

Work Satisfaction and Employee Turnover Intentions: An Empirical Study

Dr. Mohd H. R. Joarder*
Mohammad A. Ashraf**

ABSTRACT

There has been a theoretical presumption in HRM that job satisfaction and employee turnover intention are negatively correlated. Based on this premise of argument, business leaders aspire to ensure optimal job satisfaction which is a key to the success of any business that relies on a variety of organizational and psycho-economic factors. This study was conducted in the fast-growing Grameenphone (GP) limited, which is the largest mobile phone company in Bangladesh. The factors i.e. independent variables are compensation package, supervision, career growth, training and development, working atmosphere, company loyalty and performance appraisal. The result shows that training and performance appraisal, work atmosphere, compensation package, supervision, and company loyalty are the key factors that positively influence job satisfaction which in turn reduce employees' turnover. The study also finds that the employees of this company possess the above at the moderate level and positive attitude towards work satisfaction which causes lower turnover incidence.

Keywords: Mobilephone company, Job satisfaction, Employee turnover intentions.

Introduction

There are very few organizations today that may not agree with the premise that human resources are the most important assets of any organization which ensures significant competitive advantage for the organizations (Szamosi, 2006). In line with this, other scholars emphasized the importance of human resources as

* Assistant Professor, School of Business & Economics, United International University, Dhaka

** *Ph.D.* students in the College of Business, Universiti Utara Malaysia, Malaysia

employees are extremely crucial to the organization and the value they produce is essentially intangible which is not easily replicated (Sloven & Bontis, 2002). Therefore, retention of productive workforce is one of the top most priorities for organizational success in today's competitive business environment. The study of employee's job satisfaction and its effects on their intentions to leave the organization has been of concern and of interest to organizational managers and researchers since Hoppock's first study of the topic in 1935. Studies have unearthed that the lack of satisfaction can have severe consequences. One is the intent to turnover (Porter & Steers, 1973), which can pave the way to the second, the actual turnover event (Lambert et al., 2001). This implies that turnover intention may have a domino effect on other human resource concerns including quality of service, productivity and ultimately overall organizational success (Test et al., 2003). These consequences may lead to costly training and recruitment issues and in addition may aggravate service delivery and productivity (Meyer & Allen, 1997). Since job satisfaction and turnover are key factors in organizational effectiveness (Sowa et al., 2004), understanding how to prevent these incidents is why organizational leaders and researchers vie for knowing more about the constructs of job satisfaction and turnover intention and their potential relationship

Participation of workforce in corporate sector of Bangladesh has been growing since early 1990s (Islam et al., 2000). Open market policies of the government and the huge market volume have eased to attract international giants in telecommunication industry to invest in Bangladesh. Particularly the recent growth of the mobile phone sector is astounding. Since the last half the 1990s Bangladesh, one of the most densely populated countries of the world, has become a fertile land of momentous growth of mobile telecommunication organizations. A country with a population of 150 million inhabitants (World Fact Book, 2008), and continued economic growth, appears to be a highly lucrative market, both for the mobile phone operators and network system manufacturers. A recent market survey conducted by a Swedish research institute reveals Bangladesh to be the biggest potential telecom market in Asia after China and India (see Hasan, 2008). In 2004 and 2005 the cellular phone business grew in Bangladesh at the rate of 100 percent and 137 percent respectively (Ahmed, 2006). Be that as it may, corporate cultural environment as well as keen labor market competitiveness has been forging its seminal shape in Bangladesh that creates huge work scope for educated young people having degree in business administration together with Information

Technology (IT) literacy. This competition has paved the smooth niche for the employees to switch the job in order to hunt for better opportunities in other similar companies. Employment turnover and job satisfaction appraisals are, thus, at the hub of the corporate policy concerns in Bangladesh today.

The prime thrust of this paper is, therefore, to identify the factors responsible for turnover intentions of the employees of a mobile phone company in Bangladesh. This objective has been achieved by employing a mediator variable of job satisfaction which subsequently impacts on the turnover intention of the employees of the multinational mobile phone corporation of Grameenphone, which was surveyed during the month of June to December in 2008.

Literature Review

Job satisfaction refers to an individual's general attitudes towards her/his employment (Huang, 1999; Ostroff, 1992). Locke (1976) is also succinct in this regard as employees' work satisfaction consists of a pleasurable or positive psychological state resulting from the appraisal of one's work and work experience. However, when people speak of employee attitudes, they often mean employees' work satisfaction (Robbins, 1993). This attitude is, in fact, formed over a period of time as employees acquire in-depth information about the workplace.

