

Impact of Staff Turnover on Employees' Performance

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ABSTRACT

Employees are the assets of organizations and if they leave the organization it creates bad impact on the performance of the organization. This research is basically conducting to know the key issues that are the basic reasons of turnover intention and this research is quantitative research. Performance of the employees affecting the organizational performance and the turnover high rate directly and indirectly influences the performance of the employees that in return cause organizational productivity. This research paper has addressed the impact of staff turnover on employees' performance. That type of impact brings out the issues behind expansion of staff turnover. This study is basically conducting to achieve the objective to establish the main reasons that raise the chances of employees' intention to leave the organization and all the variables were verified by the SPSS version 20 by using the regression test.

1. INTRODUCTION

Employee turnover is the number or the ratio of the workers those have intention to leave the organization and have attraction toward another job. The employees' turnover now a day's becoming more commonly and this is directly impacting the performance of the organization that is return affects the organizational productivity. The measurement of employee turnover is helpful to the employers that are willing to examine the reasons behind turnover intention of the employees and it can be helpful to estimate the cost to hire an employee. Employee turnover affects the organizational performance in a very negative way.

The staff turnover is directly or indirectly influencing the performance of employees. Turnover is among the most vital work relations results for both representatives and

associations. Employees are the assets of an organization and their performance can affect the success of an organization in a positive or negative manner as well. Work fulfilment and employees' turnover are conversely relative. With lessening in the quality of one, there is expansion in the quality of the other. (Griffeth et al., 2000). This research paper will address the impact of staff turnover on employees' performance. That type of impact bring out the issues behind expansion of staff turnover, how much turnover is unsafe or useful and under what conditions and why?

Organizations that are using high-contribution work practice have lower rates of stops, releases, and aggregate turnover, which thusly prompt higher rates of employees' loyalty. Turnover aim has been a basic issue for administration for a long time (Chen, 2011) and still it is a major problem for the organization. Therefore, because of rising issues of employees' turnover many organizations are giving attention toward their employees' performance (Richer 2002). Because of higher turnover expectation, numerous associations have considered it important and began to put resources into their workers regarding introduction, preparing, keeping up, creating and holding them at any cost on the grounds that turnover has bad effect on business (Ongori, 2007; West, 2007).

1.2 Problem Statement

Many researchers studied on the impact of staff turnover on employees' performance and define a different perspective that creates effects on the staff turnover. If labor turnover will not focus properly then it can be a risky situation for organization sustainability. Organizations that are facing higher turnover each year so this leads changes in the performance of the employees and this change also influence the organization effectiveness that comes from employees' performance. This paper identifies the main causes of the high rate of staff turnover and suggesting some strategies to retain the employees in an organization for improving the effectiveness of organization and employees' performance.

1.3 Aim of Study

The aim of this paper is to analyse the link between the variables that can impact the staff turnover on employees' performance. This study is aimed to achieve the objective to establish the main reasons that raise the chances of employees' intention to leave the organization and to know the nature and the employees' aim to resign the organization. This research is conducting to formulate some recommendations based on

the findings that how to retain the employees in an organization to move the organization toward success.

1.4 Research Questions

The following research questions were formulated for the study:

- What are the reasons of staff turnover?
- What are the elements that can enhance the employee's execution?
- What is the effect of staff turnover on performance of employees?
- What system can be utilized to diminish high state of staff turnover?

1.5 Scope of Study

This study is helpful to the organization for identify the impact of staff turnover on the employee's performance and to identify the employees' level of satisfaction from organization culture. This study identifies the areas where dissatisfaction of jobs of the employees exists.

