

OPTIX- Employee turnover over



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I Iqra Siddique, Aizaz Sher, Komal Tariq and Iqra Riaz hereby solemnly declare that this project:

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- b) has not been published earlier.
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Acknowledgement:

A project report is the result of not only hard work of the students but also a symbol of guidance, encouragement and help given by many people.

This is a teamwork done by four students including research guide. So before presenting the work we would like to serve our sincere regards and thanks to our research guide.

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With special regards we sincerely submit our heartiest devotion to our supervisor who provided us with the time, support and inspiration which were very much needed to prepare this report.

DEDICATION:

This Project is dedicated to Our Teachers, Supervisors, Optix and our Family who encouraged and supported us and helped us in completion of this project.

Abstract

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. Measuring employee turnover can be helpful to employers that want to examine reasons for turnover or estimate the cost-to-hire for budget purposes. Blanket references to turnover can be confusing; therefore, specific definitions and calculations for employee turnover may be useful to human resources practitioners. High turnover often means that employees are dissatisfied with their jobs, especially when it is relatively easy to find a new one. It can also indicate unsafe or unhealthy conditions, or that too few employees give satisfactory performance (due to unrealistic expectations, inappropriate processes or tools, or poor candidate screening). The lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with the management have been cited as predictors of high turnover.

Each company has its own unique turnover drivers so companies must continually work to identify the issues that cause turnover in their company. Further the causes of attrition vary within a company such that causes for turnover in one department might be very different from the causes of turnover in another department. Companies can use exit interviews to find out why employees are leaving and the problems they encountered in the workplace.

Low turnover indicates that none of the above is true: employees are satisfied, healthy and safe, and their performance is satisfactory to the employer. However, the predictors of low turnover may sometimes differ than those of high turnover. Aside from the fore-mentioned career opportunities, salary, corporate culture, management's recognition, and a comfortable workplace seem to impact employees' decision to stay with their employer.

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INTRODUCTION



OPTIX brings your imagination to life. Ultrafast fiber-to-the-home (FTTH) technology delivers a fast Internet connection with up to 20mbps speeds for downloads and uploads – enough to power every tablet, laptop, gaming system and streaming device in your home. OPTIX enables a quantum leap in performance with limitless online potential. Our services also include entertainment packed Television service to transform your home into front row seats to your favorite movies, TV shows and sporting events. Make your world more seamless and efficient with crisp home telephone service with unlimited domestic calling and great international rates. OPTIX is already powering premises across multiple cities in Pakistan and aims to have its next generation superfast fiber available across the country. OPTIX Pakistan (Private) Limited (OPPL) is the premier SME and consumer service provider in Pakistan. Over its 3 years' history, the company has successfully transformed and grown to become a profitable consumer company with over customer base of 20,000, a workforce of over 500 telecommunications professionals deployed nationwide and serving high end areas and societies in Pakistan. The keys to OPTIX's success have been its unshaken B2C focus and its formative and enduring vision to be the leading FTTx consumer choice Company of Pakistan.

With the direction of the supervisor **Mr. Usman Sadiq** after approving the Company we tried to locate the problems of the company which they were facing the most. For this we interviewed Company HR's Officer Mr. Tanveer Rasheed at his office and Enlist below Problems.

Issue Facing by the Company:

1. Employee turnover at their DHA and EME segments.
2. Absence of Marketing Department.
3. Lack of training and development.
4. Low level of salaries.
5. No Orientation of employees.

By getting these Problems we initially purposed below Solution.

Purposed Solution by the Company:

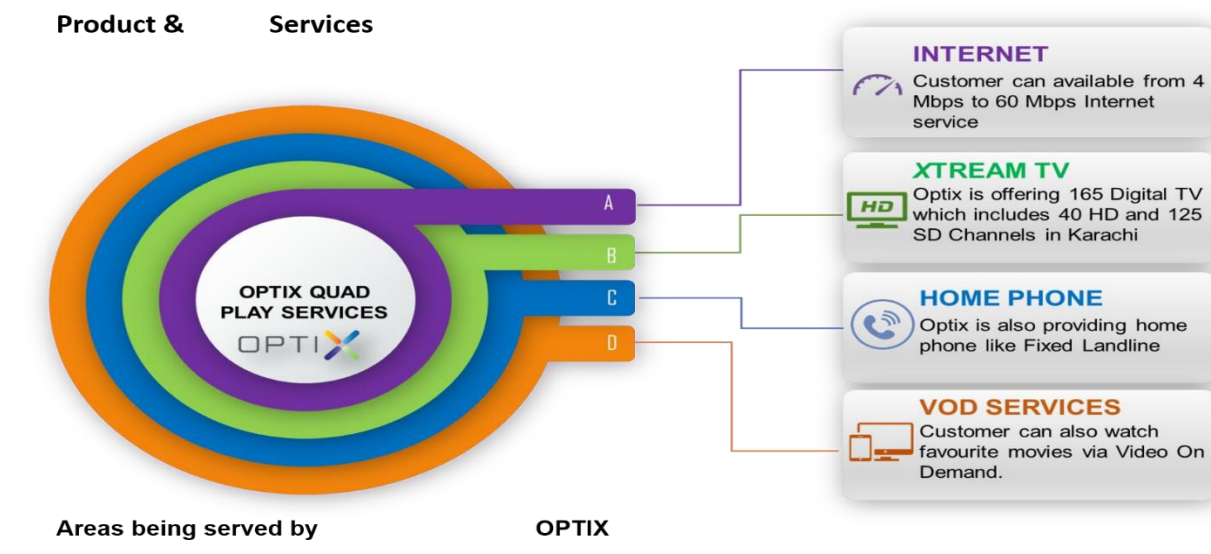
- 1) HR policies should be revised by the Company.
- 2) Marketing department should be launch by the company.
- 3) Training sessions should be held by the company.
- 4) Salary packages needed a reconstruction.
- 5) Proper orientation of employees.

