



## Impact of Motivation on Employee Turnover in Telecom Sector of Pakistan

Asif Sajjad (Asif.sajjad501@gmail.com)  
Hassan Ghazanfar (Hasan\_shah204@yahoo.com)  
Dr. M Ramzan (mramzaninfo@gmail.com)

### Abstract

*This study investigated the impact of motivation on employee turnover in Telecom sector of Pakistan. The questionnaire used was designed to focus on motivation and turnover questions. One hundred and six close-ended questionnaires were used for analyses. Regression and correlation analyses were proposed to explore the impact of motivation on employee's intention to quit. Motivation was established to be significant predictors of decrease employee's intention to quit. Researchers can be guided by suggestions and insights from this study that motivation factors contribute to decrease employee's intention to quit organization.*

### Introduction

Motivation is the big cause that gives direction to hold the particular behavior. This study will refer to human motivation. This study is looking into the impact of motivation on employee turnover in Telecom sector. This research will add to the body of literature relating motivation factors and impact of motivation on employee turnover, in theoretical frame work will describe the motivation indicators or attributes for measurement employee motivation. The study will provide employee motivation theories and offers and explain of how employee motivation affects employee retention in telecom organizations. The study will examine through empirical findings in which including descriptive analyses, histograms, scatter-plot, correlation and regression for finding the impact of motivation on employee turnover.

Employee turnover has been one of the most serious issues facing the telecom industry. Both researchers have devoted considerable time and effort to better understand and identify ways to decrease employee turnover. The purpose of this study was to examine the impact of motivation on employee turnover in banking sector of Pakistan. This study will provide information regarding motivation impact on turnover intention. Motivation is significantly relating to employee job satisfaction which impacted employee turnover intention. This finding

can be useful to banking organizations and their managers when attempting to understand employee motivation affect on turnover.

## **Literature Review**

Ming (2008) investigated the role of career development practices to turnover intention. He collected the data from four different industries finance, information technology, engineering and education. He collected the data on five variables using questionnaire technique from 357 Malaysian knowledge workers. He used correlation technique to find out the effect of variables (organizational rewards, career development opportunities, supervisory support, and promotion) on employee turnover. He found the most significant factor which effect the turnover intentions depend the nature of organization practices and these practices enhance the personal goals and motivate the work force and reduce turnover.

Huselid (1995) investigated the impact of human resource management practices on turnover, productivity and corporate finance performance. He collected the data using questionnaire technique from 1200 publicly held U.S firm and this firm included if they had more then a hundred employees. He used the correlation technique to find out the effect of variables (level of turnover, employee separation and wages, benefits and working conditions, productivity, cooperate finance performance) on employee outcomes (turnover and productivity). He examined that the impact of high performance work practices on corporate financial performances influence the employee turnover and its productivity

Abeysekera (2007) investigated and empirically evaluated that human resource practices (realistic job information, job analysis, work family balance, career development, compensation and Supervisor support) may impact on marketing executive intention to leave or turnover in Sri Lankan leasing companies. He used the administrator questionnaire technique for gathered data from which the sample include of hundred marketing executives from 10 leasing different companies of Sri Lanka. He used regression technique and defined job analysis, career development, compensation, realistic job information variables were negatively correlated with marketing executive intention to leave and the work family balance was not negatively correlate with marketing executive turnover and he defined compensation and job analysis has strong impact on marketing executive intention to leave.

Samad (1995) examined that the relationship of job characteristic, job satisfaction and turnover intention and define the contribution of demographic variables segments of human populations broken down by age or sex or income etc. he collected the data from 292 IT staff in telecom Malaysia. He used correlation technique to find out the variable (job satisfaction, skill variety, task identity, task significance, autonomy, feedback,) he defined demographic variables, job characteristics and job satisfaction has a significant impact on turnover intentions.

Bloch (2004) investigated that the effect of job satisfaction on employee motivation and turnover intensions. He collected the data from different organizations he collected the data on seven variables using questionnaire technique from 250 workers he used correlation technique to find out the effect of variable (physical environment, task design, reward and reinforcement, supervisory support and coaching, social norms and organizational culture) on job satisfaction, employee motivation and turnover intentions. He defined job satisfaction results increased motivation and reduce turnover intentions.

Tahir et.al. (2008) investigated the intrinsic and extrinsic compensation instrument in the banking sector of Pakistan. He defined compensation direct positive relation with motivation;

improve employee moral and retention, employee engagement and productivity. He examined intrinsic factors (job itself, career development, empowerment, delegation) impact important role in motivation process. The result analysis shows that employees performance and motivation linked with both compensation intrinsic and extrinsic (monetary, non monetary) factors.