A study of employee job satisfaction and its consequential effects on the turnover intentions is not rigorously done in the corporate sectors in Bangladesh. Yet few attempts are worth noting. Islam and Saha (2001) have evaluated job satisfaction of bank officers in Bangladesh. They focus on the relative importance of the factors determining job satisfaction and their impact on the overall job satisfaction. The result shows that salary, efficiency in work, fringe supervision and co-worker relation are the most important factors contributing job satisfaction. However, they do not focus on whether those factors are responsible for employees to leave the organization. Huang (1999) analyzes the job rotation practice that affects employees' attitude towards their work. Using data obtained from twenty-one Taiwan's large companies, the author highlights the significant effect of job rotation on employees' work satisfaction and training evaluation. There has been an ample empirical evidence of the proven links between aggregate work satisfaction and organizational productivity. Shipton et al. (2004) investigate the nexus between aggregate work satisfaction and organizational

innovation. Based on a sample of manufacturing companies in the UK, the results reveal that aggregate work satisfaction is a significant predictor of subsequent organizational innovation and profitability.

Employee turnover has received a vast amount of attention from both academics and organizational managers (Ton & Huckman, 2008), and it is mainly a concern to the professionals of human resource department to develop human expertise (Peterson, 2004). However the literal meaning of the term 'turnover' is defined as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during that specific period (Ton & Huckman, 2008; Price, 1977). However the widely accepted definition of employee turnover is the employees willingly terminate the relationship with the organization for the benefits offered by other organization. According to the definition of Abbasi and Hollman (2000), turnover is the "rotation of workers around the labor markets between firms, jobs and occupations, and between the states of employment and unemployment". They focus on the employee's movement from one firm to another, from one occupation to another or sometimes they move out without any job. However, the basic definition of turnover is given by Price (1977) i.e. the movement of members across the boundary of an organization.

Turnover intention is defined as employee's voluntary cessation of membership of an organization (Morrell et al., 2001), and it's their freedom that they can leave the organization for any reasons such as work environmental factors, career issues or may be influenced by the external opportunities. In the turnover literature, turnover intention has been cited as the degree of extent that an employee intends to terminate his or her employment relationship with the current organization (Kim, Price, Mueller, & Watson, 1996). In other words, researchers explained turnover intention as an individual's own estimated probability that they are permanently leaving the organization at some point in the near future (Vandenberg & Nelson, 1999). Many scholars viewed employee turnover intention as the best predictor of the actual leaving or turnover behavior (Bluedorn, 1982; Steel & Ovalle, 1984; Griffeth & Hom, 1988; Tett & Meyer, 1993), and in order to reduce the actual turnover, the identification of the associated factors with the turnover intentions, is however indispensable (Maertz & Campion, 1998). In this study, however, the employee job satisfaction has been used as the moderating variable which directly affects the employee decision to leave the organization.

For the past century, employee turnover has been of keen interest for both managers and researchers (Lambert et al., 2001) who focus on the effect of employee work satisfaction on turnover intent in American organizations. The results indicate that the work environment is more important in shaping workers' overall satisfaction than are demographic characteristics and the work satisfaction is a highly salient antecedent of turnover intent. Similar empirical investigation has been carried out by Abraham (1999) who examines the relationship between differential inequity, work satisfaction and intention to turnover and of self-esteem in the United States. Significant relationships between age inequity and employee satisfaction and between company inequity and to turnover are found. Sims and Galen (1994) inspect the influence of ethical fit on employee attitudes, work satisfaction and intentions to turnover. Ethical fit is found to be significantly related to turnover intentions and commitment, but not to employee work satisfaction. Another study has been done by Porter et al. (1974) that enquires about organizational commitment, work satisfaction of the employees and turnover among psychiatric technicians. Results indicate that significant relationships exist between attitudes and turnover. Tett and Meyer (1993) analyze the relationship between the satisfaction of the employees, commitment and turnover intention. Findings reveal that satisfaction and commitment each contribute independently to the prediction intention and intentions are predicted more strongly by satisfaction than by commitment.

