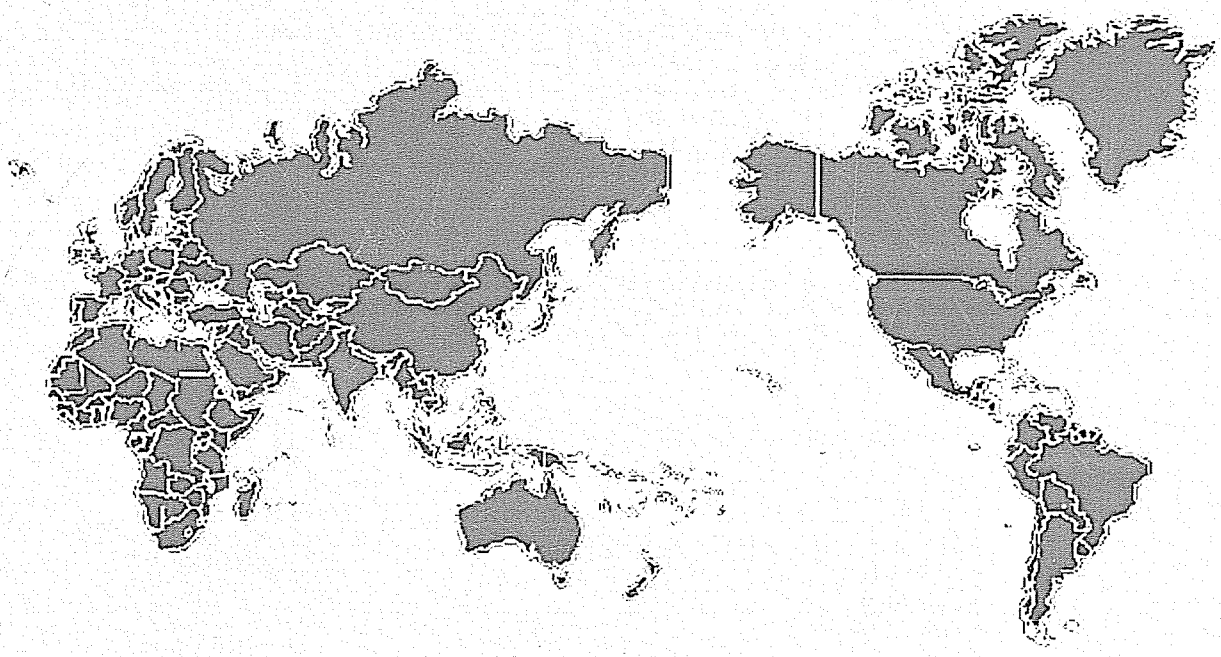
JABE, Volume 15, Number 3, 2015 ISSN: 1542-8710

JABE

# Journal of Academy of Business and Economics™



SPONSORED BY:

School of Economics and Business Studies
South Stockholm University
Södertörn, Stockholm, Sweden
www.sh.se