Ali, Ahmed (2001) examined the impact of reward and recognition program on employee's motivation and satisfaction. The study was conducted from UNILEVER companies. They collected the data on nine variables using the questionnaire technique from 80 employees of UNILEVER. They used correlation technique to find out the effect of nine variables (work content, payment, promotion, recognition, working conditions, benefits, personal, leader or supervisor and general) on employee motivation and satisfaction. They found the most significant factors which effect the employee motivation and satisfaction are payment, promotion, working condition, personal. They recommended that if more focused is placed on reward and recognition it may positive impact on motivation that enhances high level of performance and retention.

Shinew .J (1992) investigated that service oriented organization use reward technique in manufacturing sector to permute the growth or help to develop productivity and customer service and decrease the absenteeism and turnover. They used questionnaire technique to find out the effect of major theories (goal setting, expectancy, reward allocation and equity) on increase productivity and decrease absenteeism and turnover through extrinsic reward (cash, travel, recognition, autonomy) and intrinsic reward (felling of personal growth accomplishment, self respect and worth). They examined that service oriented organization are implementing performance based reward system for motivation and reduce turnover and absenteeism.

Pare, tremblay (2000) investigated the role of human resource practices on personal commitment, citizen behavior and turnover intensions in information technology field .he collected data on variable using the questionnaire technique from 524 members. They used correlation and liner regression technique to find out the effect of variables (recognition empowerment, distributive and procedural justice, competence development, work family policies, information sharing, age, education , organization tenure, salary annual bonus , recruitment bonus,y2k relationship bonus, formal job offers) on organization citizenship behavior, organization commitment to turnover intensions . They found most significant factors of human resource practices, demographic variable, remuneration and negotiation conditions which affect directly on commitment, citizenship behavior and turnover intension.

M.kaiser (2006) examined the relationship between orientation and training program and employee retention rate. He collected the data from 20 questionnaire web based survey .From 7700 members of Wisconsin. He examined the data using select survey, Microsoft excel and SPSS. He used the technique correlation for identify relation between training program with factors (tour of organization and department, introduction to fellow team members, introduction to company goals and mission, welcome social gathering, completion of HR paper works and forms, safety procedures and others) on turnover .he found orientating and training is the significant affect on Wisconsin employers and the relationship between orientation and training with turnover.

HakFun (2007) investigated the impact of family friendly policies on employee's job satisfaction and employee turnover in different types of business organization. He collected the data on four variables using the questionnaire technique from 112 full time employees. He used correlation and regression technique to find out the effect of four variables (five day work week, flextime, family leave, employee assistance program) on job satisfaction and employee turnover.

He found the relationship between family friendly policies with job satisfaction and employee turnover. He examined that effect of family friend polices is positive on job satisfaction and negative relationship with employee turnover.

Ayub Irfan (2008) examined the impact of organization commitment on turnover intensions of employees of Askari bank of Pakistan. He identified the HR practices used to increase retention among employees and build organization citizenship behavior. He collected data on seven variables using the questionnaire technique from 70 employees of Askari bank of Pakistan. He used the correlation technique to find out the variable (procedural justice, organizational policies, autonomy, feedback, goal clarity, supervisory relationship, organizational citizenship behavior) impact on organization commitment and reduce turnover. He found that human resource practices increase employee retention and build citizenship behavior through organization politics, feedback system, autonomy, goal clarity & supervisory, relationship organizational commitment are significant factor to reduce turnover intensions.

P Doody (2007) investigated the impact of high involvement work system on employee turnover and organization performance in New Zealand organization. He collected the data on eight variables using the questionnaire technique from employees. He used regression technique, liner regression and correlation technique to find out the effect of eight variables (power, participative meeting, enrichment, information sharing, rewards, training or knowledge, conflict resolution and job rotation) on employee turnover and organization performance. He found the objectives for examined the effect of high involvement in work system on employee turnover and organization performance with the help of regression and correlation techniques and also defined the effect of high involvement in work system to improve productivity.

Brum (2007) investigated the impact of training on employee commitment and employee turnover. He collected the data on four variables using the questionnaire technique from 225 workers. He used regression analyses to find out the four variables (employee investments, reciprocity, lack of alternatives and social identity) on employee commitment and employee turnover. He defined and concludes that training is the major element to create more committed employees and establish productive workforce with the help of employee investment, reciprocity, identification and alternative employment options that impact of good training is more committed employees and less employee turnover.

Ali, akhter and newaz (2007) examined the employee perception regarding turn over in Bangladesh banking sector. They collected the primary data on eleven variables using the questionnaire technique from 100 executives (62% male and 38% female) from different 8 banks and collected the secondary data from available books, publications, research studies, journals, articles, and websites. They used technique to find out the effect of variables (career growth, learning and development, pride in organization, exiting work and challenges, inspiring leadership, family friendly, recognition for work Weldon, location, job security, autonomy, flexibility) important factor for leave the organization. They found his study more significant factor on increase productivity and decrease employee turnover that employee perceived, growth ,learning and development, exciting and challenging work, fair pay and benefits, company policies should motivate employees and decrees employee turnover.