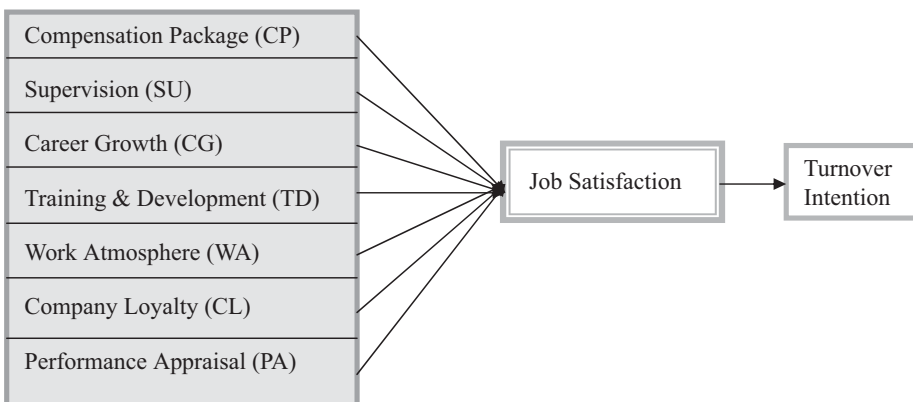
Satisfaction is multidimensional (Locke, 1976) and work satisfaction concerns the moderating effects of facet importance (Rice et al., 1991). Work is also correlated with meta-analysis of life satisfaction and correlation is more in the case of female workers (Tait et al., 1989). Nevertheless, environment and genetic components cause variation of work satisfaction. Many empirical researches (Arvey et al., 1989) reveal that in the study area of Minneapolis, USA, about 30 percent of the observed variance in general work satisfaction is due to genetic factors. The study is done on 34 monozygotic twin pairs who had been reared apart. The prime thrust for this present study is to investigate factors influencing the corporate work satisfaction which can subsequently impact on employee turnover intention among employees in a mobile phone company in Bangladesh.

Methodology

Conceptual Framework

This study investigated the factors affecting corporate employee work satisfaction of the measured variables and the cause and effect relationship between work satisfaction and employee turnover intention. Altogether seven independent determinants related to both human resource and organizational factors have been identified that are likely to affect the employees' work satisfaction, which focuses on employees' perception of how their work gives something important as an expression of satisfactory feeling (Narimawati, 2007). Researchers (Gibson et al. 1994) have identified five dimensions of work satisfaction that includes salary or compensation package, supervision, work atmosphere, promotion or career growth and partner. In addition to those (except partner), this study includes three more dimensions such as training and development, company loyalty and performance appraisal in order to determine the overall level of work satisfaction of the employees in a mobile phone company in Bangladesh.

Figure 1: Conceptual Model for Job Satisfaction and Turnover Intention of the Employees working at Grameenphone Bangladesh Limited.



In the context of employee satisfaction and turnover, many studies (Griffeth et al., 2000; Mobley et al., 1979) find that salary or pay package has little impact on the satisfaction-turnover relationship, but compensation package is the most important motivational factors for the employees in the context of the United Kingdom's and Bangladeshi organizations (see e.g. Martin, 2003; Islam & Saha, 2001; Abbasi and Hollman, 2000; Firth et al., 2004; Mano-Negrin and Shey,

2004). Companies often provide various pay packages for their employees to stay in the organization (Idson & Feaster, 1990). These include special pay premiums, stock options or bonuses, incentives, profit sharing etc. Thus, it can be said that the compensation package has a strong influence on employee work satisfaction as well as turnover intention of the employee. Significant areas throughout the literature that are most often investigated regarding work satisfaction are rewards and salary or pay package (Boyer, 1990; Hagedorn, 1996; Matier, 1990).

Supervision is another factor that could induce lower work satisfaction which in turn affects intention to quit or finally turnover. Scholar's view is (Ongori, 2007) that poor personnel policies as well as poor supervisory practices may cause dissatisfaction in the workplace that lead to high labor turnover. Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors may cause less satisfaction with their career growth. Supervisors are the mentors who can direct the workers in the right direction. In this way, supervision enhances organizational commitment. Work satisfaction and organizational commitment are considered to be related but represent distinguishable attitudes (Elangovan, 2001; Lum et al., 1998). Thus, it appears that supervision has a positive influence on employee satisfaction and on turnover intention of the employees in the organization. Organizations today encourage team building and group oriented project that enhance chances for more socialization both on and off the job. Teamwork increases commitment to the work unit's efforts and provides integrated building block to the organization (Parker, 1996). Hence, healthy supervision can make the work place the most enjoyable sanctuary for the employees in an organization.

Creating a positive and upbeat work atmosphere that nurtures trust and imbues workers with a sense of common purpose is not easy (Carney, 1998). Among the organizational factors work atmosphere or working environment is the most important variable. People like a friendly place to work. The friendly-factor does not require a large investment and expense, but it does require time and thoughtful consideration. Evidence suggests that employees will be satisfied with a corporation that clearly considers and cares for their priorities and problems and give importance to their personal and family life. But in the absence of openness in sharing information, employee satisfaction and the chances of continuity of employees are minimal.

