

Full Length Research Paper

The factors affecting employee turnover in an organization: The case of Overseas Pakistanis foundation

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The purpose of this research paper is to find out the relationship of the factors such as retirement benefits, job security and financial crises affecting the turnover of an employee in an organization. The sample data were collected from more than one hundred people working in the private, semi-government and commercial organization Overseas Pakistanis Foundation (OPF) in Islamabad, Rawalpindi and Peshawar. Questionnaires consisting of standardized scales using 5.0 likert scales were self administered. The result revealed that the retirement benefits, job security and financial crises have a very pertinent and significant impact on the Turnover of the Employee. Job security, financial crises and retirement benefits are sensitive problems in a developing country like Pakistan. The result also revealed that the retirement benefits have more positive effect on the turnover than the job security. Similarly, financial crises has a moderate effect on the turnover of the employee. These factors were verified by means of Correlation and Regression Tests. Subsequently, the presented problems when faced by the organization proved the major causes of employees' turnover. In the current competitive economy, human resources in an organization are calculated as the key assets. Implications for the organizational manager have been discussed along with limitations of the studies and direction for future research.

Key words: Commercial, welfare, pertinent, implication, job security.

INTRODUCTION

The Private and Commercial Organization of Overseas Pakistan Foundation does not have proper rules and regulation on job security. It mainly focuses on the proper utilization of the employee at the maximum level rather than facilitating and compensating the employee accordingly in terms of retirement benefits and job security. When employees are not comfort with the retirement benefits and job security they will definitely leave the organization for the best opportunity offer (Igharia and Greenhaus, 1992). This will badly affect indirectly the organization objective because the well trained, expert and professional employee space is not immediately

fulfilled. The literature review will reveal the significance of such type of research in terms of employees' retirement benefits, job security and financial crises effects which have never been analyzed for the Commercial Organization mentioned above in Pakistan. The independent variables, that is retirement benefits, job security, and financial crises have a fatal impact on the turnover of the Employee in the Private and Commercial Organization in the developing country, Pakistan. Institutions make their policies according to their own orientations. Some are objective oriented and some are made subjectively. The main focus is to retain the

professional and well expert employees in the organization (Maslo, 1970; Herzberg, 1973).

In March 1979, Overseas Pakistanis Foundation was set up according to Emigration Ordinance, 1979 with the aim to facilitate its rolled workers and their families in Pakistan and Azad Jamu and Kashmir. The rate of turnover of employees of different organization is similar. Different organizations have different problems which affect their employees positively or negatively. There is also in the rate of turnover between private sector jobs and public sector. Its rate is high where unemployment rate is at low level where people can get alternative job better than the previous one. Some time, turnover impacts an organization positively e.g. by replacing the poor performer with more skilled employee, recruiting a young one in place of a retired old employee. Our research article focuses on employees' turnover due to poor retirement benefits, financial crises and job security.

If organizations face such situation in the present knowledge economy when their employees leave them or try say good bye to them the management must address these factors on priority basis. It is one of the crucial problems of an organization (Armstrong, 2009; Reiss, 2008). This problem affects not only their recent recruitments of human resource but also relentlessly those loyal and experienced employees who have worked for the organization for many years (Branham, 2005; Katcher and Snyder, 2007; Somaya and Williamson, 2008). It can be desirable and undesirable. It is the inter-company flow of employees.

Theories give more importance to individuals in organization. In many organizations, talents and creativities are shut up. These can energize the progress of the organization but when shut up it results in high turnover of employees (Fisher, 2000).

LITERATURE REVIEW

Turnover is defined simply as "the reverse position of an employee in organization". Many scholars have defined it very cutely. Cotton and Tuttle (1986) referred to it as an individual's estimated probability that they will stay with an employing organization. Tette and Meyer (1993) defined it as "Conscious willingness to seek for other alternatives in other organizations". This is mentioned in the Attitude Behavior theory of Fishbein and Ajzen (1975). Price and Mueller (2001) also described that turnover intentions construct alternative in measuring actual turnover.