We conducted a Survey after getting our adopted questionnaire by supervisor so we could collect Initial study from the current and some of the ex-employees so we could offer a good and effective solution to the Company.

We searched and got help from the research articles from the WEB to purpose and get a proper solution of the market for effective results.

Results and Impact are Positive in this Project and we have achieved our desired Results for the Sake of Project and Company.

Company Product Detail:



Literature Review

According to Paul (2004), training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including "human resource development", and "learning and development. New-hire Induction and staff development are two essential requirements for job preparation which are mandatory from the employers. The preparation of the job starts from recruitment (Bratton, 2003). Those employees who begin their jobs without any form of orientation are most likely unaware of workplace policies and procedures that they can benefit from. Additional training throughout the employment relationship helps the employee to update skills and become more productive and produce efficient workforce. When employees lack the training necessary to become more productive, their performance suffers and they will either leave of their own volition for jobs that provide training and employee support or they will be terminated for poor performance (Armstrong, 2003). Trevor, (2004) stated that the best strategies for workforce retention generally include a combination of positive reinforcement, creating a satisfying working environment, paying employees well, and offering financial incentives and bonuses. On the other hand, Bratton (2003) stated that best employee retention strategies include benefit plans such as health insurance, paid sick leave, and vacation. These views were supported by Anthony (2006) who affirmed that employees become more satisfied with their work and are less likely to leave since better work environment and employees benefits empower them to affect positive changes within an organization. 9 Moureen, (2004) posed that solid workforce retention plan can create a productive business atmosphere, reduce turnover rates, and contribute to the success of any organization. Employees who feel valued and appreciated will usually go above-and-beyond the call of duty to ensure the success of their employers. Many employees who decide to leave their current employers and seek jobs elsewhere do so because they feel they are being micromanaged. To avoid this common problem, the employers should empower staff members by encouraging their contributions and allow them to take the lead role on projects. This, in turn, often leads to innovative ideas that can boost efficiency, improve morale, and increase a company's bottom line (Georgi, 2004). Spencer, (2001), contended that, in order to retain employees and reduce turnover, managers must learn to align their goals with the end goals of employees. By aligning the rewards and needs of employees, managers can determine

the proper reward system to most effectively increase job satisfaction of employees. These views were supported by Trevor (2004) who emphasized that valence is the degree to which the rewards offered by an organization align with the need's employees seek to fulfill. High valence indicates that the needs of employees are aligned well with the rewards system an organization offers. Conversely, low valence is a poor alignment of needs with rewards and can lead to low job satisfaction and thereby increase turnover and decrease retention According to Dubois (2004), staff retention has a direct and causal relationship with employee needs and motivation. Applying a motivation theory model, such as Maslow's Hierarchy of Needs, is an effective way of identifying effective retention protocol.

Armstrong, (2003) contends that motivating employees can be a manager's biggest challenge. Employee motivation is a key to the overall effectiveness of an organization. An understanding of the applied psychology within a workplace, also known as organizational behavior, can help achieve a highly motivated workforce. Fair promotion conducted on bases of performance greatly motivates employees and a key demotivating factor to employees is failure by the organization management to carry out promotion on basis of performance and merit.

Georgi, (2004) affirmed that proper job description influences development of clearly defined employees roles and responsibilities and this eliminates cases of over tasking employees hence improving the level of employee motivation, existence of ineffective employees roles and responsibilities overburdens most of the organization employees and leaves some employees with little role to play in execution of organization functions. Paul (2004) argued that job rotation helps employees to develop adaptive since employees who are not exposed to job rotation programs lacks an opportunity of learning adaptive skills when exposed to work in different environment. Dubois (2004) on the other hand argued that management that is not committed in offering praise and recognition to deserving employees leads to lack of rewarding of hard-working employees and this lowered the morale of most employees. According to Buttrick (2009) two types of behaviors can occur during motivation: intrinsically motivated behavior and extrinsically motivated behavior, intrinsically motivated behavior as behavior that is performed for its own sake, the source of the motivation is actually performing the behavior, and motivation comes from doing the work itself and extrinsically motivated behavior as that performed to acquire material or social rewards or to avoid punishment and thus employees who are working purely for monetary

purposes are an example of extrinsically motivated (Dubois,2004) Murphy, (2009) affirmed that application of ineffective performance appraisal systems influences rewarding of non-performing employees since they are rated to be the best and this demotivates most of the hardworking employees whose efforts are not recognized. In the motivation equation, input, performance and outcome are key factors that contribute to high motivation. Inputs are anything an employee contributes to the job or organization, such as time, effort, education and experience. Outcomes are anything an employee gets from a job or organization, such as pay, job security and benefits. Organizations hire based on inputs. High performance levels contribute to the organization's efficiency, effectiveness and overall goals. Managers use outcomes to motivate people to contribute inputs. Gollwitzer, (1999) Team building helps to increase employee motivation since it provides employees with working environment that allows employees to interact and learn from each other. Several theories exist regarding motivation such as expectancy theory, need theories, equity theory and goal-setting theory are each different interpretation within motivation. Expectancy theory suggests that high levels of motivation occur when employees believe they can get the task done, believe they can perform at high levels, and desire the outcomes. For example, pay or bonuses can be a desired outcome. Moureen, (2004) indicated that application of clear communication channel helps in building strong level of interaction between organization employees and this acts as a core motivating factor. Trevor (2004) who emphasized that equity theory suggests that managers promote high levels of motivation by ensuring people believe in the outcomes. For example, salaries are distributed in proportion to inputs, such as time and effort. Goalsetting theory suggests that specific and difficult goals lead to high motivation and success on the other hand Thomas (2003) affirmed that Abraham Maslow's theory states that human beings have wants and desires which influence their behavior. Only unsatisfied needs influence behavior.