Career growth or promotion is, thus, considered to be one of the important reasons

for affecting emotional state (Locke, 1976; Porter et al., 1974; Williams & Hazer, 1986) of the corporate employees who frequently display a propensity to leave or stay in the organization (Tor & Owen, 1997). Career satisfaction in the projects and its results are important for a high performance job market milieu in which employees can achieve their personal goals in career development.

Reasonably enough, training and development is another dimension that the employees care for considering to be dynamic and to be competent in the job market for which work satisfaction for the corporate employees could be affected. Hence, more training and developmental tasks stimulate satisfaction of the employees and motivate the employees to stay for longer in the company (Chang, 1999).

Managerial background may affect the company loyalty of the corporate employees, because manager's myopic vision often experiences excessive churning, which may end up with an insufficient number of qualified people (Solomon, 1993). As a result, the concept of employee loyalty appears to be changed forever (Abbasi and Hollman, 1998). Abbasi and Hollman (2000) are succinct to say about these people who may not be able to get most out of those who say they do not feel valued. For this reason subordinates may be disloyal and this disloyalty may show signs of diminished employee work satisfaction and poor performance (Koss-Feder, 1998). Consequently, it causes workers to reduce their commitment to the organization and to disagree with company work rules, create tension and cause general frustration and dissatisfaction among the employees of the organization that hampers productivity and performance (Hollman and Abbasi, 1987).

Sharing of information should be made at all levels of management. This accessibility of information would lead to strong performance from the employees (Slovel and Bontis, 2002). The smartest and most talented employees are the most mobile and the ones who are disproportionately more likely to leave (Weis and Lincoln, 1998). Performance appraisal is a key to provide incentive to the talented employees to be satisfied with the company. Otherwise, the loss of key employees may negatively impact the quality and innovation of services delivered. Attractive performance appraisal policy of the corporation attracts employees more to come and to join the company. This outcome stems from the result of satisfaction of the employees of the company, which reduces in effect the employee turnover (Hacker, 1996).

Data Sources and Analytical Measures

The prime thrust of the study is to identify the key factors that are responsible to determine the overall employee work satisfaction and its impact on turnover intention of the employees of a mobile phone company in Bangladesh. The phone company, which is explored here in the study, is Grameenphone (GP) Bangladesh Limited. The factors included in the investigation as independent variables are compensation package, supervision, career growth, training and development, performance appraisal, working atmosphere, company loyalty. The total numbers of questions selected in the questionnaire were 37. The employees under this investigation are meant to range from the lowest level of junior executives to the top management position of the companies and they were not differentiated on gender basis. In order to achieve this objective, judgment sampling technique, which is perfectly acceptable for exploratory research was adopted (Hill, 1996). Altogether 96 persons responded to the survey questionnaire. The data were collected from June to December 2008. A structured questionnaire in a 7-point scale was used in the survey. In the measurement, scale 1 indicates strongly disagree and scale 7 indicates strongly agree. The reliability test has been performed to verify the internal consistency of the variables obtained in the sample. The overall Cronbach's alpha value is found 0.8864, which is substantially higher than minimum acceptable level (.50) suggested by Nunnally (1978). Several analytical techniques such as Factor Analyses, Multiple Regression Analyses, ANOVA have been used to measure the level of work satisfaction of the selected mobile phone company in Bangladesh.

Data Analyses and Interpretations

A principal component factor analysis was conducted on the 32 items related to corporate employee work satisfaction, which formed seven main factor components with eigenvalues greater than one. Each of the numbers in the third column of the table is a factor loading and can have a value of between +1 and -1. A value close to +1 indicates that the variable has a strong positive loading (influence) on that factor and a value close to -1 indicates a strong negative loading. Whilst there is no definitive rule about the cut-off value for considering a variable, this study uses +/- 0.60 factor loading values in each case.

The six identified factors account for about 82% of the variance in the data on attitudes towards job satisfaction of the employees working in the mobile phone

corporate namely Grameenphone (GP) in Bangladesh. This implies about 18% variations could be explained by other factors, which are not included in the model of analyses of this study. The study shows that Training and Performance Appraisal, Working Atmosphere Compensation Package, Supervision, Company Loyalty and Career Growth are the key factors that determine the overall employee work satisfaction in this phone company.