Job turnover of employees can play a crucial role in an organization's long term achievements and success because the more workers contend the more the low ratio of employees' turnover, which will in return yields to the organization. It drives the performance towards the targets of its firms and institutions. The vital quality of human resources services which they may render in

future is typically polished by retaining the well experienced old employees. Employee's satisfaction is interlinked with rewards of retirement benefits or life time benefits and job security.

The topic employee's turnover is widely studied with multiple perspectives and suggested various factors are the causes of turnover of an employee in an organization. Some factors are demographics and some are biographic e.g. financial rewards, work environment, promotion, feeling of employee's self accomplishment and self-recognition, over stress of employees etc. No one can deny the fact that demographic variables have constant positive or negative links with turnover ratio like tenure, educational level, age, etc. It was found that turnover and age, tenure and income level have negative relationships (Arnold and Feldman, 1982; Cotton and Tuttle, 1986; Gerhart, 1990; Mobley et al., 1979; Price and Mueller, 1986; Wai and Robinson, 1998; Weil and Kimball, 1995). While, education level has positive relationship with turnover (Berg, 1991; Cotton and Tuttle, 1986).

Job satisfaction and employees' turnover are inversely proportional. With decrease in the strength of one, there is increase in the strength of the other. "Job satisfaction and turnover are negatively related" (Griffeth et al., 2000). Another researcher proclaimed that future good career and turnover are opposite related (Koh and Goh, 1995). There are many other factors which seem to be the core factors of turnover and job satisfaction according to Price and Mueller (1986). They stated that promotion factor will decrease employees' turnover.

Turnover of employees is one of the challenging issues of modern business because employee is the soul of an organization. With turnover of well trained employees the organization will die. Several organizations have faced this problem and maximum time of high management and directors is consumed over it in order to minimize it to some extent or reduce its negative and damaging impacts on organization. One of these factors is the person-environment fit which is the degree of relevancy between the organization and employees. It is concerned with the responsibilities of Human resource management to see the compatibility of workforce and business organization (Hatton and Emerson, 1998; Kristof, 1996).

Turnover means the intention of an employee to quit his concurrent organization. Turnover, according to Price (1977), is the ratio of number of employees who has let the organization divided by the average number of people in the concerned organization during the specified periods.

In this modern world of technologies and entre-preneurship it is considered important and crucial to equip their employees with the latest trends in business. Turnover of employees is a serious controllable facet. It is natural that frequently employees want change of environment and seek new challenging job. To accommodate their employees with these facets economically is really difficult and to provide them on annual basis, but

unavoidably they have to provide these for their survival. Every organization plans to have low turnover ratio and high productivity efficiently and effectively.

It is proper to manage the turnover of employees by providing them fringe benefits in order to satisfy their needs at Government level and Non-government level because both sectors contribute to the economy of the country. This strategy is not successful because there are so many other facets which have a vital role in the turnover of employees like job security, retirement benefits and financial crises which are the research areas of this manuscript. Very few researchers have focused on these variables so far. While studying further we have come to know that there are still rooms for researches on this topic.

Turnover of employee can be controlled when the organization takes some pre-emptive measures like providing job security, long term retirement benefits etc. Controlling and maintaining turnover is very necessary because the rhythm of successful operation cannot face halts and breaks. An employee's perception must be studied before his selection as some researchers revealed that employees' attitude and behavior show how much they will yield to the business firm and how much they will affect the work environment positively or negatively. When workers perceive the working environment to cordial and genial they will stay there for long time (Moorman, 1991).

The key workers continuously energize the operations as time passes. It is an open fact that turnover severely hits many best qualities of an employee particularly the organizational commitment. When an employee feels discontentment definitely he will seek alternative job accordingly. The ratio of turnover also depends upon the attitude and emotion of employee. The feeling of job dissatisfaction has proved to be the one of vital causes of turnover of employee (Saifuddin et al., 2008).

High turnover ratio brings both direct and indirect costs. As Staw (1980) found that expenditures of selection, recruitment of new employees, training and development are called direct costs. Similarly, the expenditures of learning, loss of social characteristics are indirect costs (Dess and Shaw, 2001). Job satisfaction and turnover are opposite related. The combination of psychological, physiological and environmental circumstances causes a person to say, "I am fully satisfied" (Hoppock, 1935). Turnover of employees has been measured by many researchers with slightly differences like Khatri and Fern (2001) cleared that there is the modest relationship between job satisfaction and turnover and Sarminah (2004) found a moderate link. There is a negative relationship between job satisfaction and turnover (Korunka et al., 2005).

