence from the accounting profession. *Accounting Organizational and Society*, 13: 235-50
- Donovan, L. 1980. What nurses want. *RN* 43:22-30
- Dugoni, B. L., and D. R. Ilgen. 1981. Realistic job previews and the adjustment of new employees. *Academy of Management Journal*, 24:579-91
- Employee turnover and retention factsheet. 2005. *Chartered Institute of Personnel and Development (CIPD)*.
- Farrell, D., and C. E. Rusbult. 1981. Exchange variables as predictors of job satisfaction, job commitment, and turnover: The impact of rewards, costs, alternatives, and investments. *Organizational Behavior and Human Performance*, 28:78-95.
- Feldman, D. C. 1988. *Managing Careers in Organizational*. Glenview, III.: Scott, Foresman.
- Forrest, C. R., L. L. Cummings, and A. C. Johnson. 1977. Organizational participation: A critique and model. *Academy of Management Review*, 2: 586-601
- Gardner, J. E. 1986. *Stabilizing the workforce: A complete guide to controlling turnover*. Westport, Conn.: Quorum.
- Gerhart, B. 1990. Voluntary turnover and alternative job opportunities. *Journal of Applied Psychology*, 75:467-76
- Gomez-Mejia, L. R. and D. B. Balkin. 1992a. *Compensation, Organizational Strategy, and Firm Performance*. Cincinnati: South-Western.
- Graen, G. B., and T. A. Scandura. 1986. A theory of dyadic career reality. In *Research in Personnel and Human Resources Management*, ed. K. Rowland and G. Ferris, 4: 147-181. Greenwich, Conn.: JAI Press.
- Graen, G. B., and T. A. Scandura. 1986. A theory of dyadic career reality. In *Research in Personnel and Human Resources Management*, ed. K. Rowland and G. Ferris, 4: 147-181. Greenwich, Conn.: JAI Press.
- Greenberg, J. 1990. Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, 75 (5):561-68.

- Hackman, J. R., and G. R. Oldham. 1980. *Work Redesign*. Reading, Mass.: Addison-Wesley.
- Half, R. 1982. Keeping the best – employee retention in public accounting. *The CPA Journal*, 52:34-38.
- Heneman, H. G. 1985. Pay satisfaction. In *Research in Personnel and Human Resources Management*, ed. K. M. Rowland and G. R. Ferris, 3:115-40, Greenwich, Conn.: JAI Press.
- Hom, P. W., and R. Griffeth, and C. L. Sellaro. 1984. The validity of Mobley's 1977 model of employee turnover. *Organizational Behavior and Human Performance*, 34:141-74.
- Hom, P. W., and R. W. Griffeth. 1995. *Employee Turnover*. Ohio: South Western College Publishing
- Hom, P. W., J. S. Bracker, and G. Julian. 1988. In pursuit of greener pastures, *New Accountant* (October) 4:24.
- Horner, S. O., W. H. Mobley, and B. M. Meglino. 1979. An experimental evaluation of the effects of a realistic job preview on Marine recruit effect, intentions, and behavior (Technical Report 9). Columbia, S.C.: Centre for Management and Organizational Research, University of South Carolina.
- Huey, F. L., and S. Hartely. 1988. What keep nurses in nursing. *American Journal of Nursing*, 88:181-88.
- Hulin, C. L., M. Roznowski, and D. Hachiya. 1985. Alternative opportunities and withdrawal decisions: Empirical and theoretical discrepancies and integration. *Psychological Bulletin*, 97:233-50
- Ilgen, D. R. and B. L. Dugoni. 1977. Initial orientation to the organization. Paper presented at the annual meeting of the Academy of Management, Kissimmee, Fla. (August).
- Ilgen, D. R., and W. Seely. 1974. Realistic expectations as an aid in reducing voluntary resignations. *Journal of Applied Psychology*, 59:452-55
- K. Aswathappa, (2005), "Human Resources and Personnel Management" 4th Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
- Kanungo, R. N. 1982. Measurement of job and work involvement. *Journal of Applied Psychology*, 67:341-49.
- Katerberg, R., P. W Hom, and C. L. Hullin. 1979. Effects of job complexity on the reactions of part-time workers. *Organizational Behavior and Human Performance*, 24:317-32
- Katz, D., and R. L. Kahn. 1978. *The Social Psychology of Organizations*, 2d ed. New York: John Wiley.
- Kramer, M. 1974. *Reality Shock: Why Nurses Leave Nursing*. St. Louis, Mo.: Mosley.
- Lee, T. W., and T. R. Mitchell. 1994. An alternative approach: The unfolding model of voluntary employee turnover. *Academy of Management Review*, 19:51-89.
- Locke, E. A. 1976. The nature and causes of job satisfaction. In *Handbook of Industrial and Organizational Psychology*, ed. M. D. Dunnette: 1297-1350. Chicago: Rand McNally.