2. LITERATURE REVIEW

2.1 Job Turnover

Today a Business life is playing major role in the life of people. The change in business condition has a direct impact on performance of employees. The reason behind the employee turnover is the physical and the harsh conditions of their jobs. These uncertainties in the job create a bad impact on the employee performance. This situation that employee face is known as burnout that cause employees performance. (Güllüceand Kaygın, 2013).There are many researches that determine the relation between the job satisfaction and stress. The term stress itself will be harshly effected by number of different factors it may be the organization culture, employee's promotions and workload of an individual (David Yong Gun Fie et.al, 2009).There is negative impact of work load and uncertain environment on employees job satisfaction (McCann, M. Hughes, Adair & Cardwell, 2009). Demir (2002) admire that job satisfaction to employees' feel of gratification and dis-gratification for a job. Due to the rise in turnover intention many organizations found it very important to study to make the organizational productivity valuable. Many firms have explored the relationship between the turnover intention and productivity. Researchers study that the job satisfaction is positively associated with employees' productivity and negatively related to employees turnover (Egan et al., 2004& Silverthorne, 2004).In other words it is simple related as greater productivity is results

from greater job satisfaction and greater satisfaction means lesser satisfied employees in an organization (Silverthorne, 2004). Culture of organization is now relates to job satisfaction, productivity, organizational commitment and turnover intention (Lund, 2003).

2.2 Turnover Intention

Turnover is a serious issue for management in 21st century (Batt & Valcour, 2003). Organizations knew that the low level of turnover is the way to enhance the performance of organizations and no turnover means, no extra cost required for the process to retain an employees in an organization (Chen, et al., 2011). Turnover is actually the intention of positive or negative attitude of employees satisfaction (Brigham, Castro & Shepherd, 2007). According to the Beutinbach (2005) if organizations wants the organizational productivity so it is necessary to make their employees happy. It is a fact that turnover of employees' badly hits the qualities of employees of an organization or indirectly hits the organizational commitment. When employees feels dissatisfied with their jobs ultimately they search alternative jobs, so the ratio of turnover strongly depend on the employees' attitude toward their jobs, there is a need to give the first priority to the employees' satisfaction to make the organizational success or employees' commitment with organization (Saifuddin et al., 2008).

According to the Noor and Maad (2009) attention of staff toward the employees' performance is also the part of turnover because that attention is the cause to retain the employees in an organization. The previous study has found a positive relationship of job related issues, stress and job satisfaction. According to O'Neill et al (2009) there is a relationship in between organizational productivity or employee's satisfaction and It was found that the culture of an organization also influence the employees to take attention about their intention to work with an organization. Furthermore factors studied by researchers that long time hours, extra time limitation, negative work pressure and lack of support also the cause of employee's turnover and these all factors also influence the performance of the employees' (Bauld, Brough & Timms 2009). According to Ahmed and Omer (2010) job turnover of employees plays an important role in an organization's future achievements or success because the higher the retention of employees means high level of employees' performance. More employees' satisfaction results the high target achievements toward targets of the organization. According to the Hierarchy theory of Maslow, every individual have five needs. When the basic need of work force will be satisfied then there will be no more turnover (Hartel et al., 2007). According to Price and

Mueller (2001) turnover intention is main cause of less organizational productivity. Job turnover of employees plays an important role in an organizational long term commitment and success. According to AveyLuthans and Jensen (2009) it is important for the success of an organization to stay in contact with their employees in order to know their need that what things can make them more commitment with organization and that will cause into low turnover intention. It is also necessary for work place to provide work life policies to employees because employees' retention is only possible by employee satisfaction.

2.3 Organization Culture

In the past researches many researchers investigate the reasons behind the employee turnover that conclude two factors are demographics and organization culture. According to Gregory et al (2009) only these two variables are not only the fact that causes the turnover but there are too many factors but these two are the main factors that can impact the performance of the employees. Organization culture is very important to retain an employee in organization. The fact is that employees' dissatisfaction and unreliable culture is the cause of the employees' intention to leave an organization, which in return turns into low organizational productivity or success (Gregory et al, 2009 & Mauseth, 2008). Those employees who adjust well in an organizational culture are more possible to stay with an organization where as those who not well able to fit in an organization more likely to leave an organization just because of the culture of an organization (Jenkins et al, 2008). According to Jensen et al, (2008) , Organization culture is the one that refers to the organization's procedures, policies and systems and the culture of an organization make sense of employees to be committed with the organization.