Up till now there is no globally accepted framework of turnover despite the large researches on it. But, its information assists the high management authority to be alert for the threats of turnover. That is why the focus of

this research article is to provide more sophisticated predictors. These are retirement benefits, job security and financial crises. Tackling these factors devotedly can keep their talented employees. Some jobs intrinsically attract skilled employees from anywhere.

Some time, an employ possesses more skills and he is not compensated for it accordingly. He remains unhappy with the present job description. Then definitely he will try to seek desired job which can compensate him financially for it. It is very serious for managers and directors to know how many employees are trying to leave their organization and secondly why they want to leave their jobs. These two concerns need to be addressed on priority basis. Annually, it becomes natural to train and guide their workers at proper level. Especially new employees deserve more facilitation and support in order to make them familiar with the ups and down of the organization. Various researchers have done research work on the variable employees' turnover relationship with age and recruitments which showed negative relationship (Weil and Kimball, 1995; Gerhart, 1990; Price and Mueller, 1986). In the initial stages most employees try to quit their job (Mitchel and Braddock, 1994).

Turnover on willingly basis is the major problem of many well established countries economically and politically like Taiwan, S. Korea, Hong Kong etc (Barnett, 1995; Chang, 1996; Syrett, 1994). Another well developed country, China has this problem (Adweek, 1993; Machachlan, 1996). Job turnover ratio has compelled Singapore progress to decline gradually (Chang, 1996; The Straits Times, 1996). There is a great difference in the ratio of turnover of employees among countries due to difference in culture, economics, religions and political phenomena (Cotton and Tuttle, 1986).

If we compare the turnover ratio of male and female then we can see some drastic difference among the work of researchers. We see that there is a variation keeping in view the gender of human beings. Turnover of female employees is greater than male employees (Cotton and Tuttle, 1986; Weisberg and Kirschenbaum, 1993). While other known researchers say male are more inclined to quit their jobs as compared to female (Elaine, 1997; Summers and Hendrix, 1991). In other research articles we have studied that gender and turnover have no links (Berg, 1991; Miller and Wheeler, 1992; Wai and Robinson, 1998). Maximum scholars proclaim that lack of job satisfaction is a major factor which affects the turnover ratio of employees. Porter et al. (1974), in their research, predicted that organizational commitment can reduce turnover more than job satisfaction.

Turnover can be possible due to over work load on employees. It can be defined as a conscious and deliberate willfulness to leave the organization (Tett and Meyer, 1993). Turnover can be measured by the given formula as number of leavers /Avg number of Working * 100). Job satisfaction reduces turnover and absenteeism. Similarly, if there is no fair justice in work load among the

employees of organization the definitely maximum employee will seek alternative jobs (Moorman, 1991). In American organizations, organizational justice affects negatively (Randall and Mueller, 1995; Dailey and Kirk, 1992; Berg, 1991; Price and Mueller, 1986). We may argue that labour shortage also compounds turnover because labour market fluctuates frequently with the global economy. A well trained employee easily switches off his present job for a few extra dollars or money (Pakistani Currency).

Jobs in modern life trends are being joined on the basis of old age benefits. These old age benefits are the foreseen benefits for women gender (Brown and Warner, 2008; Wong and Hardy, 2009). The nature of job has changed and become more stressful (Johnson, 2004). Retirement financial bonus directly addresses the employees in the sense that in old age, earnings are not the same with that of before. So it has become natural to plan who will support you financially in old age. That is why an employee of business firm is keenly interested in the retirement scholarships, that is pensions remuneration, free treatment of life time, free children education, tax-advantaged saving, obtaining well skill of know-how etc. A question arises as why an employee wants premature retirement. It may be possible that the employee desires to replace wages with income or he may be physically unfit. The formal age of Retirement is different in different countries that is 66, 65, 64, and 62.