Saritas (2007) investigated the effects of training and development activities on employee turnover for the Turkish insulation sector. He collected the data using questionnaire technique from 31 firm's employees and interviewing from large small firms collected wide range of data. He uses correlation technique to find out the effect of training and development on employee turnover. He collect the data into three levels, low level employees training, mid level employees

training and high level employees training. He recommended that through training and development may reduce turn over in low level and mid level employees but no significant effect on turnover of top level management.

Moynihan, Landuyt (2008) investigated the turnover intentions in state government. He collected the data on different variable from 62,628 employees were surveyed in 53 different state agencies of Texas employees. He used regression technique to find out the effect of variables ( job satisfaction , supervisor, salary, perception of fair pay , benefits, merit promotion, family friendly work practices, diverse workforce practices, employee development , commitment/ loyalty, empowerment) on employee turnover. He also examine the role from human resource management perspective human resource manger have less ability to control these factor who control turn over but. HR manger can control organization factor that create the big effort on job satisfaction, merit promotion, pay and loyalty through HRM policies. HRM policies have positive impact on diverse work force that reduce turnover.

Borstorff, Marker (2007) investigated the turnover drivers and retention factors on affecting hourly workers. They collected the data on eleven variables using the questionnaire technique from 110 hourly employees. he used questionnaire technique to find out the effect of eleven variables (health benefit, base pay, life/work balance, hours work environment , supervisor quality, job fit, opportunity for advance, union representation, recognition, challenging work) of turnover and retention factors . They found the most significant factor which effect the employee turnover are health benefit, base pay and life/ work balance are more important factors for hourly workers. They recommended supervisor must be supported and give life/ work balance to their employees and good supervisor also impact on retaining the employees.

Roe.et.al (2000) investigated the comparison of work motivation in Bulgaria, Hungary and Netherland of workers in different economic sectors. They collected the data on six variables using the questionnaire technique from Bulgaria 565, Hungary 614, and Netherland 237 employee's level of white and blue collar. They used correlation technique to find out the effect of seven variables (autonomy, growth, esteem, belongingness, career opportunities and climate) job involvement and organization commitment increase motivation which directly effect on performance, stress and turn over. They defined the major difference between Bulgaria, Hungary and Netherland in important factor is job involvement and organization commitment.

Quazi, Tay and Kelly (2005) examined the relationship between work life initiatives and their impact on employee and organization outcome. They collected data on three variables using the questionnaire technique from employees. They use regression technique to find out the three variables (work life benefits, direct supervisor support, top management support) impact on employee behavior and employee performance. They found work life benefits, direct supervisor support and top management support are the most significant factors. They recommended that employees who find work life benefits and who receive support from their direct supervisor and top management are more committed with their work

Cernea (1975) investigated the role of individual motivation and labor turnover under socialism in industrial sector he collected the data on nine Variables using the questionnaire technique from 850 employees. He used regression technique to find out the effect of nine Variables (higher wages, residence, better regime, intrusting work, less physical effort, better working conditions, furthering education, better social service, and strained relation with work group) employee motivation on turnover. He found the most significant factors and attributes of motivation on employee turnover are higher wages, residence, better regime, intrusting work,

less physical effort, better working conditions, furthering education, better social service, and strained relation with work group. He recommended that in industrial level focus on these variables for increasing employee motivation and reduce employee turnover in industrial sector.

Ramlall (2002) investigated the role of employee motivation theories and their implication for employee retention within organization. He collected data on seven Variables using the questionnaire technique from 1070 workers he used correlation technique to find out the effect of seven Variables (needs of the employees, work environment , responsibilities, supervision, fairness and family, effort and employee development. He found the most significant factor which effect the employee turnover is work environment supervision and employee development these are the critical factors among the respective motivation theories and the implementation for developing and enhancing the motivation level of employees and developing employee retention practices where as the effect of others variable is not significant. He recommended that organization focus on these variables to enhance motivation. He gave the special importance or significance within organization on retaining its critical employees.

A.Sutton (1985) investigated the role of employee benefits to reduce employee turnover for the service sector .he collected data on four variables using the questionnaire technique from 100 firms. He used correlation technique to find out the effect of four variables (wages. Salary, insurance benefits retirement plans) on employee turnover. He found most significant factors of motivation are wages. Salary, insurance benefits retirement plans. He recommended and identify factors of motivation these factors are helping to build work environment these factors are include to employee job satisfaction and make his or her decision about turnover. The results shown that the good program insurance and retirement program most significant factors in the firms and the most successful factors in retaining employees.