södertörns högskola
SÖDERTÖRN UNIVERSITY

EDITOR-IN-CHIEF

Professor Cheick Wagué, South Stockholm University, Sweden

A Publication of the
**International Academy of Business and Economics®**

Promoting Global Competitiveness™

IABE.ORG

# TABLE OF CONTENTS


| | Page |
|---|---|
| **A STUDY OF THE ECONOMIC CONTRIBUTION OF IMMIGRANTS WITHIN THE EASTERN SHORE POPULATION OF NORTHEASTERN VIRGINIA**<br>James Corprew, Norfolk State University, Norfolk, VA, USA<br>Carl B. McGowan, Jr., Norfolk State University, Norfolk, VA, USA<br>Luis A. Quintero, Strayer University, Norfolk, VA, USA | 7 |
| **COLLEGE GRADUATE SATISFACTION: OVER TIME AND BY MAJOR**<br>Frederick J. DeCasperis, Siena College, Loudonville, New York, USA<br>Charles F. Seifert, Siena College, Loudonville, New York, USA | 15 |
| **AN ANALYSIS OF THE U.S./CUBA NORMALIZATION OF RELATIONS**<br>Hilary Becker, Carleton University, Ottawa, Canada | 21 |
| **IMPORT INPUTS EFFECTS ON WAGES: EVIDENCES FROM BRAZILIAN INDUSTRIAL FIRMS**<br>Gílson G. Silva Jr., Federal University of Santa Catarina, Brazil | 29 |
| **PERSONAL INNOVATIVENESS AND SELF-EFFICACY ON ERP SYSTEMS ADOPTION**<br>Alicia Iriberri, California State University, Fresno<br>Jesus Canelon, University of Illinois, Springfield | 35 |
| **A NEW APPROACH TO TEACH ACCRUAL ACCOUNTING AND INTERNAL ADJUSTMENTS**<br>Kun Wang, Texas Southern University, Houston, Texas, USA<br>Sewon O, Texas Southern University, Houston, Texas, USA | 43 |
| **PENSION FINANCE—THE CRITICAL ROLE OF DISCOUNT RATE ASSUMPTION**<br>Jane Mooney, Simmons College, Boston, Massachusetts, USA<br>J. Barry Lin, Khalifa University of Science, Technology & Research, Abu Dhabi, United Arab Emirates<br>Bingsheng Yi, California State University - Dominguez Hills, Carson, California USA<br>Meng Zhao, California State University - Dominguez Hills, Carson, California, USA | 49 |
| **DOES IPO GRADING ADD VALUE TO RETAIL INVESTORS?**<br>Palka Chhillar, Indian Institute of Management, Indore, M.P., India<br>L V Ramana, Indian Institute of Management, Indore, M.P., India | 59 |
| **INCORPORATING INFORMAL BUSINESS ACTIVITIES INTO THE FORMAL ECONOMY: A CASE STUDY FROM EGYPT**<br>Samir M. Youssef, American University in Cairo, Egypt | 65 |
| **R&D, MARKET STRUCTURE AND ADVERTISING IN BRAZILIAN MANUFACTURING**<br>Gílson G. Silva Jr., Federal University of Santa Catarina, Brazil | 71 |
| **DETERMINANTS OF QUITS AND DISMISSALS (AN ANALYSIS OF DATA FROM A CHEMICAL COMPANY)**<br>Tekin Akgeyik, Istanbul University, Istanbul, Turkey | 77 |

# DETERMINANTS OF QUITS AND DISMISSALS (AN ANALYSIS OF DATA FROM A CHEMICAL COMPANY)

Tekin Akgeyik, Istanbul University, Istanbul, Turkey

## ABSTRACT

*The aim of the present paper is to investigate the determinants of quits and dismissals using a data from a chemical company in Istanbul, Turkey. The statistical analysis showed that in comparison with employees over 34 years of age, younger workers were found to be 1.8 times more likely to voluntarily quit their jobs for pursuing a better job. Moreover, married workers were observed to be more prone to leave organization than single workers. Finally, the logic regression analysis indicated that gender, age, education level and tenure (individual characteristics), type of work (work-related factor) and month (non-work factor) were the determinants of quits and dismissals.*

**Keywords:** *Separation, Employee Turnover, Quit, Dismissal, Reason for Separation, Turkey.*

**ACKNOWLEDGEMENT: This study was supported by Istanbul University Research Fund. The project numbers is UDP-56435.**

## 1. INTRODUCTION

Employee turnover means the voluntary (quit) or involuntary (dismissal) separation of employee from organization (Burns, 2014). Although a moderate level of employee turnover is necessary for a more efficient economy, high turnover rates lead to direct (i.e. the loss of productivity, and expenses for hiring of new employees) and indirect costs (i.e. losing future leaders and knowledge loss) for organization (Vance, 2015).