Financial crises have gifted organization with downsizing globally. Downsizing may be the major issue of turnover due to some critical financial crises (Gandolfi, 2008). It is the process of reducing the total number of employees for bringing operation in linear procedures. It affects also the work process. This is because of two reasons: first, removing non-fruitful workforce and second to cope with the irregularities in economic markets. An organization can reengineer their employees and workforce or simple restructure their organization for coping with the coming challenges.

Restructuring, as Black and Edwards (2000) said, is the major role of financial crises along with the change in strategy of organization. These major activities lead to lack of job security and turnover of employee because it collapses the sincere behavior of workforces. The intention of turnover has been accelerating with the increasing job insecurity sense (Tett and Meyer, 1993). The inflow of downsizing because of financial crises has totally change the attitude, loyalty, trust and behaviors of employees as they feel insecure and their lives have been documented with glaring evidences (Armstrong-Stassen, 1998; Brockner, 1998; Brockner et al., 1987; Cascio, 1991; Kets de Varies and Balazs, 1997; Ryan and Macky, 1998; Wager, 2001).

The next thing which was imposed by The Financial Crises is "Recession in Economy". This has been improved that it is a major antecedent of job insecurity undoubtedly. We have seen that the lack of job security

can reduce tremendously the sense of commitment (Ugboro, 2006). In the 1970s and 1980s, financial market faced economic crises and recession overlapped the minds of experts and researchers which later proved in form of major job losses and unemployment. These grave waves have inflicted the work force psychologically. Job security and financial crises are interlinked. The occurrence of one of them may cause the other. Job insecurity feelings, according to researchers, belong to subjective feelings and can be based upon the interpretation of field work situation (Ber and Tinka van 1999).

Another harmful wave of financial crises is the fluctuation and jeopardization of economic stability of a progressive country. It produces great variation in work force demand. Destabilization of economy impacts the overall capital markets, organizations, workforce, turnover of employees and so on. So in order to find out how much financial crises can affect the turnover of employee this is the main objective of the concerned variable because every year a company spends millions of dollar on recruitment and advertisement. The ramification of these spending now becomes unbearable for the company.

According to the Hierarchy theory of Marslow, an individual has five basic needs. He hypothesized that human beings must satisfy their lower-order needs before shifting to higher level needs in hierarchy. Second, the behavior of human beings is only tortured by unsatisfied needs. The needs range from lowest to complex (Berl et al., 1984 quoted in Hartel et al., 2007). When the basic needs of workforce are satisfied then there will be low turnover. Human needs according to Marslow are (1) Physiological needs 2. Safety and security needs (seniority, working conditions, insurance and retirement plan) 3. Social needs 4. Esteem needs (reputation, recognition, status, promotions, and appreciation). 5. Self-Actualization needs (potential skill, be creative, or simply "be the best I can").

Human beings are not machines. They are social animals and by nature possess some needs for survival. They have some loopholes and expectations. These needs and expectations are constant all the times. They change with the passage of time. Some time they become so serious and even overlap all other activities due to which an employee starts having negative thinking. In such situation the management must provide an environment for exchanging thoughts with good wishes. The management must find out what their employees need now and also in future what will be their needs and expectation in order to remove the anxiety of all types and minimize them. Recently, it has been found that the decrease in job security is one of the other strong reasons and factors which can affect job security more. They are globalization, advancement in technology, demographic accelerations and the instability of govt. policies (Smith, 1999, p. 196-198).

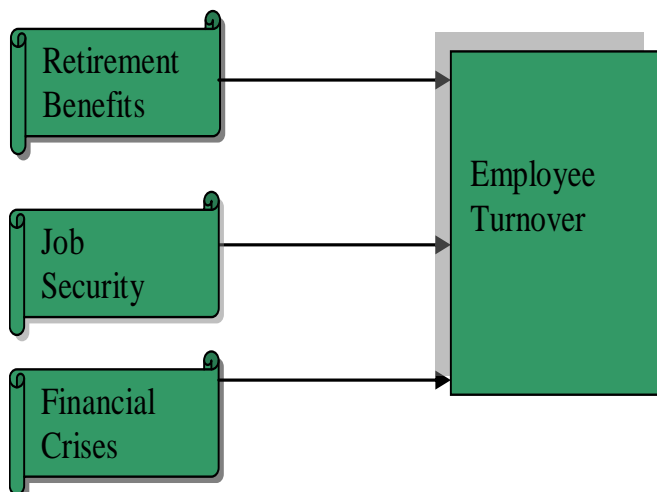


Figure 1. The main causes of an employee turnover.