According to the U.S. Department of Labor, (2009) 64 percent of Americans who leave their jobs say they do so because they don't feel appreciated. Gupta (2008) reported that almost 70 percent of people in the United States say they receive no praise or recognition in the workplace. A study by Chartered Institute of Personnel Development (2009) found out that, in UK, employee turnover is extremely costly to companies with large numbers of employees. In the banking industry, employee turnover can also mean the loss of valuable customer relationships. Understanding this, Zions Bank traditionally monitored employee satisfaction using periodic paper-based surveys and

by encouraging employees to manually submit comments and suggestions (Chartered Institute of Personnel Development, 2009). A study by Robert (2007) found out that, fair pay is a major part of any employee turnover management strategy employed by many organizations. Workers will not be motivated to stay in a job where their skills are underappreciated and underpaid. In times of economic difficulty for a business, workers may also be more likely to stay on with a job if it is clear that everyone in the company is taking a fair share of cutbacks; if managers are buying new cars and bragging about bonuses while lower-level employees are subject to furloughs and 12 pay cuts, loyalty will quickly vanish (Robert, 2007). A study by Miguel (2008) suggested that providing opportunities for career growth can also help increase staff retention levels. Good employees often have great ambition and need to have the opportunity to learn and grow in order to stay motivated. Keeping a great employee in a low-level job because of his or her superior work is a good way to lose him or her; chances are, someone else in the industry will recognize the employee's skill level and be only too happy to offer more money and a more responsible position (Abraham, 2009). Hiring for upper level positions from inside a company can be a good way to ensure that people are motivated to stick around (Miguel, 2008). Miguel (2008) suggested that employees can be motivated by things like staff suggestion boxes, employee of the month competitions, and other small concepts. While these can be useful as part of an overall workplace strategy, they can appear disingenuous, cheap, and condescending if employees do not already feel respected and important to the company. It is important to avoid gimmicks that give the appearance of motivation while serious workplace conflicts are unaddressed. According to Armstrong (2003) Lack of potential for advancement or promotions has caused many mid-level executives to leave companies. They prefer companies where there is career mobility and increased compensation packages. Companies need to evaluate and analyze their succession planning policies in a way that is deemed to be fair and based on performance. Organizations should seek to manage employees' perceptions of career opportunity if they wish to retain career-oriented employees. If organizational career paths do not lead to opportunities that match those desired by employees, they may choose to look for alternative jobs in the hopes that another organization will offer more desirable job paths. Given the high costs associated with staffing and turnover, expenditures for development support may be well justified, but only when employees perceive that there are career opportunities within the organization that match their career goals and interests (Cascio, 2003 In another contribution Donald (1999), explained that existence of

career development opportunities like staff training in organizations helps to minimize employee turnover rates. This view was supported by Harris (2002) who affirmed that in every organization, there are generally two groups that direct the career development process: upper management and human resource personnel. Managers, for example, might have the responsibility of making sure the needs of a business coincide with the employee's career goals to achieve an overall balanced work atmosphere. They will often identify the skills, experience, and knowledge employees need in order to provide their best possible work. Cascio, (2003) poses that Human resource (HR) personnel are often responsible for providing career development information programs for employees and offering of study leave to employees helps to promote career development in organization. Professional networking is usually important, and as a result, employees might get tools to start networking from the HR department. HR managers also usually provide a compensation structure that compliments business needs but also allows individual career growth.

Employees must have the necessary tools to perform their duties. This includes the proper equipment, machinery and computer technology as well as adequate lighting, workspace and ergonomically correct seating. Poor working conditions due to physical elements lead to low productivity and overall job dissatisfaction. The latter, particularly when left unaddressed, leaves employees feeling unappreciated and they ultimately leave (Bratton, 2003). According to Moureen (2004) work environment is also one of the main causes for employee turnover. Employees prefer to work in an environment which is suitable for them. This is the most common reason why they jump from company to company in just a few months. If they find an appropriate work environment in a specific company, they may work in the same organization for several years. Homer, (2007) contends that safe working environment leads to increased level of employees' job satisfaction and helps the origination to retain employees for a long time. Unsafe working environments like non-standard work environments have a wider range of types and styles. Some nonstandard environments have a lot in common with standard ones. For instance, in the case of a construction site, there is no activity without the workers, and it is typically empty when no one is working. On the other hand, this environment is often outside and temporary, two factors that separated it from a common office. Horton, (2007) argued that work environment is often described as good or bad. A good environment is a place where the workers feel at ease and appreciated. Workers in these sorts of environments are often more productive and happier

environment for everyone (Spencer, 2001). Breugh, (2000) argued that lack of open office layout leads to isolated working environment that lowers hinders employees from interacting freely with the other and hence influences cases of employees' turnover. Also, to make work environment suitable, organization should be prepared in case of an emergency.

(Abassi et al., 2000). Managers have referred to turnover as the process associated with filling a vacant position and according to Ongori (2007) each time a position is vacated, either voluntarily or involuntarily, a new employee who is hired must be trained and this cycle is referred to as turnover. Employee turnover can either be voluntary by the employee leaving the organization or involuntary by the organization choosing to let go of the employee through termination. A combination of this two is what constitutes employee turnover of an organization.