S.Benson (2003) investigated the role of employee development on commitment and intentions to turnover for the manufacturing sector He collected data on three variables using the questionnaire technique from 2573 employees. He used regression technique to find out the effect of three variables (on job training, off job training, promotions) on employee turnover. He found the most significant factors which affect the employee turnover is promotions where as the effect of other variables is less significant. He recommended that development activities like on job training, off job training have the best effect on commitment and turnover intentions. Employee development increase motivation of employees and make more committed in the result employee less intentions to leave.

Schiemann (1987) investigated that the impact of cooperate compensation and benefits policy on employee attitude and behavior and cooperate profitable. He collected data on five variables using the questionnaire technique from 884 employees. He used regression technique to find out the effect of five variables (demographic changes, family composition, education, fear of insolvency, employee values) on employee attitude and behavior. He found the most significant factors which affect the employee attitude and behavior are demographic changes, family composition, and education, fear of insolvency, employee values and enhancing motivation of employees and build positive behavior and attitude about job and create less turn over intensions.

Karp.B and Nickson.W (1973) investigated that the impact of motivator- hygiene deprivation as a predictor of job turnover. They collected the data on twelve Variables using the questionnaire technique from employees. They used correlation technique to find out the effect of twelve variables (Achievement, Recognition, Work Itself, Advancement, Responsibility, Possibility of Growth, Company Policy and Administration, Salary, Supervision, Interpersonal

Relations Supervisor and Peer, Working Conditions) on employee turnover. They found the most significant factors are motivator deprivation and hygiene deprivation and they suggest that both motivator and hygiene deprivation scores correlated significantly with turnover.

K.bhatti and M. Qureshi (2007) examined that the impact of employee participation on job satisfaction, employee commitment and employee productivity for the Telecommunication sector, Banking Sector and Oil & gas Sector of Pakistan. They collected the data on one variable using the questionnaire technique from 34 organizations. They used correlation and regression technique to find out the effect of one variables (employee participation) on job satisfaction, employee commitment and employee productivity. They found the significant factor which affect the job satisfaction, employee commitment and employee productivity. They suggest that productivity and efficiency assuming that there is a direct connection among employee's involvement in decision making and work outcomes such as the increase of job satisfaction and productivity. Contribution in decision-making can satisfy employees needs and by doing so increase employees motivation and job performance. Result of the study indication that use of the positive relationship between employee participation and the Job satisfaction and job satisfaction with employee productivity, commitment and turnover.

Koster,de grip and Fouarge (2009) examined that does perceived supporting employee development affect personal turnover. They collected the data on perceived support in employee development using the questionnaire technique from 2833 respondents through online. They used correlation and regression technique to find out the affect of perceived supporting employee development on turnover. In this study they analyzed whether the investments of organizations in the general competences of their employees can motivate and restrict personnel turnover in Dutch companies and other service sectors. They suggest that organizations should increase general training programs that support job satisfaction in order to reduce turnover

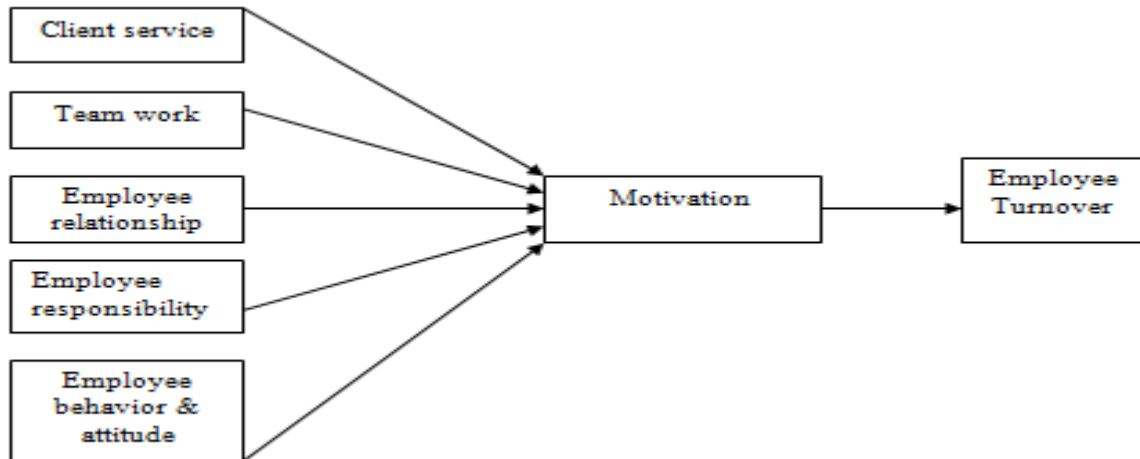
Shis and chen jen (2007) examined that the impact of supervisory reward power influence employee' job outcomes. They collected the data on supervisory reward power using the questionnaire technique from 152 leader followers' executive students of university Taiwan. They used correlation technique to find out the effect of three variables (supervisory reward power, work motivation, supervisory commitment.) on employee outcomes. They suggest that through the combine effects of work motivation and supervisory commitment, employees would commit to their supervisors and increase their job effort for organizational objectives.