According to the Kontonghiorghes, Awbre and Feurig (2005) there are some main features that can directly or indirectly change the organizational productivity by employees' perspectives. Firstly, the organizations where they have a culture is considered as a place where employees can learn something. Secondly the culture of an organization is the one factor that can cause the employees satisfaction. Organization culture is very important to retain the employees in an organization that can impact the employees' commitment with an organization. Based on the previous research, the organization culture includes several different impacts including sharing of knowledge, the capacity of organizational learning, uniqueness, team participation and are so many other factors. Particularly the organizational culture and the working conditions are

causes of job satisfaction (Chiva & Alegre, 2008). The organization culture have significant impact on the job satisfaction of the employees. There are many characteristics of organization that are related to the job satisfaction.

According to Mikkelsen, Ogaard and Lovrich (2000), there is a strong relationship of organizational culture and job satisfaction that can be a cause of organizational productivity and also can influence the performance of the employees. The organization culture has a direct impact on staff turnover as satisfaction of employee depends on team work and more important on cooperation, involvement of management and workforce environment. According to Rowden and Ahmed (2000) work force environment influence the satisfaction among employees and it can also be the one factor that can develop the employee commitment more highly with an organization. The research that have analyses the importance of job satisfaction and the influence of job satisfaction on the turnover intention include Griffeth, Hom and Gaertner, (2000) and Joseph, D. (2007). According to the Griffeth, Hom and Gaertner (2000) the overall relation of job satisfaction is relatively high with the turnover intention over the culture of an organization. Job satisfaction is very important to retain an employee in an organization, it directly creates an impact on employees' mind to leave an organization and indirectly it creates an impact on organizational productivity.

2.4 Job Stress

Stress is a natural phenomenon and it is naturally present in every organization. There are many different reasons behind stress it may be workplace environment (Zhang & Lee, 2010). Such factors of an organization influence job satisfaction of employees that in turn gives rise to the intention of an employee to quiet from an organization (Applebaum et.al, 2010). According to the Abushaikha and Sheil (2006) the factors that immediately change the mind set of an employee 'stress' has two side one is positive or other is negative, which leads an organization sometimes toward success and sometimes it may create a harm effects on performance of an organization. Stress is commonly known as the pressure and the depressing results from different environmental or physical situational factors, it also depends on the working condition (Alves, Chor, Faerstein and Werneck, 2004). There is an important role of stress or burnout in turnover intention of employees (Moore, 2000) because there is a strong inter connection in between emotional factors and stress, these both factors if develop at a time so it will definitely cause the level of turnover and on the other side the stress is important to

consider in order to decrease job dissatisfaction and turnover intention (Cote & Morgan, 2002).

Job stress gives the employees tension and mentally pressure that can cause of low productivity and more turnover intention (Davis, Orzeck & Keelan, 2006). Job stress has impact on the satisfaction of and environmental symptoms. Stress and performance both has negative relationship with each other (Kavanagh, 2005). Increase in turnover is basically due to rise in work stress and that is indirectly causing the performance of the employee (Zhang & Lee, 2010). Stress and turnover both are directly proportional to each other (Kavanagh, 2005; Chen, et al. 2010 and Applebaum, et al, 2010).

2.5 Employees' Promotions

Employees are the asset of an organization and their performance or productivity of an organization is directly related to an organization success. This means that motivated employees performance is more important for an organization and employee's motivation is possible by rewards and bonus. Rewards are the employees' motivation key and rewards are essential for employees' performance (Frey & Osterloh, 2012). According to Mitchell (2001), many unexpected situations rise by the anger and frustration of employees and the high level of satisfaction in job means low level of unexpected situations and vice versa. Employees' wants the attention of management toward their need and more favourable action would like to consider as a key of positive attitude of employees. Favourable reaction means low turnover intention that indirectly increase organizational commitment.