There is a myriad of factor that contribute to employee turnover rate going beyond acceptable standards for purposes of this study the following factors will be analyzed; Leadership, technology, work role and workload.

Leadership is one of the key aspects that result to improved performance of the organization. The approach applied by managers to influence employee to perform will vary from one organization to another in the modern organizational context. Peter Drucker defines leadership as “the only definition of a leader is someone who has followers.” And further states that to gain followers requires influence but does not exclude the lack of integrity in achieving leadership. According to Maxwell (2004) leadership is influence nothing more nothing less. Timmins (2008) states that teamwork among employees and knowledge management is enhanced by good leadership in the organization. Leaders can apply autocratic, participative and laissez-faire style of management to influence employee behavior (Deery and Kinnie, 2002).

This leadership style applies a school of thought where leaders have a lot of control over most if not all decisions made in the organizations. There is little if any delegation of duties and input from the employees is not solicited or encouraged. This style is more of a “yes sir” kind of leadership where the leader is always right and the followers do not question authority (Raelin, 2003). Most organization with this style of leadership have a higher turnover and employee and manager conflicts tend to be more frequent this is due to the diversity of cultures and mindset of the individuals working in the organization.

2.3.1.2 Participative Leadership Style

This leadership

style is more inclusive and encourages employees' input in work- and work-related processes. According to Ulrich et al.(2013) creativity cannot be ordered or demanded, it is through participative leadership that an employee is encouraged and inspired to be creative, perform as a team, analyze complex problems, improve the quality of their output and provide exemplary customer service. Participative style of leadership provides a more relaxed and balanced approach to leadership that is more of "a middle of the road" approach where both the leaders and the followers give input in comparison a micromanaging form of leadership (Gosling et al., 2012). This allows the organization to innovate and grow in line with changes in business

Operations and employees will be more inclined to stay and work longer where such leadership style is implemented as they feel they are part of the organization and thus leaving the organization will be like leaving their home and family.

This leadership style uses an approach where the leader applies a "hands off" style of leadership and minimizes direction given to followers and the face to face interaction time. This system works well with highly trained, highly motivated employees who can work under minimal supervision (Avolio and Bass, 2001). According to Avolio and Bass (2001) this leadership style is mostly used by individuals in a group who do not care what happens, avoid taking responsibility cannot take make up their minds and opt to sit and wait for others to take initiative. Leadership style is a key factor in promoting and implementing effective employee outcomes within organizations. Leadership theories suggest that leaders have specific behaviors that can influence their employees within an organization context resulting to improved performance. Organizational output is influenced by employees' effort leading to increased productivity, positive employee attitudes and perceptions. Trait theories also argue that individual personality and physical attributes can influence employee performance based on inborn characteristics (Robbins and Judge, 2012). Participative leadership within an organization influence employee retention and improved performance. Retention is one of the most critical issues facing modern organizational managers because of the shortage of skilled manpower, economic development and high employee turnover (Deery and Kinnie et al., 2002). It is paramount for organizations through its employment process, to attract competent employees to the organization (Spector, 2008). However, it is more crucial for managers to develop strategies with which to retain the talented and skilled employees in the service of their organizations for employees to benefit from the

organizational investment. Leaders and their leadership style influence employee retention in modern, competitive and continuous learning organizations. In the current dynamic business environment, the leaders must steer their organizations through the competitive business environment by ensuring the have in place effective human resource management strategies (Savery and Luks, 2001). They will overcome the challenge of employee turnover if they value employees as assets of the organization. This competitive edge will be guaranteed if the key employees are retained for as long period of time so that continuity of competitive goods and services is assured to. Leadership involve encouraging and helping others to do something of their own choice, neither because it is required nor because of the fear of penalties of non-compliance. It encourages and helps others to work enthusiastically towards organizational objectives (Spector, 2008).

Within an organization influence employee retention, enhances teamwork and vice versa. A well-managed organization promotes teamwork among workers and motivates them towards shared results. Leadership and Management can be used interchangeably in the organizational context (Deery and Kinnie, 2002). Management involves developing, planning and controlling of organizational resources while leadership is about the aligning resources and people to the expected outcomes of the vision. In order to lead one must be able to manage and influence others towards a common goal. Leaders use their own initiatives to influence people to behave in a way towards achieving goals and to maximize the results in the organization (Hermann, 1999). Teamwork spells out the influence leaders have over their followers in controlling or directing them to the goals the leaders want to achieve; rather it is the leaders' own actions that influence the followers' behavior and actions. Generally, employees in an organization emulate the leader's actions and behaviors thus achieving the desired objective. One of the critical roles of modern management is to create a work environment that will appeal to the organization's employees. Its further influences employees' decision on whether to be committed and remain with the organization when presented with other job opportunities outside the organization. The role of leadership and management in the modern organizational context is essentially in staff retention and motivation to perform effectively and effectively (Murphy, 2005). Hermann (1999) suggests that there are more than eighty traits of a good leader and their leadership qualities. According to Peterson (1983) if traits like integrity, charisma and credibility are lost then management has lost