Williams Gould (2003) investigated that importance of HR practices and workplace trust in achieving superior performance a study of public-sector organizations. He collected the data on seven variables using the questionnaire technique from 191 front line workers, supervisors and managers. He used correlation and regression analyses to find out the affect of seven variables (organizational trust, interpersonal trust, organizational commitment, job satisfaction, employee effort, employee intention to quit and organizational performance).he suggested in study lack of trust can lead to dysfunctional outcomes such as low motivation, low commitment and a lack of confidence in the organization and The outcomes of low commitment or low motivation that have received most labor turnover and intention to quit.

## **Theoretical Framework**

The frame work shows that motivation is influence by five indicators these indicators tell us employees are motivated or not in work place. The indicators of motivation are client service, team work, employee relationship, employee responsibility, employee behavior and attitude.

Through this indicators make motivation as a independent variable and the dependent variable is turnover. The whole frame work refers the research topic “impact of motivation on employee turnover”.



## Data and Methodology

The banking sector has been chosen for the study. A total sample of 106 collected from branches of different banks. Data collected from the banks are (Askari bank, Mezaan bank, Soneri bank and MCB bank). Employee turnover has been used as dependent variable to represent the turnover in banking sector the other variable motivation is independent variable. We have collected data on two variables which mentioned above. Data was collected through a structured questionnaire. The questionnaire consisted of 20 questions in independent variable used motivation attributes related questions in which 4 questions for client service, 3 questions for employee teamwork 3 questions for employee regularity or punctuality 3 questions for employee responsibility 3 questions for employee relationship and depended variable turn over related used four questions. In questionnaire used the scale varies from 1<sup>st</sup> is (strongly disagree) 2nd is (disagree) 3rd is (neutral) 4th is (agree) and 5th is (strongly agree).

To present the overall picture of the variables the descriptive statistics are used. Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. Histogram a bar graph of frequency distribution in which the widths of the bars are proportional to the classes into which the variable has been divided and the heights of the bars are proportional to the class frequencies. The scatter-plot matrix is used to view the relationships among the variables used in this study. This matrix shows all the possible two dimension plots of the variables. A table of correlations among variables is also a part of the study. This table provides the values and signs of the coefficients of correlations. This table also provides the values of the test of the null hypothesis which states that the said variables are not correlated to each other. This table is also helpful to check the problem of multi-co linearity. The large correlations between the predictor variables



indicate the problem of multi-co linearity a table of regression a technique used to discover a mathematical relationship between two variables using a set of individual data points.

Since the objective of this study is to check the impact of motivation on employee turnover in banking sector, in this study ordinary least square (OLS) method of multiple-regression is used to estimate the effects of those factors on the turnover. The objective of the regression in this study is to find such an equation which could be used to find the predicted value of employee turnover for a given set of values of motivation

The specified multiple regression equation is

$$\text{Employee Turnover} = C + b_1 (\text{Motivation}) + E_i$$

As specified in the above equation employee turnover is the dependent variable and other motivation variable is independent. C is the constant term.  $b_1$  is the partial regression coefficients of the independent variables. A partial regression coefficient represents the change in dependent variable, due to one unit change in independent variable.  $E_i$  is the error term. To test the significance of the individual coefficients t-test is also employed in this study. Overall the model is checked through F-test and the adjusted coefficient of determination (adj.  $R^2$ ).

### Empirical Findings

In this part of the study empirical findings have been shown and interpreted. Table presents the descriptive statistics which show the overall picture of the variables.

### Descriptive

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
motivation	106	3.30	4.55	3.9164	.25760
turnover	106	1.50	4.25	3.0802	.64692
Valid N (listwise)	106				