Table 1: Factor Analysis: Job Satisfaction of the Employees in Grameenphone Bangladesh Limited

Factor Name*	Variables	Factor Loading	% of Variance Explained (Cumulative)	Cronbach's Reliability Coefficient
Training & Performance Appraisal (7.579)	Appropriate training	.823	23.683 (23.683)	.9282
	In-house managerial training	.758		
	Evaluation of work related skills	.823		
	Transparent performance evaluation	.653		
	Periodical review of performance	.600		
	Performance reward	.748		
	Reward provided immediately	.787		
Work Atmosphere (5.510)	Casual dress is allowed in work place	.807	17.265 (40.948)	.8637
	Work place is spacious	.600		
	Office-look is excellent	.630		
	Cross functional team work	.975		
	Neat and clean work environment	.978		
Compensation Package (4.594)	Vacation and leave policy	.829	14.451 (55.399)	.8069
	Family members' incidental fees	.626		
	Welfare facilities	.654		
	Festival bonus is competitive	.664		
	Overtime payment is reasonable	.796		
Supervision (4.571)	Co-operative supervisor	.850	14.284 (69.683)	.8928
	Supervisor's attention to employee suggestions	.868		
	Supervisor provides suggestions for improvement	.838		
	Duties assigned by supervisor are fair	.791		
Company Loyalty (2.137)	Loves to come to office	.808	6.679 (76.362)	.8475
	Feels homely in the company	.750		
	Promotes social responsibility	.751		
Career Growth (2.070)	Company evaluates job efforts	.694	5.749 (82.111)	.8992
	Company provides in-time promotion	.880		
	Have job freedom	.694		
	Have equal chance of promotion to top levels	.823		

* Numbers in the parentheses in the first column represent eigenvalues of the corresponding factors.

The first factor, Training and Performance Appraisal, which accounts for the most variance (23.68%), consists of seven control variables. Eigenvalue for this factor is 7.579, which indicates that this factor contains more information than the other factors. This factor provides the maximum insights of work satisfaction of the mobile phone corporate officers in Bangladesh. It broadly includes the skills development by training and performance rewards. The seven variables contained in the key factor or control variable training and performance appraisal are: Appropriate training, In-house training, Work related skills evaluation, Performance evaluation, Periodic review of performance, Performance rewards and Rewards provided immediately. The mean values of these seven variables are 4.86, 4.92, 5.03, 4.98, 5.27, 4.97 and 4.77 respectively. The component mean value is 4.99. In the seven point scale, these mean values represent about simply positive level of employee work satisfaction. The factor loading points for these variables are considerably higher that range from .65 to .82. Hence, policy makers in the mobile phone company of Grameenphone should be more concerned with these variables to increase corporate work satisfaction of their employees.

The second most important factor is work atmosphere, which explains the variation of employee work satisfaction about 17.265. It includes the Provision of casual dress, Office space, Office look, Cross functional team work and Neat work environment variables. The mean values of these variables are 5.57, 5.72, 5.74, 5.48 and 5.88 respectively and the component mean value is 5.83 that represent moderate employee work satisfaction level. The eigenvalue for this key factor is 5.51, which signifies moderate level of insights as well. Thus, work atmosphere factor is in fact carrying heavy weight in terms of importance of explaining corporate work satisfaction.

The third most important factor is compensation package, which exhibits eigenvalues and percentage of variance shown as 4.594 and 14.451 respectively. Included variables in this component are Vacation and leave policy, Family members' incidental fees, Welfare facilities, Festival bonus and Overtime payment. The mean values of them are respectively 5.16, 5.05, 4.76, 4.99 and 4.82, and the component mean value is 4.95, which also shows the simply positive level of employee satisfaction.

The fourth most important factor is supervision that accounts for 14.284 of the variance and it broadly covers supervision and supportive supervisor. The variables specifically are: Co-operative supervisor, Supervisor's attention to employee suggestions, Supervisor provides suggestions for improvement and Duties assigned by

supervisor. It has an eigenvalues of 4.571. The mean values of these four variables are 5.90, 5.80, 5.95 and 5.70 respectively. The mean value of the component factor is 5.83 that characterizes close to moderately corporate employee work satisfaction level.

The factor of company loyalty is also an important factor which explains the variation of 6.679 per cent. Thus, the results show that the concerned phone companies should be more careful with those identified factors by which they can achieve higher work satisfaction for their employees and it, in effect, will help to push up the overall productivity of the company.

Descriptive Statistics and Correlation Analyses

Table 2 presents the means, standard deviations and correlations between all the control variables in the study. On an average, study participants estimated their attitudes towards the corporate employee work satisfaction in positive sentiment that ranges from moderate to simple agreement. All the mean values of the factors are in favor of that conclusion. Specifically, compensation package shows negative correlations with overall supervision of the company. It makes sense that compensation package and supportive supervision have a negative relation to each other. These negative relationships indicate that the respondents answered the questions consistently. The factor of career growth and training and development are in perfect correlation exposing the value of it as 1.00. For this reason, career growth has been excluded from the regression analyses. Most of the correlation coefficients are significant at 1 percent level except the correlation between work atmosphere and training & development, which is significant at 5 percent level.