its pedestal to the employees. It has been observed that management coercion may be an overtly influence outcomes in a nonparticipator manner, resulting in de-motivation and dissatisfaction once the participatory outcome has been reached (Thorlakson and Murray, 1996). Early research by Robbins et al. (2001) identifies the sources of power linked to individuals and organizations as reward power and coercive power. Reward power and coercive power may be used by authoritarian managers to compel people to act in a way with the threat of sanctions for non-compliance. Within the university context leadership is expressed in the form of „power tactics“ where managers and leaders demand „excessive and unreasonable“ performance targets (Deery and Kinnie, et al., 2002). Management theorists on the other hand conclude that one of the main functions of a manager is to motivate employees to achieve organizational goals. They interpret power as legitimate and functional and suggest that it can be shared supposedly for everyone’s benefit (Fisher et al., 2003). (Murphy, 2005). A research undertaken by Holdsworth and Cartwright (2003) confirms that the controlling aspects of learning institution environments „significantly reduce the opportunity to exercise individual autonomy“, which has a negative impact on job satisfaction and wellbeing (Holdsworth and Cartwright, 2003). Other studies demonstrate that employees“ overall job satisfaction is on the whole an organization perceived to be in economic difficulty will also raise the specter of impending layoffs. Workers believe that it is rational to seek other employment. Much has been written about organizational culture (Jain, 2013). It is sufficient to note that the reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of workers, and its development of a sense of shared goals, among other factors, will influence such indices of job satisfaction as turnover intentions and turnover rate (Laka-Mathebula, 2004).

Communication is a strategic tool to a competitive organization. Effective communication among employees of the organization promotes cohesiveness and team spirit among workers. Leaders with who promote good communication culture within the organization are therefore the secret weapon in keeping competent and good performing employees longer. Good communication practice is regarded as a core management competency and a key management responsibility to excellent management practices in the modern business environment (Smit and Schabracq, 2007)

Leaders should adopt participative styles of management that would establish and confirm their leadership authority through open system of communication from the top and bottom. Effective

leaders should involve members in key decision making in order to minimize resistance. Employees are more likely to remain with an organization if they believe that their managers mind their affairs, motivate them by recognizing their efforts, if they train them, if they delegate and if they receive regular feedbacks on their performance (Holdsworth and Cartwright, 2003). Leadership behavior has a positive influence on organizational commitment and turnover intention within the modern context of management practice. Leadership style, furthermore, lack of employee involvement in decision making and poor communication create dissatisfaction of employee resulting to high turnover rates to organizations (Nge'ete et al., 2012).

Employee turnover is delineated to a situation in which employees depart the organization for several reasons, and thus, negatively affect the organization in terms of overall expenditure and the abilities to distribute the minimum required services (Yankeelov et. al., 2008). When employees leave the organization, this may not only impact on organization but also on workforce itself. Due to its depressing impact, employee turnover has been considerable topic for scholars, academics and managers. The reasons for individual turnover intention are age, gender, marriage, education levels and years of working in the organization (Liu and Wang, 2006). Previous studies found that the rate of female employee turnover is higher, as compared to male employees. It can be associated with women duty that women need to give birth and take care of the family. Therefore, this is a pressing issue that needs to be dealt with urgently. Though employees work in units or positions for a long period, they feel tired and tend to leave the jobs. According to Ma et al. (2003), "Employees with young, inexperienced, and high education level tend to have low level of satisfaction about jobs and careers, and have lower commitment to the organization, these negative attitudes are associated with turnover intention". One of the key factors of turnover intention is Individual aptitude. When individuals have strong ability, or individuals are not core competent at their job and cannot progress them completely in the organization, they are prone to turnover intention (Chen and Li, 1998 through the rule of other variables. Interpersonal relationship amid the different departments has a significant impact on employee turnover intention. When an organization or a department have intricate interpersonal relationship, there are many sections or small groups, it may be complicated for employees to deal with the relationship with coworkers and managers, or the workers are to spend a lot of energy to have relationships within the organization or the department, they are rather likely to leave the job (Zhang, 2016). Training and learning opportunities will also have considerable effects on

employees staying in the organization. If the company does not provide them the opportunity to learn, they cannot improve their skills and abilities. In other words, employees are most unlikely to get self-realization so that they cannot continue to grow in the company. As a result, employees may tend to quit the job (Liu et al, 2006). Pearce and Mawson (2009) have described contradictory effect regarding the low rate of training in the organization, leading to poor job performance and higher rate of employee turnover. On the other hand, some organizations, which provide appropriate training program for their employees' learning and skill development, achieve the high ratio of success and helping to minimize the level of employee turnover. Therefore, employees might have greater commitment to their job and full encouragement to stay in the organization (Amos et al., 2008). However, one of the significant effects of turnover is to increase cost due to recruiting and training new employees. It costs businesses money to call for interview and hire candidates. Besides, it is a costly process that skilled workers rarely spend the time and contribute in income-generating activities, because they provide training to new workers. In other words, experienced workers are responsible for training new employees so that they are less able to concentrate on their normal job duties. In a small business, the owner himself might have to train new employees. In addition, the combined effect of the negatives can result from high turnover, leading a firm to generate less profit. Anything that leads to increase costs or reduce productivity, income will tend to reduce profit. Evidence for this is provided by the Harvard Business School, when businesses experience higher turnover, they will get lower profit margins (Zeynep and Robert, 2008). It often takes months or years for a new business to achieve profitability due to increase of unexpected costs as high turnover and needs to start new venture to make a profit. Thirty-nine cases regard as job satisfactions have been assessed in the past fifty years and it was discovered that all but four studies demonstrated negative relationship (Firth et al., 2007). By contrast, Simon and Kristian (2007) opine that job satisfaction is one of the predictors of turnover intention. In the perspectives of Western research, several studies have found that job-related factors are the key determinants of job satisfaction, organizational commitment and turnover intentions among employees. (Boxall et al., 2003, Malhotra et al., 2007; Meyer and Smith, 2000). A different study illustrates that both lower job satisfaction level and organizational commitment are associated with the higher rate of turnover (Zhao and Zhou, 2008). However, Zuber (2001) states that "turnover may matter more in organizations where jobs are not standardized, and procedures do not exist for transmitting knowledge to new members".