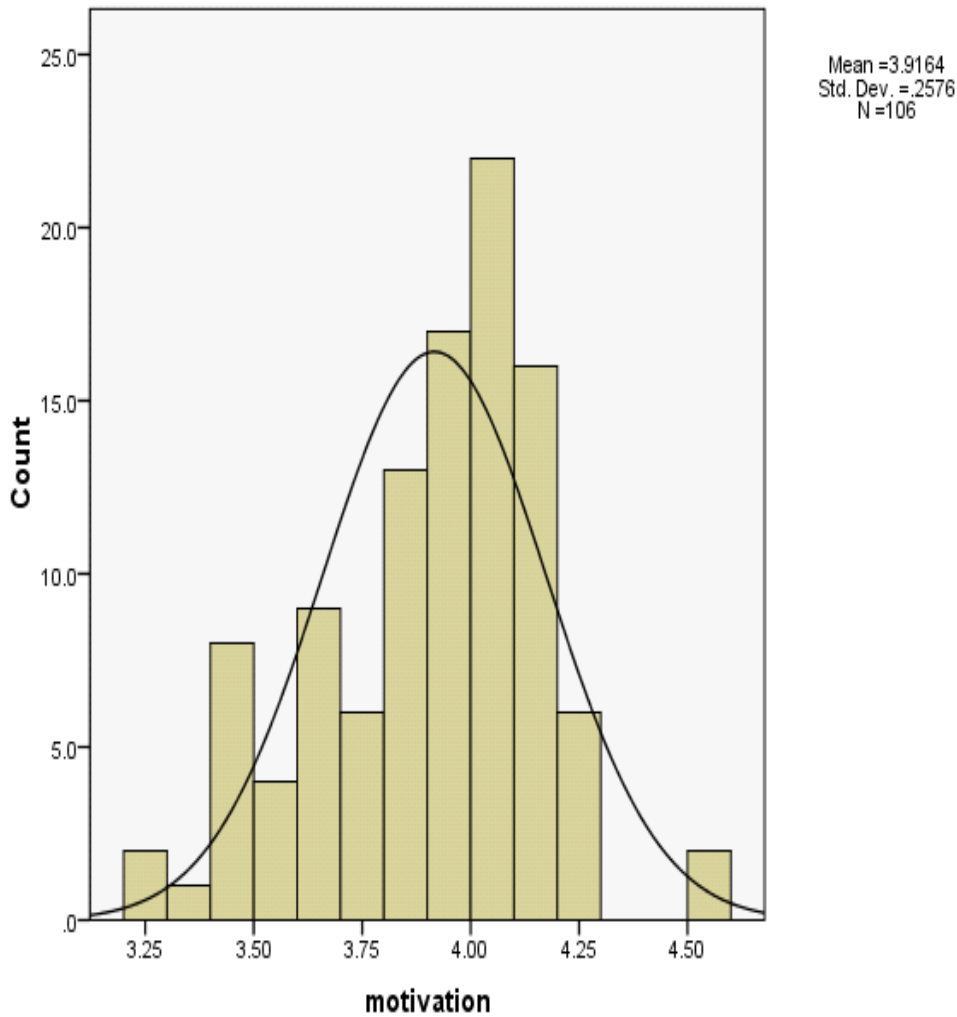
In the above table the minimum values, maximum values, mean values and the values of standard deviation of all the two variables have been shown. Mean value provides the idea about the central tendency of the values of a variable. Number of observations of each variable is 106. Standard deviation and the extreme values (minimum in comparison to maximum value) give the idea about the dispersion of the values of a variable from its mean value. The statistics shows the mean of motivation is 3.91 its mean the correspondent's views about motivation are near about agree and dispersion of this variable is .25760 from its means and dependent variable mean is 3.08 its mean the correspondents views about turnover are neutral and dispersion of this independent variable is .64692.

The comparison of all variables in which motivation shows minimum correspondence views about motivation is 3.30 which define is neutral and the maximum value of motivation is 4.55 shows agree and near to strongly agree. And the second variable turnover minimum

correspondence views are strongly disagreeing and maximum correspondent views are about agree.