Table 2: Mean, Standard Deviation and Correlation Coefficient

Factors	Mean	Std. Dev.	CP	SU	CG	TD	WA	CL	PA
Compensation Package (CP)	4.96	1.18							
Supervision (SU)	5.84	1.00	-.065						
Career Growth (CG)	4.94	1.41	.630**	.155					
Training & Dev. (TD)	4.94	1.41	.630**	.155	1.00**				
Work Atmosphere(WA)	5.83	2.27	.141	.319**	.319**	.202*			
Company Loyalty (CL)	5.41	1.04	.403**	.445**	.500**	.500**	.389**		
Performance Appraisal (PA)	4.99	1.25	.629**	.308**	.308**	.789**	.303**	.661**	
Work Satisfaction (WS)	5.31	1.11	.603**	.288**	.724**	.724**	.250**	.682**	.749**

*P<.05 **p<.01 ***p<.001 N=96

Besides, most of the correlation values appear to show positive and strong associations among the control variables. Overall, the study uncovers the fact that the employees of Grameenphone are satisfied with the practicing corporate culture of the company under this study. Nevertheless, there must have been some other factors unfolding here that have not been included in this study.

Multiple Regression Analyses

In the analysis, step-wise regression technique was used. Overall corporate job satisfaction and 7 orthogonal component factors were taken as dependent and independent variables respectively. Results are shown in Table 3. In the table all variables are shown with their respective regression coefficients (β s) and computed student's t statistics along with their respective significance level. Results of the regression analyses revealed that out of seven control variables, three such as compensation package, training & development and company loyalty had a statistically significant effect on the rating of attitude towards work satisfaction of the employees of the concerned corporate entity of this study. These results are also consistent with the results found in the factor analyses. The findings also show that the factor such as work atmosphere is exhibiting negative relationship with the overall satisfaction level, which is quite reasonable.

Table 3: Results of Multiple Regression Analyses

Variables	R ²	Adj. R ²	F	Beta	t
Control Variables:	.693	.672	33.407***		
Compensation Package				.182	2.174*
Supervision				.067	.944
Training & Development				.320	3.199**
Work Atmosphere				-.037	-.576
Company Loyalty				.333	3.893***
Performance Appraisal				.153	1.307

* $p < .05$ ** $p < .01$ *** $p < .001$

The result in ANOVA indicates that 67.2 per cent of the variation in the dependent variable can be explained by variations in the independent variables i.e. 32.8 per cent is due to 'something-else' not included in the model. The significance of F value indicates that there has been a zero per cent chance that the Adjusted R^2 value is zero.

From the Table 2, it is evident that the mean value of overall work satisfaction is 5.31 which implies that the employees in the mentioned mobile phone company are above moderately satisfied. Based on the theoretical presumption of negative relationship between work satisfaction and turnover intention, the result of this study implies that the incidents of turnover will considerably be lower. The regression outputs in Table 3 also support this similar outcome, because company loyalty (mean value of which is 5.41) is found to be statistically significant which can influence the employees to remain longer in the organization. The other outcomes such as compensation package and training and development are also found to be significant to positively influence the job satisfaction that evidently and effectively reduce the turnover intention of the employees in this mobile phone company. Hence, overall finding of the study is that moderately high work satisfaction in Grameenphone will significantly reduce the turnover events.

Conclusions

This study finds that the overall corporate job satisfaction of the employees in the mobile phone conglomerate such as Grameenphone is somewhat above the moderate level of 5.31. However, the work satisfaction of the employees of this study is found to be significantly dependent upon company loyalty, training and development and compensation package which highlight the fact that the intent to turnover will be considerably lower. The remaining factors do not have significant statistical evidence to improve the work satisfaction of the employees in this study.

Admittedly, there had been a horrendous non-cooperation from the management levels of this mobile phone company in providing data that compelled the investigators to complete the study with a limited sample of 96 respondents. Had there been an ample opportunity to get a better result, the sample size could be increased. Thus, there is a plenty of scope to further the study with a lot larger sample base.

References

- Abbasi, S. M., & Hollman, K. W. (2000). Turnover: The Real Bottom Line. *Public Personnel Management*, 29(3), 333-342.
- Abbasi, S. M., & Hollman, K. W. (1998). The Myth and Realities of Downsizing. *Records Management Quarterly*, April, 31-37.