Employees possibly exit the organization due to economic reasons. Michal et al. (2001) have used the economic model to predict labor turnover in the market. Some socioeconomic factors such as economic development level, condition of labor market, employment structure, job opportunities, property enterprise, transport and communication, accommodation, education and medical facilities, living cost, quality of life and so on all have an influence on the intention of employee turnover (Huang and Huang, 2006). Economic growth, short supply of organization personnel, better employment opportunities increase will lead to turnover intention. The nature of organization affects the intention of employee turnover. Members of staff in state-owned organizations have the highest level of turnover intention, the next is workers in private organizations, and the final is staff in foreign funded organizations. Generally, these three types of business organization have the higher rate of turnover intention, more than the average. To a certain extent, transportation, shelter, schooling and health care facilities are negatively interrelated to the employee turnover. Under the circumstance of high expenditure of living, in order to make a living, the likelihood of employee turnover will reduce. Employees are likely to choose to quit the current job for getting the chance of high-paid job in pursuit of a better quality of life (Zhao et al., 2003). Experts also have opined that overall corporate culture of an organization affects the employee turnover. However, the most important issue here is the trust in and respect for the management team. If organizations appreciate employees, treat them with respect, and provide compensation, benefits, and perks that demonstrate respect and caring, they will stay in the organization. In other words, employees appreciate a workplace in which communication is transparent, management is accessible, executives are approachable and respected, and direction is clear and understood (Huselid, 1995). In addition, a lack of recognition is one of the significant factors that may contribute to turnover. Organizations must provide a lot of genuine appreciation and recognition as icing on the cake for employee retention. Otherwise, there is a probability that employees tend to leave. Apart from the debate of employee's turnover, many researchers have attributed the theories of employees' retention as an important topic of inquiry. Employee retention is an effort by a business to maintain a working environment, which supports current workforce in remaining with the company. Retaining skilled employees would be a serious concern for organizations in the face of ever-increasing high rate of employee turnover at national and global level (Samuel and Chipunza, 2009). Literature has overwhelmingly proved that valuable workforce or functional workforce retention can play a significant role for the

survival of an organization. As a result, this could have adverse effect on productivity and profitability (Bogdanowicz and Bailey, 2002). Many experts agree that employees' retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff. It is essential for an organization to maintain corporate strategic advantage by retaining the hardworking and talented employees. Hence, managers must understand the difference between a valuable employee and an employee who does not contribute much to the organization so that they can design appropriate strategies to retain the potential employees.

While employees quit the job from an organization, it is stated as voluntary turnover (Noe et al., 2006). It is set off the decision of the employee. Another definition is furnished by Egan et al. (2004), indicating "An instance of voluntary turnover, or a quit, reflects an employee's decision to leave an organization, whereas an example of involuntary turnover, or a discharge, reflects an employer's decision to terminate the employment relationship". Voluntary turnover can be affected by not having job satisfaction, job stress, as well as due to getting a better job at another organization, a conflict with a manager, or personal matter such as staying home and giving enough time to the family member (Manu and Shay, 2004). It is, therefore, essential to reflect on attractions such as alternatives whilst appearing to voluntary turnover. Nevertheless, voluntary turnover can be foreseen and, in turn, be managed. Chiu and Francesco (2003) define involuntary turnover as "... an instance of involuntary turnover, or a discharge" that "reflects an employer's decision to terminate the employment relationship". Involuntary turnover includes retirement, death and dismissal. Employee turnover is regarded as involuntary when leaving the job to take care of seriously sick family member or to accompany a spouse to remote area. Therefore, employees have no control over and decide to quit the job (Martin and Martin, 2003).

Avoidable turnover has been described as the one organization can prevent through recruiting, assessing and motivating employees more efficiently and effectively (Luecke, 2002). So, any business organization requires verifying whether voluntary turnover has been dealt with properly. Such confirmation is also needed, because this will lead to take the necessary initiatives to enhance the employee retention. The phenomenon of turnover is psychosomatic, managerial and expensive (Weisberg and Kirschenbaum, 2002). There is currently no conventional model to understand the route of turnover. A variety of factoring is applied to evaluate the causes of employee turnover. It

contains personal factoring, job content factors, working environment and external factoring. Chiu et al. (2002) have stated that “Unavoidable turnover results from life decisions that extend beyond an employer’s control, such as a decision to move to a new area or a job transfer for a spouse”. However, almost eighty percent of turnover is due to recruiting mistakes, several of these mistakes can be avoided. Organizations have a need of taking certain measures while selecting and evaluating potential employee

Methodology

Research is that the method of systematic and in-depth study or hunt for any explicit topic, subject or space of investigation, backed by assortment, compilation, presentation and interpretation of relevant details or information. Analysis methodology may be a thanks to consistently solve the analysis downside. It should be understood as a science of learning however analysis is completed scientifically.

Analysis might develop hypothesis and take a look at it. In it we tend to study the varied steps that area unit typically adopted by the investigator in learning his analysis downside alongside the logic behind them.

Analysis should be supported truth evident information forms a sound basis for analysis inductive investigation lead higher support to analysis finding for analyzing facts a scientific methodology of study should be developed and result taken logically.

It's necessary for the investigator to grasp not solely the analysis methodology or techniques however additionally the methodology. Thus, {when we tend to once we tend to after we tend to} speak analysis methodology ology we tend to not solely speak the analysis ways however additionally take into account the logic behind the ways we use within the context of our analysis study and make a case for why we area unit employing a explicit method or technique and why we don't seem to be mistreatment others in order that analysis results area unit capable of being evaluated either by the investigator himself or by others.