Employees are the product of environment. So whatever are the environmental trends the organization must adopt for the organizational smooth operations and interest. These concerns motivate the employees to have good feeling and job security in time of financial crises particularly. Job security makes employees contribute a lot to the organization. Suppose if an organization expels an employee from his job then what will be its impact in the society? The answer is simple. Definitely this employee will disturb the rhythm of peacefulness and stability of the society (Guzel, 2001, p. 19; Taşkent, 1992, p. 38). It means it has deprived a family from its income earning rights. Nowadays, job security is the indispensable right of an employee.

There are many factors that cause the turnover of the employee in an organization and in many other organizations.

Samad (2004) described that job satisfaction and job characteristics are two important independent variables which cause the turnover of an employee. Ali (2002) regarded promotion, pay and reward as independent variable which severely cause the turnover of an employee. Maslow's (1970) and Herzberg's (1973) theories incorporated the significance of an employee to accelerate an organization. Amabile (1997) describe the extrinsic motivation need for an employee. Reward, recognition, and feedback are the extrinsic motivation used for gripping the professional employee in an organization

Demographic variables (William and Hazer, 1986) are closely related with the employee turnover. Several theories and views have been detected about the turnover and its impact on the organization's objective but no one has suggested that retirement benefits, job security, and financial crises are the main causes of an employee turnover (Figure 1).

Model

Hypotheses

Keeping in view the importance of the variables and their integrative impact on the employee turnover, further venues for investigation can be explored because there is a room for it. Therefore, this research paper is extremely keen in answering the following hypotheses.

H1: Retirement Benefit has positive effect on the turnover of the employee.

H2: Job Security can affect positively the turnover.

H3: Financial Crises can impact negatively the Turnover of employee.

H4: Retirement Benefit will have more positive impact on Turnover than Job Security.

H5: Job Security will impact less negatively the turnover of an employee than Financial Crises .

METHODOLOGY

This research was conducted in best commercial and private organization, OPF (Overseas Pakistan Foundation). It pays a lot of tax to the country. Above 200 questions were distributed to the employees of the Organizations in Islamabad, Rawalpindi, Peshawar and Kohat. We have prepared two types of questions: first one for the employees personnel views and attitudes and the second for the Management Directors and Recruiters about their plan on how to control or minimize the turnover of their employees. Usable questions of about 160 were returned. Analyzing the response showed the turnover rate is 72%. Convenient Method was used with the Likert scale of 5.0. The variable was measured with five items. The questionnaires were self administered. They consisted of independent variable which are 'retirement benefit, job security and financial crises'. And the dependent variable is the turnover of employee. Correlation and regression analyses were carried out to analyze the data. Descriptive Method was used to analyze the demographics of the sample (Table 1).

Measurement

Dependent variable

Turnover of an employee is the dependent variable. It was measured and tested following Donnely and Ivancevich (1985) with the following questions like (1) I have enough freedom to quit the job for a better job (2) I have received threats from the supervisor (3) I leave the job because the supervisor does not assist us in career development, etc. Each statement is presented with Likert Scale of 0.5 to find out the turnover of an employee in the organization. The reliability of the test revealed that the coefficient is 1.91.

Independent variables

Retirement benefits, job security and financial crises are the independent variables. They were measured with the likert scale of 0.5 from strongly disagree to strongly agree. The reliability of coefficient of the retirement benefits is 2.3. The job security was measured with the above likert scale of 0.5. The response received was from strongly disagree to strongly agree. The reliability of the

Table 1. Demographic statistic of the sample.

Sub items	Mean	Standard Deviation	N	%
Age	38.42	10.27	--	--
Gender :				
Male			102	68
Female			48	32
Marital Status :				
Married (M/F)			82	54.7
Unmarried (M/F)			68	45.3
Education (Master, MS, Ph.D)			75 (ave)	50

Table 2. Regression analysis relationship of independent .Var and dependent .Var.