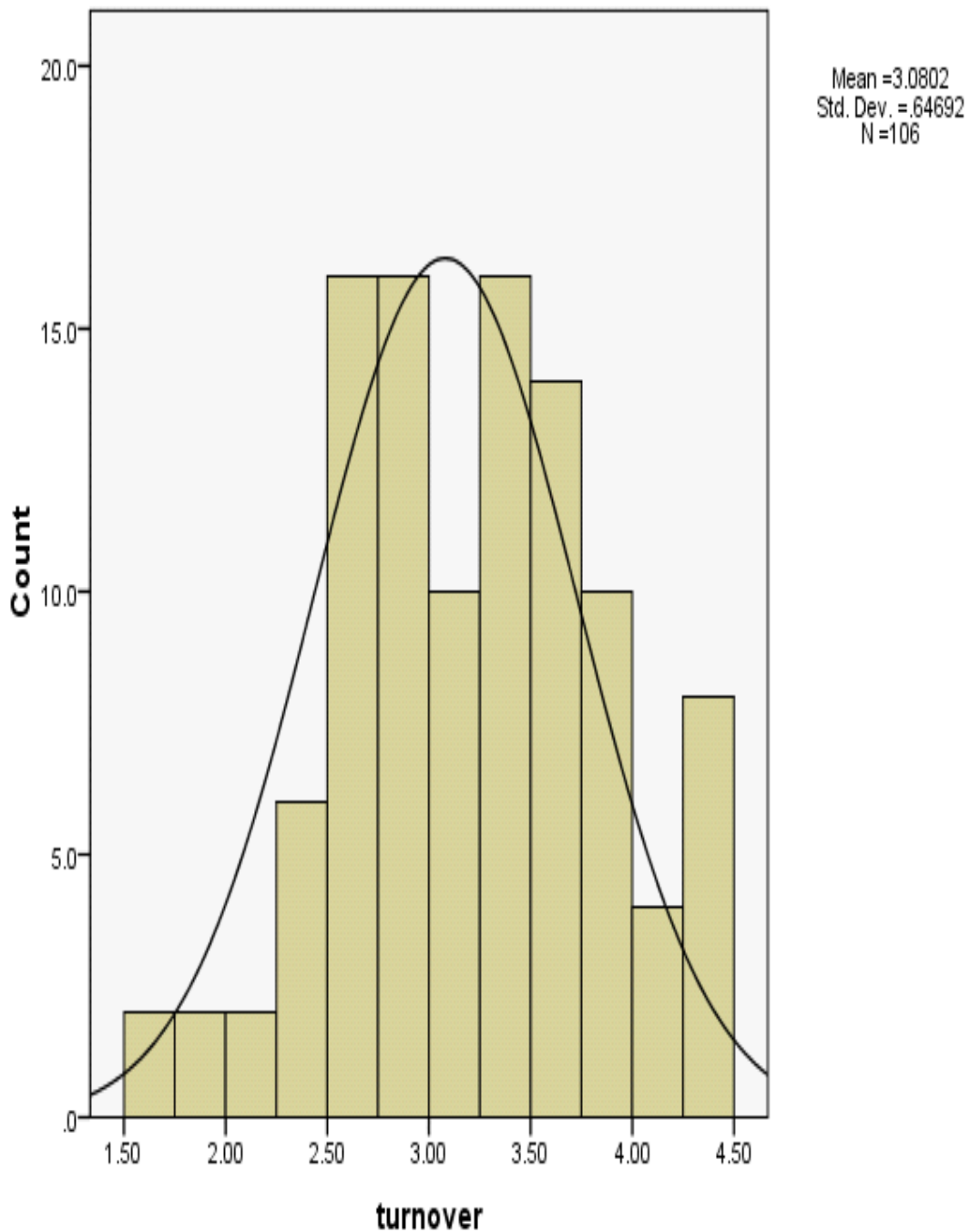
### Interactive Graph

This histogram shows that normal distribution of motivation



### Interactive Graph

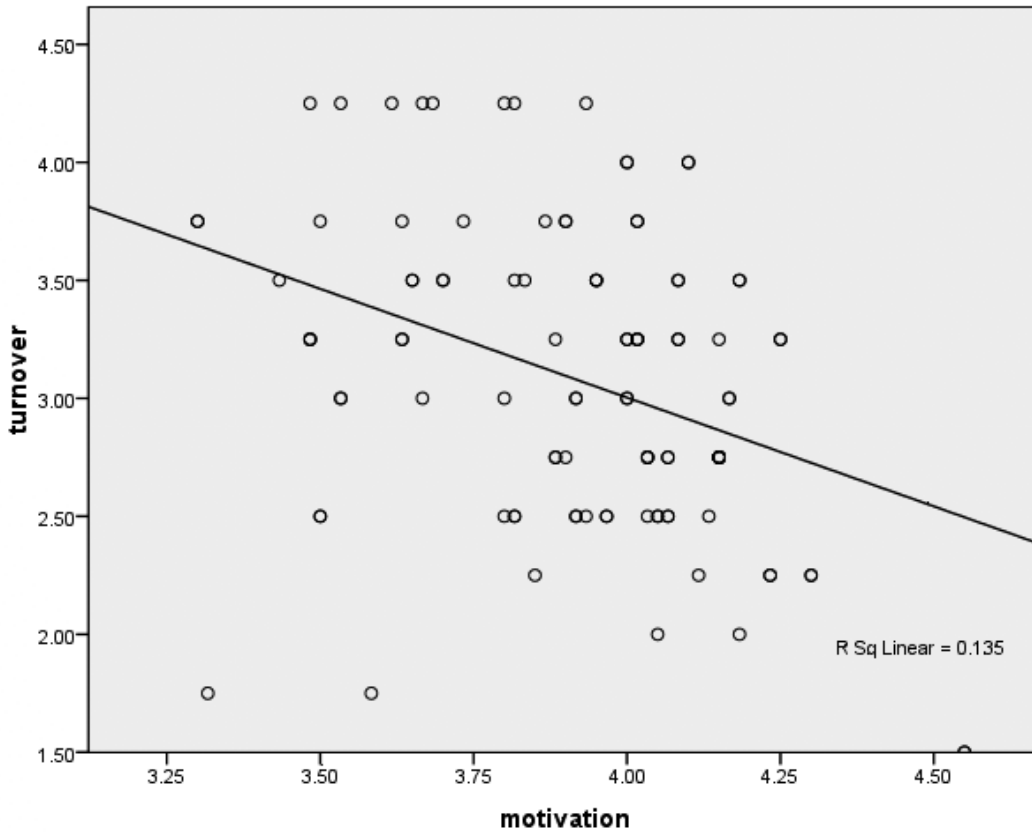
This histogram shows that normal distribution of turnover the char line indicates histogram slightly skewed to right.