Analysis issues would lead to bound conclusions by means that of logical analysis that the decision-maker might use for his action or answer.

Research design:

A research style is solely and easily the framework set up for a study that guides the gathering and analysis of a knowledge. During this study the man of science has adopted descriptive analysis style.

Descriptive research design:

It includes surveys and reality finding enquires of various sorts. It merely describes one thing like a demographic of workers. It deals with description of the state of offers because it is and therefore the researchers haven't any influence on the respondents.

Data collection:

Data assortment is one in all the foremost necessary aspects of analysis. For the success of any project correct knowledge is incredibly necessary and necessary. The knowledge collected through analysis methodology should be correct and relevant.

Methods of data collection:

- Primary Data
- Secondary Data

Primary Data:

Data collected by a research worker is understood as primary information. It's collected by an individual for his own use obtained from findings. This can be thought of as primary data. This can be that information that is collected by us to satisfy our own specific purpose. The information is collected by suggests that of form crammed in by the workers. This methodology of knowledge assortment is extremely standard significantly in huge organizations.

Secondary Data:

Secondary information suggests that information that area unit already offered i.e., they confer with information that has already been collected and analyzed by somebody else. This kind {of information of knowledge of info} info can even be employed by the man of science for his use as used information sources through that secondary data are often collected. Secondary information could either be revealed information or unpublished information.

The research approach:

- Survey Method
- Interview

The research instrument:

- Questionnaire
- Open discussion

The respondents:

- Managers
- Salesman

Sampling:

It is the method of choosing representative set of a complete population for getting knowledge for the study of the full population the set is understood as sample

Survey plan:

This study is conduct in Lahore Pakistan the study involved 55 telephone surveys for the telephone survey, 100 telephone numbers were randomly selected Of the 280 telephone numbers, Telephone surveys were conducted in the evening from 5 pm. to 8 p.m. as working men and women are likely to be at home at this time. A telephone survey is being done to assess the reason behind employee leaving in OPTIX Company from sales department.

Survey Sheet:

Indicate the extent to which each of the following statements you agree in your organization using the five point scale by marking a tick mark [√]

Agree Disagree strongly agree strongly disagree neutral

Reward and performance

Sr	Description	A	D	SA	SD	N
1	Management come forward to support when you are facing with critical situation					
2	Work-life balance is supported by this organization					
3	Organization treating you in a respectful way.					
4	There are no barriers of communication while you are communicating with your superior					
5	You are rewarded periodically for your performance					
6	you get the recognition that you deserve for your performance					
7	Employee suggestion and grievance are considered					
8	Good work done is appreciated					

Working environment and relationship

9	Supervisor periodically reinforce and support the working system					
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10	Employees are allowed to take responsibility and authority					
11	Interpersonal relationships are encouraging in the organization					
12	Morale in the organization high					
13	The working environment is open and trust worthy					
14	You performed and meet your targets easily					

Salary and allowances

15	Performance base incentive are given					
16	Amount of annual payment of Bonus given by the management					
17	Leave facilities offer by the organization					
18	The job you are performing is satisfactory					

Training and development

19	Organization Design, develop training materials, and implementing training & development programs					
20	Your training program is always linked with your career development/growth					
21	You are encouraged to participate in training to improve your skills and Competencies					

Problem Identification:

As per the facts identified through the interview it was easily assumed that from few of their problems one clear and evident issue was regarding low salaries, lack of training and development, absence of marketing department/ marketing support and employee, high sales targets with lack of ground rules, work environment and cultural behavior. At that level, that kind of problem creates a very strong negative impact on customers as well as it could constrict the outflow for sales by creating bottlenecks. Only few offices at far distances were direct touch points for the customers and it is very important for them to work in accordance with the company's image and strategies to gain maximum potential in the market. But if their lack of marketing support, work environment, lack of training sessions, exist at this level, they will lead to lack of employee engagement, lack of devotion, bad performance and lack of motivation Let us discuss the mechanism through which the problem prevails. The bottom-line management was involved in fulfilling the sales targets as discussed above most of the problems arise due to certain organizational support failures, structural failures both at the management level and the lower end staff level. If we consider their leadership styles their leadership styles are also not so good. By observing them, we could easily identify that their employees were highly affected by their leaders as their leaders were not doing their proper orientation and were not praising them.

Implementation (Action Plan)

Purpose: To resolve the issue between the Company Employee’s Personal Interest and Organizational Goals to achieve the targets.

Employee Motivation and satisfaction, and Customer trust on Company for more orders.

Goal: Satisfaction of Company and employee, to work with more Satisfaction and enhance Sales in monthly target to Grow locally.

Step	Purpose	Task	Action
Step 1	Motivate the employees	Revise HR policies	We asked the HR officer to reconstruct their salary packages. So, the employee would work hard due the raise in salary.
Step 2	Marketing	Establishment of marketing department	We asked them to make a separate marketing department for the advertisements of their products.
Step 3	Digital Advertisement of products	Start digital marketing	3 rd party to support digital marketing gap as they were not in a state of doing digital marketing themselves.
Step 4	Trained employees	Conduct proper orientation and training session	Orientation programs for the newly hired employees and proper training sessions for the existing employees. And trained employees does not switch to other companies.

Impact:

As per the discussion with HR & sales team of Lahore they decided to work on our action plan. When we start approaching them with some of our reference it's been a good & warm welcome by team **Optix**.