Variables	Mean	St.D	1	2	3	4	5	6
Turnover	5.41	1.91	(.90)					
Retirement Benefits	4.12	2.3	-.73*	(.95)				
Job Security	4.10	1.54	-.51*	.24*	(.89)			
Financial Crises	3.52	1.52	-.63*	.53*	.29*	(.90)		
Task Significance	4.1	1.89	-.54*	.34*	.55	(.65)*	(.84)	
Response	4.5	1.97	-.30	.29*	.23	.24*	.30	(.77*)

coefficient of job security is 1.54.

The independent variables financial crises have been measured with the likert scale of 0.5 as above and the coefficient reliability is 1.52.

COMPARISON AND DISCUSSION

The purpose of the research paper was to find out the association between the Independent variables i.e. retirement benefits, job security and financial crises with the dependent variable i.e. turnover of employee. The correlation of retirement benefits, job security and financial crises showed negative and significant relationship. It clarifies that retirement benefits and, job security explain the turnover more than the financial crises. The demographic variable has also contribution in the turnover of employee. This result is similar to the finding of the study conducted by Samad (2004). The key points of minimizing turnover are to equip human resources according to the latest trends of employee carrier development, sharing information and motivating open communication. Moreover, according to personal theory "it is necessary to take into account needs of employees at different levels of development". We may not neglect these vital factors like safety and security, friendship, self-recognition and fulfillment. Generally speaking, an employee strongly wishes and needs motivation through job security,

retirement benefits from multiple angles for improving his efficiency and feeling of self-esteem, usefulness and importance.

The regression result showed that retirement benefits, job security, financial crises, and task significance have negative relationship with the turnover of employee.

Respondents' profile

The respondents' average age is 38.42 years. The ratio of male and female is 68 and 32%. In the first part of the study, the internal consistency and reliability of the scales were tested by computing the Cronbach's alpha values. The scales of the factors such as retirement benefit, job security, financial crises and turnover have good internal consistency and reliability.

(H1, H2)

Table 2 shows the mean, St.D, coefficient and inter-correlations analysis for the independent variables and dependent variable. The mean of retirement benefits is 4.12 and its St.D is 2.3 while the mean of turnover is 5.41 and its St.D is 1.91. The mean of job security is 4.10 and its St.D is 1.54. The Cronbach's alpha showed that the

Table 3. Regression result; impact of demographic variables, retirement benefits, job security , turnover of employee.

Variables	Turnover	Retirement Benefits	Job Security	Financial Crises
	Std Beta	Std.Beta	Std.Beta	Std .Beta
	Model 1	Model 2	Model 3	Model 4
Control .Var				
Male (Female)	.01	.01	.01	.03
Age	-.19	-.26	-.27 *	-.21
Single (Married =0)	.06	.03	-.01	.01
Model Var				
Retirement Benefits		-.89*		
Job Security			-.85	
Financial Crises				
Task Significance				-.14*
Response Feedback				-.17*
R	.25	.82		-.16*
Adj.R	.24		.68	.52
R.Change	.1			
Significant Change	16.21	166.81	52.12	.41

* Significance at the .05 level; Dummy coded male=0; female=1 and Single =0 Married =1.

reliability coefficient for retirement benefits, job security and turnover of employee is at the precise level (more than .60).

The data of Table 2 exposed the inter-correlation in the independent variable and dependent variable. The data showed negatively strong to moderate and strong significant relationship between retirement benefits and job security with the turnover of employee. A significant relationship exists between the retirement benefits and the turnover. The result showed that all the correlation is in the estimated direction, opens out significantly, moderate and high magnitude of relationship between the retirement benefits, job security and turnover.

These results link the pre-estimates that significant and negative correlation will exist between independent variables and dependent variable. The higher the standard deviation of retirement benefits and job security the lower will be the turnover and vice versa. This result is in line with the finding of Bline et al. (1991) and Meyer and Allen (1997). The result of the analysis cannot confirm the hypotheses.