- Loher, B. T., R. A. Noe, N. L. Moeller, and M. P. Fitzgerald. 1985. A meta-analysis of the relation of job characteristics to job satisfaction. *Journal of Applied Psychology*, 70:280-89.
- Louis, M. R., B. Z. Posner, and G. N. Powell. 1983. The availability of and helpfulness of socialization practices, *Personnel Psychology*, 36:857-66.
- March, J. G., and H. A. Simon. 1958. *Organizations*. New York: John Wiley
- McEvoy, G. M., and W. F. Cascio. 1985. Strategies for reducing employee turnover: A meta-analysis. *Journal of Applied Psychology*, 70:342-53.
- Meglino, B. M., A. S. DeNisi, E. C. Ravlin, W. E. Tones and J. Lee. 1990, August. The effects of realistic job preview and prior job experience on the retention of correctional officer. Paper presented at annual convention of the Academy of Management, San Francisco, Calif.
- Meglino, B. M., A. S. DeNisi, S. A. Youngblood, and K. J. Williams. 1988. Effects of realistic job previews: A comparison using an enhancement and a reduction preview. *Journal of Applied Psychology*, 73:259-66
- Meglino, B. M., and A. S. DeNisi. 1987. Realistic Job Previews: Some thoughts on their more effective use in managing the flow of human resources. *Human Resource Planning*, 10:157-67
- Milkovich, G. T., and J. M. Newman. 1993. *Compensation* (Fourth Edition). Homewood, III: BPI/Irwin.
- Milkovich, G. T., and J. M. Newman. 1993. *Compensation* (Fourth Edition). Homewood, III: BPI/Irwin.
- Mobley, W. H. 1977. Intermediate linkages in the relationship between job and satisfaction and employee turnover. *Journal of Applied Psychology*, 62:237-40.
- Mobley, W. H., R. W. Griffeth, H. H. Hand, and B. M. Meglino. 1979. Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86:493-522
- Moore, T. F., and E. A. Simendinger. 1989. *Managing the Nursing Shortage*. Rockville, Md.: Aspen Publishers.
- Mowday, R. T., L. W. Porter, and R. M. Steers. 1982. *Employee-Organization Linkages*. New York: Academic Press.
- Muchinsky, P. M., and P. C. Morrow. 1980. A multidisciplinary model of voluntary employee turnover. *Journal of Vocational Behavior*, 17 (3):263-90
- Murnane, R. J., J. D. Singer, and J. B. Willet. 1988. The career paths of teachers. *Educational Researcher*, 17, 22-30.
- O'Reilly, C. A., and D. F. Caldwell. 1981. The commitment and job tenure of new employees: Some evidence of post decisional justification. *Administrative Science Quarterly*, 26 (4):597-616
- O'Reilly, C. A., J. Chatman, and D. F. Caldwell. 1991. People and organizational culture. A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34:487-516.
- Oldham, G. R. 1988. Effects of changes in workspace partitions and spatial density on employee reactions: A quasi-experiment. *Journal of Applied Psychology*, 73:253-58.