According to the Bandiera, Barankay and Rasul (2006) the employees' performance has relationship with the bonus, which helps them to become satisfied with their jobs. The relation of pay and performance is also linked tightly with each other. The organizations who are considering the employees' promotions are able to improve the productivity and are able to retain the employees with them. An employee's become more satisfied with an organization if they receive better reared and promotions by organization and employee's level of satisfaction will become more as compare to others and all such conditions gives better results in form of high productivity level of organization and a worker productivity depends on rewards. According to the Chhabra (2001), the basic success of an organization depends on employees' willingness to do work in positive ways and with full of efforts and all these things possible by the inputs and promotions activities of an organization. The importance of employees' motivation is not only enough for

organization productivity but the satisfaction level of employees is also much important to reduce the level of turnover in an organization. A research says that Rewards is the very important fact to realize the employees' importance to them for an organization (Dewhurst et al, 2010). The reward makes them (employees') feel to become more efficient and do work with more innovation in order to boost the organization performance in form of financial and non-financial as well(Simon, 2001).

According to Hendrie (2004), all the basic reasons behind turnover are the employees 'policies and management promotion tactics. Low concern about employee's promotion is the way of turnover of employee. Employees' motivation can become more by providing them the promotion facilities which improves the performance of the organization. The employee performance and promotion criteria are interlinked with each other, if they will get the expected rewards on their performance and more the productivity will be that in turns reduce the turnover intention of the employees.

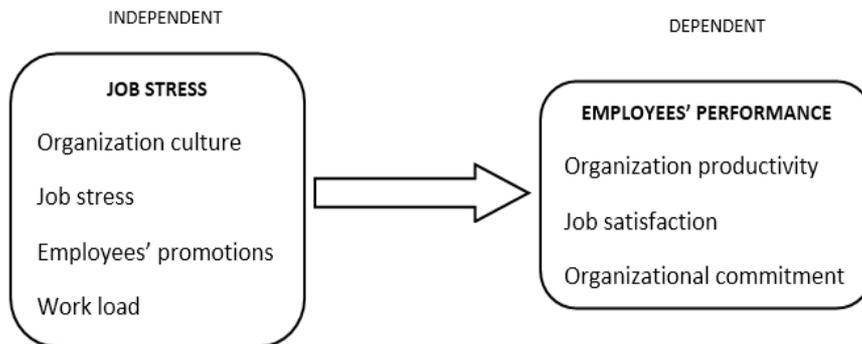
2.4 Work Load

It is strongly believed by Karsh, Booske and Sainfort, (2005), the job satisfaction and organizational commitment are caused by the turnover intention, more turnover intentions leads to job dissatisfaction and staff turnover, whereas the less intention of turnover leads to organization commitment and staff satisfaction. Organizational aspects are the cause of the Job stress it may include low organizational support, unstable working hours, and frequent changes in organizational policies, lack of support from management side and uncertain environment is the cause of the job stress (A.K. Srivastava, 2008). Employees contribute toward organization through their work and their work nature or work load gives them a better way to decide either to stay in an organization or to leave an organization. If employees feels work load and if management not gives them opportunities to grow or explore new opportunities so it will actively become a cause of turnover intention so employees definitely start searching for an alternative job and their opportunities because for everyone their opportunities and career development is very important (Nergin & Tzafir, 2004).

According to Akersted and Nilsson (2003), Work load also rise due to late working hours. Late working hours are not only the cause of high staff turnover but it is also the cause of the negative employees' performance. Long working hours are linked with risk of organizational performance. Person's ability and resources are highly influencing by stress. More work load gives the employees more stress and stress leads

to high turnover indirectly, it also affects organizational productivity or performance. Work load gives more tension to the employees and with more work load employees cannot be able to perform the task effectively. Work load leads absenteeism, laziness, lack involvement in the job and frequent of late joining. Job stress is basically rising because of different aspects of an organization including the long or infrequent working hours, less organizational motivational strategies, or frequent changes in organizational policies and procedures (Davey, et al., 2001).

2.7 Theoretical Framework



Fig; 01 Conceptual Framework

(Shahzad, Rehman, Shad, Gul and Amanullah Khan,2011: Dare & Jacob,2011: Mansoor, Fida, Nasir and Ahmed, 2011: Rehman, Irum, Tahir, Ijaz, Noor and Ume Salma,2012)

2.8 Statement of Hypothesis

Hypotheses to be used in validating this study project are stated as follow:

H_{o1}: There is no significant relationship between organizational culture and employees' performance.