- Abraham, R. (1999). The Relationship between Differential Inequity, Job Satisfaction Intention to Turnover and Self-Esteem. *Journal of Psychology*, 133(2), 205-215.
- Ahmed, R. (2006). Bangladesh: booming cellular phone industry. *South Asian Business News and Information*, March 27, 11-15.
- Arvey, R. D., Bouchard, T. J., Segal, N. L & Abraham, L. M. (1989). Job satisfaction: Environmental and genetic components. *Journal of Allied Psychology*, 74(2), 187-192.
- Bluedorn, A. C. (1982). "A unified model of turnover from organizations", *Human Relations*, 35, 135-153.
- Boyer, E. L. (1990). *Scholarship Reconsidered: Priorities of the Professoriate*, Princeton, NJ: Carnegie Foundation for the Advancement of Teaching.
- Carney, K. E. (1998). How to Keep Staff in a Boom Economy. *Inc.*, November 1, 7-8.
- Chang, E. (1999). Career commitment as a complex moderator of organizational commitment and turnover intention. *Human Relations*, 52(10), 1257-1278.
- Elangovan, A. R. (2001). Causal ordering of stress, satisfaction and commitment, and intention to quit: a structural equations analysis. *Leadership & Organization Development Journal*, 22(4), 159-165.
- Farley, T. (2007). The Cell-Phone Revolution. *Invention and Technology*, 22(3), 1-9.
- Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, 19(2), 170-187.
- Gibson, J. L., Inancevich, J. M., & Donnelly, J. H. (1994). *Organizations: Behavior, Structure and Processes*, Homewood, IL: Irwin.
- Griffeth, R., & Hom, P. (1988). A comparison of different conceptualizations of perceived alternatives in turnover research, *Journal of Organizational Behavior*, 9(2), 103-111.
- Griffeth R. W., Hom P. W., & Gaertner, S. 2000. A Meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and

research Implications for the next millennium. *Journal of Management*, 26(3), 463-488.

Hacker, C. A. (1996). *The Costs of Bad Hiring Decisions and How to Avoid Them*. Delray Beach, Florida: St. Lucie Press.

Hagedorn, L. S. (1996). Wage equity and female faculty job satisfaction: The role of wage differentials in a job satisfaction causal model. *Research in Higher Education*, 37 (5), 569–598.

Hasan, M. (2008). Mobile phone operators in Bangladesh. *The Daily Star*, January 7, 11-11

Hill, N. (1996). *Handbook of Customer Satisfaction Measurement*, Vermont, USA: Gower.

Hollman, K. W., & Abbasi, S. M. (1987). Laid-off Executives Share Common Faults. *Compensation and Benefits Review*, May/June, 3-3.

Hoock, R. (1935). *Job Satisfaction*. New York: Arno Press.

Huang, H. J. (1999). Job Rotation from the Employees' Point of View. *Research and Practice in Human Resource Management*, 7(1), 75-85.

Idson, T. L., & Feaster, D. J. (1990). A selectivity model of employer-size wage differentials. *Journal of Labor Economics*, 8, 99-122.

Islam, N., & Saha, G. C. (2001). Job Satisfaction of Bank Officers in Bangladesh. *ABAC Journal*, 21(3), 62-74.

Islam, N., Saha, G. C., & Ahmed, F. (2000). An Evaluation of Job Satisfaction of Women Employees in Commercial Banks of Bangladesh. *Journal of Business Administration*, 26(3 &4), 47- 57.

Kim, S., Price, J., Mueller, C., & Watson, T. (1996). The determinants of career intent among physicians at a US Air Force hospital. *Human Relations*, 49 (7), 947–976.

Koss-Feder, L. (1998). Profits from Loyalty. *Time* (November 9), 12-12.

Lambert, E. G., Hogan, N. L., & Barton, S. M. (2001). The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38(2), 233-250.