**Interactive Graph**

Figure exhibits the scatter plot matrix. In this matrix we intend to have some idea about the relationship between motivation and employee turnover. This matrix shows the negative relationship between motivation and employee turnover because the value of motivation is

increase and the value of turnover is decrease so the result define negative relationship between both variables.



## Correlations

Correlations			
		motivation	turnover
motivation	Pearson Correlation	1	-.367**
	Sig. (2-tailed)		.000
	N	106	106
turnover	Pearson Correlation	-.367**	1
	Sig. (2-tailed)	.000	
	N	106	106

\*\* . Correlation is significant at the 0.01 level (2-tailed).

This table reflects the motivation is negatively correlated to turn over ( $r = -.367$   $p = .000$ ). The magnitude of the above discussed correlation is greater than 0.3 in the absolute terms, which shows the moderate correlations between the said variable. The above correlation is statistically significant at less than five percent level of significant. In the case of this correlation the null hypothesis would be rejected and the alternative hypothesis would be accepted as the *P-value* is less than 0.05. This concludes that motivation is significantly negative effect on turn over.

### Regression

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.367 <sup>a</sup>	.135	.126	.60466
a. Predictors: (Constant), motivation				

The value of the coefficient of determination ( $R^2$ ) is .135. This shows that the correlation between the observed values of turnover is around fourteen percent. The adjusted coefficient of determination (adj.  $R^2$ ) shows is adjusted for the degrees of freedom. The value of the adjusted coefficient of determination (adj.  $R^2$ ) is not affected. The value of the adjusted coefficient of determination (adj.  $R^2$ ) is .126, which shows that .126 percent variations in employee turnover. The value of F-statistic is statistically significant at less than five percent which exhibits that in the estimated model at least one of the partial regression coefficients is different from zero.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.690	.899		7.441	.000
	motivation	-.922	.229	-.367	-4.024	.000
a. Dependent Variable: turnover						

Table presents the results of the regression analysis

$$\text{Employee turnover} = C + B1 (\text{motivation}) + E_i$$

$$\text{Employee turnover} = 6.69 - .922(\text{motivation}) + E_i$$

**H<sub>0</sub>**= motivation is not significantly effect on turnover.

**H<sub>1</sub>**= motivation is significantly effect on turnover.

We rejected  $H_0$  and accepted  $H_1$ . It is because of significant level of motivation is 0.00 which less than 0.05.

The result shows that the independent variable motivation is significant affect of employee turnover as shown by the values of the t-statistic and the corresponding values. T-test is used to test the significance of the individual partial regression coefficients. Null hypothesis in this test is set as the partial regression coefficient is zero. Motivation significant coefficient has the negative sign. The size of the partial regression coefficient of the motivation is -.922, which suggests that an increase of one unit in this variable would raise the motivation by -.922 units would reduce the value of employee turnover simply its define if we increase the value of motivation then its impact on employee turnover is decrease because the relationship between two variables are negative.

## **Summary and Conclusion**

This study has investigated the impact of motivation on employee turnover in banking sector of Pakistan. Reason to chosen this topic was how Employee motivation affects employee retention within banks of Pakistan. A total sample of 106 collected from branches of different banks. Data collected from the banks are (Askari bank, Mezaan bank, Soneri bank and MCB bank). Employee turnover has been used as dependent variable to represent the turnover in banking sector the other variable motivation is independent variable. We have collected data on two variables which mentioned above. Data was collected through a structured questionnaire. The questionnaire consisted of 20 questions, in independent variable used motivation attributes related questions in which 4 questions for employee service, 3 questions for employee teamwork 3 questions for employee regularity or punctuality 3 questions for employee responsibility 3 questions for employee relationship and depended variable turn over related used four questions. In questionnaire used the scale varies 1 to 5.

After observing the scatter plot matrix and the correlations ordinary least square method of multiple-regression has been used for this purpose. The result shows that the independent variable motivation is significant affect of reduce employee turnover in banking sector. Motivation was established to be significant predictors of decrease employee's intention to quit. Researchers can be guided by suggestions and insights from this study that motivation factors contribute to decrease employee's intention to quit organization.

## **Conclusion**

The study shows that the importance of motivation of employee turnover in banking sector of Pakistan. Data collected from different banks and through regression and correlation result shows that the independent variable motivation is significant affect of employee turnover in banking sector which suggest that must increase motivation it would reduce the value of employee turnover in banking sector. I limited my study to the banking sector only, thus the results may not be valid in other industries.

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