H_{A1}: There is a significant relationship between organizational culture and employees' performance.

H_{o2}: Job stress has no impact on the employee's performance.

H_{A2}: Job stress has impact on the employee's performance.

H_{o3}: There is no relationship between employees' promotions and employee performance.

H_{A3}: There is a relationship between employees' promotions and employee performance.

H_{o4}: Work load has no impact on employees' performance.

H_{o4}: Work load has an impact on employees' performance.

3. METHODOLOGY

3.1 Research Design and Approach

This portion of research is providing close activities outlook that has done to complete this research work. The aim of study is to identify the impact of staff turnover on employees' performance. Specifically, this research is to explore the major factors that are the cause of staff turnover that directly cause the organizational performance or commitment. This study is roaming around different statistical facts or figures of dependent variable (employee performance) and various independent variables. This research is quantitative research and this is descriptive study that is providing relationship among variables.

3.2 Data Collection Method

This is quantitative research and the technique that has used to gather data is (online) questionnaire filling, In this study finalize close ended questions are include which is in scaling form and all the questions into categories as (agree or disagree). To get the output questionnaire was distribute in different companies and this study include random answers and these all answers and additional comments are highly valuable.

3.3 Sampling Techniques and Size

In this study, non-probability sampling technique has used and this study based on convenience sampling techniques. In this research, Samples are collected from 20 to 40 above age group. Questionnaires were distributed online to the official web sites of companies, social network site, LinkedIn, Google documents and other resources. In sample technique, random companies were selected and study get responses from well know working place. Data collection method is questionnaire to finalize the research work. Study got many responses but few responses were uncertain for research completion.

3.4 Data Collection

As per according to requirement of data gathering questionnaire were sent randomly,

TABLE: 01

DISTRIBUTION OF QUESTIONNAIRE		
Source Of Sending	Questionnaire Sent	Questionnaire Received
Facebook	300	230
LinkedIn	70	30
Social Network	250	90
TOTAL	620	350

3.4.1 Analysis Tools

The statistical tool that is used in this research is SPSS (Statistical Package for Social Sciences) version 20 and study formulate the data from excel sheet and to analyze the data study based on linear regression method in order to identify the relation of employee performance with independent variables.

3.4.2 Model of Research

In this study, linear Regression method has applied, in order to explore the finding results of topic. Through linear regression study explains the relationship of dependent variable with independent variables. In this research, dependent variable includes employees' performance and independent variables include organizational culture, job stress, work load and employees' promotion.

3.4.3 Hypothesis Testing and Data Analysis



Fig; 02: Respondents Data Result

Respondent data shows that generally employees are of 20-30 age group and they all are staff members on job positions. This shows that there is a need to see the employees' action on behind of turnover rate and to decrease the intention of employees to leave an organization.

TABLE: 02
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.899	.901	13

3.4.4 Reliability Testing

This table is showing the reliability testing of this research; Table 02 shows that the reliability of all these responses is 0.901 that is of 13 numbers of items. All the responses are highly valuable to analyze the results and for the completion of this research and value of Cronbach's Alpha value is 0.901.

3.4.5 Variables Testing

Hypothesis: 01

TABLE 03
Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OC ^b	.	Enter

a. Dependent Variable: P

b. All requested variables entered.

Table 3 is showing that I have entered independent variable. Here it is clearly mention that the variable that is entered in this table is OC (organization culture).

TABLE 04
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446 ^a	.199	.197	.80309

a. Predictors: (Constant), OC

TABLE 05
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	68.693	1	68.693	106.507	.000 ^b
	Residual	276.042	428	.645		
	Total	344.735	429			

a. Dependent Variable: P

b. Predictors: (Constant), OC

This table 4 is about R-value “which is called the coefficient of determination it gives the adequacy of model”. In this table I got R-square value that is 0.199 which means 19.9% variance is predictable in dependent variable by independent variable.

TABLE 06
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.473	.154		16.106	.000
	OC	.402	.039	.446	10.320	.000

a. Dependent Variable: P

This table is showing the one way ANOVA test results. Here the results are representing in three rows respectively. In this table regressions presenting variability model and F-value in this table is 106.507 and here P-value is less than 0.000 which is less than 0.005 which is showing that null hypothesis is rejected and alternative hypothesis is accepted, so it means there is a relationship between organizational cultures and employees’ performance.