- Oldham, G. R., and N. L. Rotchford. 1983. Relationship between office characteristics and employee reactions: A study of the physical environment. *Administrative Science Quarterly*, 28:542-56.
- Oldham, G. R., and Y. Fried. 1987. Employee reactions to workspace characteristics. *Journal of Applied Psychology*, 72:75-80.
- Oldham, G. R., C. T. Kulik, and L. P. Stepina. 1991. Physical environment and employee reactions: Effect of stimulus-screening skills and job complexity. *Academy of Management Journal*, 34 (4):929-38
- Porter, L. W., and R. M. Steers. 1973. Organizational, work, and personal factors in employee turnover and absenteeism. *Psychological Bulletin*, 80:151-76.
- Premack, S. L., and J. P. Wanous, 1985, A meta-analysis of realistic job preview experiments. *Journal of Applied Psychology* 70:706-19.
- Premack, S. L., and J. P. Wanous, 1987, August. *Evaluating the Met Expectations Hypothesis*. Paper presented at the national meeting of the Academy of Management, New Orleans, La.
- Price, J. L. 1977. *The Study of Turnover*. Ames, Iowa: Iowa State University Press.
- Price, J. L., and C. W. Mueller. 1986. *Absenteeism and Turnover of Hospital Employees*. Greenwich, Conn.: JAI Press.
- Price, J. L., and C. W. Muller. 1981. A casual model of turnover for nurses. *Academy of Management Journal*, 24:543-65
- Raelin, J. A. 1986. *The Clash of Cultures*. Boston, Mass.: Harvard Business School Press.
- Reilly, R. R., B. Brown, M. R. Blood, and C. Z. Malatesta. 1981. The effects of realistic previews: A study and discussion of the literature. *Personnel Psychology*, 34:823-34.
- Roseman, E. 1981. *Managing Employee Turnover*. New York: AMACOM.
- Rousseau, D. 1985. Issues of level in organizational research: Multi-level and cross-level perspectives. In *Research in Organizational Behavior*, ed. L. L. Cummings and B. M. Staw, 7: 1-37. Greenwich, Conn.: JAI Press.
- Rynes, S. L. 1990. Recruitment, Job Choice, and post-hire consequences: A call for new research directions. In *Handbook of Industrial and Organizational Psychology*, ed. M. D. Dunnette and L. Hough, 2d ed.: 399-444. Palo Alto, Calif.: Consulting Psychological Press.
- Salancik, G. R. 1977. Commitment and the control of organizational behavior and belief. In *New Directions in Organizational Behavior*, ed. B. Staw and G. Salancik, 1-54, Chicago, III: St. Clair Press.
- Sheridan, J. E., and M. A. Abelson. 1983. Cusp catastrophe model of employee turnover. *Academy of Management Journal*, 26:418-36.
- Steel, R. P., and N. K. Ovalle II. 1984. A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology*, 69:673-86.
- Steel, R. P., W. H. Hendrix, and S. P. Balogh. 1990. Confounding effects of the turnover base rate on relations between time lag and turnover study outcomes: An extension of meta-analysis findings and conclusions. *Journal of Organizational Behavior*, 11:237-42
- Steers, R. M., and R. T. Mowday. 1981. Employee Turnover and post decision accommodation processes. In *Research in Organizational Behavior*, ed. L. Cummings and B. Staw. 3:235-81. Greenwich, Conn.: JAI Press.

- Terborg, J. R., and T. W. Lee. 1984. A predictive study of organizational turnover rates. *Academy of Management Journal*, 27:793-810.
- Vanderberg, R. J., and V. Scarpello. 1990. The matching model: An examination of the processes underlying realistic job previews. *Journal of Applied Psychology*, 75:60-67
- Vroom, V. H., and E. L. Deci. 1971. The stability of post decisional dissonance: A follow-up study of the job attitudes of business school graduates. *Organizational Behavior and Human Performance*, 6:36-49
- Wanous, J. P. 1977. Organizational entry: Newcomers moving from outside to inside. *Psychological Bulletin*, 84 (4):601-18
- Wanous, J. P. 1980. *Organizational Entry: Recruitment, Selection and Socialization of Newcomers*. Reading, Mass.: Addison – Wesley.
- Wanous, J. P. 1980. *Organizational Entry: Recruitment, Selection and Socialization of Newcomers*. Reading, Mass.: Addison – Wesley.
- Wanous, J. P. 1992. *Organizational Entry*, 2d ed. New York: Addison – Wesley.
- Wanous, J. P., and A. Colella. 1989. Organizational entry research: Current status and future directions. In *Research in Personal and Human Resources Management*, ed. G. Ferris and K. Rowland, 59-120. Greenwich, Conn.: JAI Press.
- Wanous, J. P., T. D. Poland, S. L. Premack, and K. S. Davis. 1992. The effects of met expectations on newcomer attitudes and behavior: A review and meta-analysis. *Journal of Applied Psychology*, 77:288-97.
- Watts. L. R., and E. C. White. 1988. Assessing employee turnover. *Personnel Administrator*, 33:80-85.

TABLE I

AGE	FREQUENCY	PERCENTAGE
Below 30 years	29	48.3
30 years and above	31	51.6
Total	60	100

TABLE II

QUALIFICATION	FREQUENCY	PERCENTAGE
Less qualified (Below Bachelors Level)	16	26.6
Highly qualified (Bachelors, Masters and above)	44	73.3
Total	60	100

TABLE III

QUALIFICATION	FREQUENCY	PERCENTAGE
Professional Qualification	16	26.6
No Professional Qualification	44	73.3
Total	60	100

TABLE IV

TENURE	FREQUENCY	PERCENTAGE
Less Tenure (Less than 4 years of experience)	37	61.6
More Tenure (4 or above year of experience)	23	38.3
Total	60	100

TABLE V

INCOME	FREQUENCY	PERCENTAGE
Low Income (Below 25,000)	16	26.6
High Income (25,000 and above)	44	73.3
Total	60	100

TABLE VI

AGE	FREQUENCY	PERCENTAGE
Younger	29	48.3
Older	31	51.6
Total	60	100

TABLE VII

AGE	FREQUENCY	PERCENTAGE
Younger	29	48.3
Older	31	51.6
Total	60	100