- Locke, E. A. (1976). The nature and causes of job satisfaction, in Dunnette, M. (ed.), *Handbook of Industrial and Organizational Psychology*, Chicago: Rand- McNally.
- Lum, L., Kervin, J., Clark, K., Reid, F., & Sirola, W. (1998). Explaining Nursing Turnover Intent: Job Satisfaction, Pay Satisfaction or Organizational Commitment? *Journal of Organizational Behavior*, 19(3), 305-320.
- Maertz, C. P., & Campion, M. A. (1998). 25 years of voluntary turnover research: a review and critique. *International Review of Industrial and Organizational Psychology*, 13, 49–81.
- Mano-Negrin, R., & Shey, S. T. (2004). Job Search Modes and Turnover. *Career Development International*, 5, 442-46.
- Matier, M. W. (1990). Retaining faculty: A tale of two campuses. *Research in Higher Education*, 31(1), 39–60.
- Martin, C. (2003). Explaining Labor Turnover: Empirical Evidence from UK Establishment. *Labour*, 17(3), 391- 412.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace, Theory, Research and Application*. Thousand Oaks, CA: Sage Publications.
- Mobley, W.H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (1979). Review and Conceptual Analysis of the Employee Turnover Process. *Psychological Bulletin*, 86(3), 493-522.
- Morrell, K., Loan-Clarke, J., & Wilkinson, A. (2001). Unweaving leaving: the use of models in the management of employee turnover. *International Journal of Management Reviews*, 3 (3), 219-244.
- Narimawati, S. E. (2007). The Influence of Work Satisfaction, Organizational Commitment and Turnover Intention Towards the Performance of Lecturers at West Java's Private Higher Education Institution. *Journal of Allied Sciences Research*, 3(7), 549-557.
- Nunnally, J. L. (1978). *Psychometric Theory*. New York: McGraw Hill Company.
- Ongori, H. (2007). A Review of the Literature on Employee Turnover. *African Journal of Business Management*, 1(3), 49-54.
- Ostroff, C. (1992). The relationship between satisfaction, attitudes and performance: An organizational level analysis. *Journal of Allied*

Psychology, 77(6), 963-974.

- Parker, G. M. (1996). *Team Players and Teamwork: The new competitive business strategy*. San Francisco: Jossey-Bass.
- Peterson, S. L. (2004). Toward a Theoretical Model of Employee Turnover: A Human Resource Development Perspective. *Human Resource Development Review*, 3(3), 209-227.
- Porter, L.W., Steers, R. M., Mowday, R. T., Richard, T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Allied Psychology*, 59(5), 603-609.
- Porter, L. W., & Steers, R. M. (1973). Organizational, Work and Personal Factors in Employee Turnover and Absenteeism. *Psychological Bulletin*, 80(2), 151-176.
- Price, J. L. (Eds.) (1977). *The study of turnover*, 1, 10-25. IA: Iowa state university press.
- Rice, R.W., Gentile, D. A., & McFarlin, D. B. (1991). Facet importance and Job satisfaction. *Journal of Allied Psychology*, 76(1), 31-39.
- Shipton, H., West, M. A., Parkes, C., & Dawson, J. F. (2004). *Aggregate Job Satisfaction, HRM and Organizational Innovation*. PRO 429. Aston Business School, Aston University, Birmingham, UK.
- Sims, R. L., & Galen, K. K. (1994). The influence of ethical fit on employee satisfaction, commitment and turnover. *Journal of Business Ethics*, 13(12), 939-947.
- Solomon, C. M. (1993). Keep Them --- Don't Let Your Best People Get Away. *Workforce*, August, 46-52.
- Slovel, M., & Bontis, N. (2002). Voluntary turnover: knowledge management-friend or foe? *Journal of Intellectual Capital*, 3 (3), 303-322.
- Sowa, J. E., Selden, S. C., & Sandfort, J. R. (2004). No Longer Measurable? A Multidimensional Integrated Model of Nonprofit Organizational Effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 33(4), 711-728.

- Steel, R., & Ovalle, N. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Alieed Psychology*, 69, 673–686.
- Szamosi, L. T. (2006). Just what are tomorrow's SME employees looking for? *Education & Training*, 48(8/9), 654-665.
- Tait, M., Padget, M. Y., & Baldwin, T. T. (1989). Job and life satisfaction: A reevaluation of the strength of the relationship and gender effects as a function of the date of the study. *Journal of Alieed Psychology*, 74(3), 502-507.
- Test, D. W., Flowers, C., Hewitt, A., & Solow, J. (2003). Statewide Study of the Direct Suort Staff Workforce. *Mental Retardation*, 41(4), 276-285.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, Turnover intention and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.
- Ton, Z., & Huckman, R. S. (2008). Managing the Impact of Employee Turnover on Performance: The Role of Process Conformance. *Organization Science*, 19(1), 56-68.
- Tor, G., & Owen, J. E. (1997). Assessing employee turnover intentions before and after TQM. *International Journal of Quality Reliability Management*, 14 (1), 46-63.
- Weis, G. E., & Lincoln, S. A. (1998). Departing Employee Can be Nightmare. *Electronic News*, March 16, 1-1.
- Williams, L. J., & Hazer, J. T. (1986). Antecedents and Consequences of Satisfaction and Commitment in turn over Model: A Reanalysis using Latent Variable Structural Equation Method. *Journal of Alieed Psychology*, 71(2), 219-31
- World Fact Book (2008). Section: Bangladesh.
- Vandenberg, J. R., & Nelson, J. B. (1999). Disaggregatives the motives underlying turnover intentions: when do intentions predict turnover behaviour. *Human Relations*, 52, 1340-1352.