Employee performance = 2.473 + 0.402 (Organization Culture)

This table analyzes the positive relation of staff turnover on employees’ performance. According to that table organizational culture if increases one unit, so employees’ performance will rise 0.402 times, which means both dependent and independent variables, are directly proportional to each other and employee performance is depending on organizational culture. P-Value is 0.000 which is not more than 0.05, so that means it rejecting the null hypothesis. R-square value is 0.199 that is representing that regression has explanatory power and employee performance is approved by organizational culture.

Hypothesis: 02

The table 07 showing regression model used to enter job stress variable. In this table it is clearly shows that the independent variable that is enter this time is JS (job stress), that I have enter for interpretation.

TABLE 07
Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OC ^b	.	Enter
2	JS ^b	.	Enter

a. Dependent Variable: P

b. All requested variables entered.

Table 8 showing R square value of another variable that I have entered that is Job stress. In this table r-square is 0.392 for job stress which means 39.2% variance is predictable in dependent variable.

TABLE 08
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446 ^a	.199	.197	.80309
2	.626 ^b	.392	.389	.70089

a. Predictors: (Constant), OC

b. Predictors: (Constant), OC, JS

The Table 09 shows the analysis of one way ANOVA. F-value is 137.377 and here P-value is 0.000 which is not greater than 0.05, so that is showing that alternative hypothesis is accepted that conclude that there is a relationship of job stress and employees' performance.

TABLE 09
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	68.693	1	68.693	106.507	.000 ^b
	Residual	276.042	428	.645		
	Total	344.735	429			
2	Regression	134.973	2	67.486	137.377	.000 ^c
	Residual	209.763	427	.491		
	Total	344.735	429			

TABLE 10
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.473	.154		16.106	.000
	OC	.402	.039	.446	10.320	.000
2	(Constant)	.974	.186		5.238	.000
	OC	.112	.042	.124	2.646	.008
	JS	.652	.056	.544	11.616	.000

a. Dependent Variable: P

Employee performance = 0.974 + 0.652(Job Stress)

Regression equation representing the relationship of job stress and employee's performance. That, when job stress is increases one unit, so employees' performance will increase 0.652 times, which is representing that job stress is directly related to employee's performance. Employee performance is depending on job stress. In the above table, P-Value is 0.000 which is showing clear result that means it rejects the null hypothesis. The value of R-square is 3.92 which show that employee performance is approved by job stress.

Hypothesis: 03

TABLE 11
Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OC ^b		Enter
2	WL ^b		Enter

a. Dependent Variable: P

b. All requested variables entered.

In this table entering variable are clearly shown that I have used the regression method. Here it is clearly mention that the independent variable is (Work load) is entered for interpretation.

TABLE 12
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446 ^a	.199	.197	.80309
2	.587 ^b	.345	.342	.72721

a. Predictors: (Constant), OC

b. Predictors: (Constant), OC, WL

In the table 12, the R-value is given which is the coefficient of determination that is representing competence of model. Here the estimation of r-square is 0.345 that means independent variable in the model can foresee 34.5% of the difference in the dependent variable.

Table 13 ANOVA is representing the variables relations, which shows the analysis of one way ANOVA. Here the F-value is 112.440 and in this table P-value is 0.000 which means that alternative hypothesis is accepted that conclude that there is a relationship between work load and employees' performance.

TABLE 13
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	68.693	1	68.693	106.507	.000 ^b
	Residual	276.042	428	.645		
	Total	344.735	429			
2	Regression	118.924	2	59.462	112.440	.000 ^c
	Residual	225.811	427	.529		
	Total	344.735	429			

a. Dependent Variable: P

b. Predictors: (Constant), OC

c. Predictors: (Constant), OC, WL

Employee performance = 1.376 + 0.451(Organization Culture)

Table 14 is presenting relationship of staff turnover and employees' performance. Organizational culture if increases one unit, so employees' performance will increase

0.451 times, here P-Value is 0.000 so that means it reject the null hypothesis and R-square value (0.345) presenting that employee performance is accepted by work load.