H3

In Table 2, the third Independent Variable Financial Crisis has Mean of 3.52 and St.D of 1.52. It has strong negative impact on the turnover of the organization. When there is a financial crisis, there will be no progress in terms of investment and profit.

H4, H5

The values of different beta in Table 3 detected that

retirement benefits , task significance financial crises and response feedback have a negative and significant effect on Turnover of employee with Beta = - .89,P-value < .05; beta= -.17;P-Value<.05; beta = -.14;P-Value < .05 and beta = -.16 accordingly. The result also detected that age has negative and significant effect on turnover with beta = -.27, < .05. The study showed that job security has negative effect on turnover with beta = -.85 less than the retirement benefits.

We can conclude that retirement benefits (Beta = -.89) have more impact on turnover than job security. Similarly job security (beta = -.85) has more impact than the financial crises (Beta = -.14). The demographic factors explain the turnover of employee.

The Pearson's correlation coefficients were calculated between the retirement benefit and job security. The results showed a significant relationship (all r values were greater than +0.25 and all the corresponding p-values were less than 0.05) between stressors and job satisfaction. The correlation analysis indicates that the factors of retirement benefit considered in the study and the job security of the overseas are statistically significant. Any modification of the factors (such as the Retirement Benefit, Job Security, and Financial Crises) adversely may definitely put the Overseas under stressful condition and ultimately the Overseas may lose more efficient employees.

Conclusion

This research was conducted with the objective to find the relationship between retirement benefits, job security and financial crises and with the intention to see its

impact on the employee turnover in an organization and to examine the contribution and effect of demographic variables on turnover intentions. The correlation analysis of retirement benefits and job security on turnover intentions indicated positive and significant relationship. This indicated that retirement benefits and job security are directly related to turnover intentions in Pakistan Overseas Foundation and consistent with the findings of Campbell et al. (1990). The results also implied that the retirement benefits and job security of task significance, autonomy and feedback tend to decrease if employees experience high level turnover intentions. These findings can be parallel with a study conducted by Samad (2004). The finding also suggests that when employees perceive their organizations as having greater concern on their retirement benefits and aspects of job security the emotion of employees will be more positive. It is in sequence with the findings of Sager and Johnston (1998) and William and Hazer (1986).

RECOMMENDATION

It is strongly recommended that the managing director should focus on the following independent variables i.e. retirement benefits, job security and financial crises and its negative and significant impact on the turnover of employee. These results can be linked with the research study of Sager and Johnston (1998). The study can alert the managing director that if they give more attention to the retirement benefits, job security and financial crises then they can reduce the level of turnover of the professional employee which is the best assets of the organization. It aggravates the employee's commitment and loyalty. The manager can change and manipulate policies keeping in view the above research study. This will minimize their tension and concern of losing best employees.

It is recommended that the Institution Overseas of Pakistan must clearly mention in their objective of mission statement job security and long term financial retirement benefits so that the rate of turnover of the institution can be minimized to a maximum level even to make it insignificant. With the inculcation of these objectives in the minds of their employees it will boost all other factors effectively and efficiently like commitment, devotion, coordination, mutual respect and communications etc. It is the responsibility of the Overseas Management Authority to inform the new workforce in the initial stage about the rules, standards, the prevailing culture and the expectations of the organization.

As we know this initial information about the job security and financial retirement benefits (life Long) will diminish the conflicts of workforce and Overseas Department of Pakistan. This first priority needs satisfaction of workforces empowers them to solve their daily minutes problems for the transparent and cordial environment. Some time these minor problems can become a major

hurdle for the organization which further gains strength by office bureaucracy. It has become now clear from the above original research that any organization that can stabilize and retain their employees in the long run long can obtain and achieve success without any doubts. Retirement benefits are those benefits for which maximum employees suffered great hardships of their service life and consider them seriously. It plays the role of cement to co-integrate workforce and retirement benefits eliminates turnover strangely.

LIMITATION AND DIRECTION FOR FUTURE STUDY

The study has shown significant and fruitful factors for managing director but it has some loopholes. It cannot be generalized for all types of organization because every organization has different back ground and objectives. It has set aside other important factors like culture, perception, religion, behaviors etc which have pertinent impact on employees' turnover in this organization and many other organizations.

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