Initially we started working by visiting them twice in a week and by getting their information of problems.

After Accessing the Core Problems, we offered them solutions as we have stated above in the Problem section and with the help of our supervisor and articles we prepared solution and Action Plan for them to resolve their internal Problems about the Employee turnover due to lack of orientation.

Results are Getting Much better after applying Step 1 & Step 2.

Much satisfied feedback from Customers of the Company is getting to the Company and in the era of 2 months some difference showed in sales figures.

And took some interviews from the Management and Employees which reflects the good results and satisfaction that they have understood the work and organization now.

HR team has revised their policies now and employees are not switching to the other organizations.

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Annexure

Employee Name	Designation	Department	Divisional Head	Grade
Tanveer Raza	Sr Sales Executive	Sales	Fahad Badar	58
Shakeel Jamal	Sr Associate Corporate Sales	Sales	Fahad Badar	58
Samar Ali	Sr. Associate- Sales	Sales	Fahad Badar	57
Amir Raza khan	Sr associate corporate sales	Sales	Fahad Badar	58
Asim Noman	Senior Corporate Sales Associate	Sales	Fahad Badar	58
Zafar Younis	Sr. Associate	Sales	Fahad Badar	58
Jawwad Ahmad Khan	Sr Associate Corporate Sales	Sales	Fahad Badar	58
Ahmed Hanif	Senior Associate	Sales	Fahad Badar	59
Areeba Jamal	Senior Executive Marketing and Business Support	Sales	Fahad Badar	59
Azhar Ali Khokhar	Senior Executive - Business Development	Sales	Fahad Badar	60
Hassan Farooq Bhatti	Sr Associate Corporate Sales	Sales	Fahad Badar	58
Syed Hani Haider	Sales Executive	Sales	Fahad Badar	57
Muhammad Ahmed Qasim	Sales Executive	Sales	Fahad Badar	57
Maqbool Ahmad	Sales Executive	Sales	Fahad Badar	57
Zubair Sial	Sales Executive	Sales	Fahad Badar	57
Muhammad Jibran	Sales Executive	Sales	Fahad Badar	57
Umer Tanveer	Senior Executive Sales and Business Development	Sales	Fahad Badar	60
Muhammad Kazam Kazmi	Sales Executive	Sales	Fahad Badar	57

Arsalan Khan	Sales Executive	Sales	Fahad Badar	57
Syed Danish Aqeel	Senior Executive	Sales	Fahad Badar	59
Sarfaraz Ahmed	Sales Executive	Sales	Fahad Badar	57
Sami-UR-Rehman	Sr. Sales Executive	Sales	Fahad Badar	58
Muhammad Shahwaiz	Sales Executive	Sales	Fahad	57
			Badar	
Muhammad Shahwaiz	Sales Executive	Sales	Fahad Badar	57
Muhammad Humble Tariq	Sales Associate	Sales	Fahad Badar	57
Hina Shehzad	Executive	Sales	Fahad Badar	57
Faisal Nizam	Sales Executive	Sales	Fahad Badar	57
Mirza Abdullah baig	Executive	Sales	Fahad Badar	57
Imran Khan	Team Lead	Sales	Fahad Badar	57
Syed Afaaq Umar	Senior Sales Executive	Sales	Fahad Badar	58

09 January, 2019

Human Capital Division
Corporate Office, Lahore
Optix Pakistan Pvt Limited

To Whom It May Concern

Following group of students from Superior University Lahore appeared in our office in person in order to discuss their group project study assigned from their appropriate course facilitators / Teachers.

1. Ms. Iqra Riaz
2. Mr. Azaz Sher
3. Ms. Iqra Siddique
4. Ms. Komal Tariq

These students have been briefed with company overview, her business, organizational structure and how our various departments nationwide interact with each other internally and geographically. They also exchange knowledge through various FAQs in context of multiple organizational issues related to our business, services to consumers, technical aspects and about Human Resource Management.

These students have been provided with an open ended situation, which we presently are facing and coping with, regarding human resources development and retention in a specific consumer market segment in our business acumen. They have been provided with every relevant information and overview about that specific segment's business performance in recent times and expected/existing market challenges along with available analytical information about that distressed market segment.

Now, we expect them to get the suitable solutions in result of brainstorming, research and case studies so far they went through. We shall please to welcome them again with the suggested and well suitable solutions and shall reward them adequately.

With due regards course Facilitator / Teachers are welcome to contact for further information to undersigned.

Fervently sincere,



Tanveer Rasheed Seyana



OPTIX
The Digital Big Deal
Internet / Cable TV / Telephone

Date: 13-6-2018

To whom it may concern

Subject: Appreciation on Project Completion

I am writing this letter on behalf of OPTIX Pakistan PVT LTD; Sales department in order to thank you and appreciate your performance Ms. Iqra Riaz, Mr.Azez Sher, Ms. Iqra Siddique , Ms.Komal Tariq ,during the project completion. You have completed your work in six months. I have been watching you closely and examining the work you put in. I am glad to tell you that I am rather impressed.

We got remarkable results & we comes to know the factors about Employee turnover issues like you people guide us and implemented.

This project is challenging, with a heavy workload. Not many are able to perform well. However, you people have done quite well so far, especially taking into consideration the fact that this was your first project. A very strong group work. You all are very responsible, hard-working and very dependable. You have turned in good quality work. Also, another thing about you that caught our attention was that in the case of crisis, you always managed to come up with feasible solutions.

We appreciate the efforts that you have put in. Keep up the good work.

Yours Sincerely,

Waqar Ali Khan

Assistant Manager Sales

Waqar.ali@optix.pk

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