TABLE 14
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.473	.154		16.106	.000
	OC	.402	.039	.446	10.320	.000
2	(Constant)	1.376	.179		7.690	.000
	OC	.211	.040	.234	5.232	.000
	WL	.451	.046	.437	9.746	.000

a. Dependent Variable: P

Table 15 I have entered another independent variable that is employees' promotions to analyze the regression test.

Hypothesis: 04

TABLE 15
Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	<u>OC^b</u>		. Enter
2	<u>EP^b</u>		. Enter

a. Dependent Variable: P

b. All requested variables entered.

In value

table 16 R-
showing

relationship of dependent and independent variable. In table 16, the r-square value is 0.607 which means 60.7% variance is predictable in dependent variable.

TABLE 16
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446 ^a	.199	.197	.80309
2	.779 ^b	.607	.606	.56299

a. Predictors: (Constant), OC

b. Predictors: (Constant), OC, EP

Table 17 is representing the variables relations, which shows the analysis of one way ANOVA. F-value is 330.313 and here P-value is 0.000 that is clearly showing that null hypothesis has been rejected that conclude that there is a relationship between employees' promotions and employees' performance.

TABLE 17
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	68.693	1	68.693	106.507	.000 ^b
	Residual	276.042	428	.645		
	Total	344.735	429			
2	Regression	209.393	2	104.697	330.313	.000 ^c
	Residual	135.342	427	.317		
	Total	344.735	429			

a. Dependent Variable: P

b. Predictors: (Constant), OC

c. Predictors: (Constant), OC, EP

Employee performance = -1.24 + 0.910(Organization Culture)

Table 18 Regression table shows the coefficient of variables. Employees promotions if increases one unit, so employees' performance will increase 0.910 times, which means that employee performance is depending on employees' promotions. Here P-Value is 0.000 which clearly means that null hypothesis is rejected.

TABLE 18
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.473	.154		16.106	.000
	OC	.402	.039	.446	10.320	.000
	(Constant)	-.124	.164		-.759	.448
2	OC	.085	.031	.094	2.711	.007
	EP	.910	.043	.730	21.069	.000

a. Dependent Variable: P

4. CONCLUSION

This research was conducted with the objective to find the relationship of staff turnover with work load, job stress, employees' promotions and organization culture. Now concluding this research that by hypothesis testing study found the relationship among all variables. Study based on the regression test which is clearly presenting that staff turnover creates impact on employee's performance through organization culture, work load, job stress and employees' promotion.

According to this study employees' performance is highly effecting by the high rate of employees' turnover and organizations that are facing staff turnover problem is just because of lack of working policies including employees working load, Employees' frustration level is becoming high that is the cause of job stress for employees. This study says that work load and work place stress has a significant impact on employees' performance. For low turnover, there is a need to improve the management side policies.

Organization culture has compelling impact on employees' performance and employees' promotion is also highly correlated with employees' performance. The entire null hypothesis has been rejected in this research and all alternative hypotheses are accepted.

Recommendation

On the bases of all the respondent this research now recommending some alternative strategies to reduce the turnover rate. According to the sampling data most of the employees are focusing on one statement that for organization success it is necessary to make their employees' satisfied from every aspect. In this current situation when employees are leaving an organization very frequently due to undesirable environment of an organization, unstable culture of organization and basically because of lack of facilities, so all such factors are need to be consider very important to retain an employee in an organization. This is justified statement that Employees' satisfaction not comes only from these factors but there is a big role of management that is very essential part to retain an employee in organization. Majority of employees are mutually suggesting that Employees of any organization wants flexible environment and friendly relation with management so there is a need to make some new strategies to communicate in a friendly manner with employees that strategy will help the organization to be successful and employees will become satisfied. This study found that Employees' satisfaction is

very important for the organization because employees' self-satisfaction gives them motivation to do work with efforts that in turn gives the benefit to organizations' productivity or employees' commitment. This all strategies will also low the turnover rate and organization can enjoy the success with experienced employees'.

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