The statistics indicate that turnover rates, globally, have a tendency to increase because of high unemployment levels. For instance, the statistics (2015) reports that monthly turnover rate is around 3.2 to 3.5 percent in the US, amounting to an annual rate of 39.9%. The monthly turnover rate is 7.4 percent in Canada (2015). The annual turnover rate for the UK is estimated to be 14.6 percent in 2014 (765,000 workers approximately), but it is expected to increase by 3.4 percent to 18 percent in the next 3 years (Hay Group, 2015). According to the data from the Statistic Institute (2015), monthly turnover rate ranges between 8.4 and 11.6% in Turkey.

The empirical findings identify several individual factors as the significant determinants of employee turnover. For example, a study by Giuliano, Levine and Leonard (2006) indicated that gender, age, and race differences between employees and managers resulted in higher quit and dismissal rates. Kane-Sellers (2007) reached to a similar conclusion on the relationship of personal and work characteristics with employee turnover. A study was conducted by Heymann (2010) pointed to the association between several individual variables (gender, age, and race) and turnover process. Moreover, Caparros and Navarro (2005) suggested that the characteristics of workers affected the probability of changing job.

The studies have also illustrated that employee turnover is correlated with many aspects of the work environment (group composition, managerial outcomes, organizational culture etc.). With respect to the group composition, Sorensen (2000) reported that workers in heterogeneous teams tended more likely to exit the group. Kim and Philips (2012) demonstrated the significant effect of crew size on employee turnover. Regarding managerial outcomes, Ishak et al. (2012) made a study to assess the influences of CEO power and organizational performance on CEO turnover. The results stated that there was an association between poor performance and separations. A study by Morrell, Clarke and Wilkinson (2004) concluded that the organizational change shocks led to employees leaving the organization. Veen (2013)

found that the supervisor support in the process of mergers and acquisitions had the significant effect on voluntary turnover.

In terms of organizational culture, Katamba (2011) proved that there was a significant and negative correlation between turnover intention and management style among nurses. Employee involvement mechanisms (such as works councils, problem-solving groups) were seen to be related to lower separation rates (Grund and Schmitt, 2013; Batt and Colvin, 2011). Various studies revealed that organizational commitment was a significant factor in understanding turnover intention (Fuentes, 2011; Cohen and Golan, 2007). Moreover, the negative relationship between justice perception and turnover were confirmed by some studies (Arndt et al, 2006; Hemdi, 2011). Lastly, Leonard and Levine (2006) noted that there were higher turnover rates among socially isolated workers from co-workers and customers.

In addition, a few studies have underlined other possible causes of employee turnover. For instance, it was observed that the distance between home and workplace was correlated with separations (Kim and Philips, 2012; Hayajneh et al., 2009). Furthermore, unemployment rates were observed to be inversely correlated to the intention to leave the organization (Hom and Kinicki, 2001; Orellano and Picchetti, 2004; Campbell, 2001).

The aim of the paper is to analyze the determinants of quits and dismissals using a data from a private company in the chemical industry, Istanbul, Turkey. More particularly, the current paper attempts to answer three main questions: (1) Are there statistically significant differences in the mean values of separations, in the mean rates of annual voluntary and involuntary turnover in terms of individual characteristics, work-related and non-work related factors? (2) To what extent are individual characteristics, work-related and non-work related factors associated with the independent variables? (3) To what extent do individual characteristics, work-related and non-work related factors explain quits and dismissals?

The rest of the work is organized in three parts: The next section describes the empirical method employed in the study. The main results, findings and implications are explained in the third section. The final part concludes the paper.

## 2. METHOD

### 2.1. Data

The dataset was obtained from the personal records of a chemical company. It consisted of a sample of 210 full-time employees who were employed at some time during a sample period of 10 years, from January 1, 2005 through December 31, 2014. The data included the demographic and job characteristics of the sample, and the dates and descriptions of quits and dismissals.

### 2.2. Sample

The sample were predominantly male, largely white collar and relatively young. Specifically, 81 percent (170) of the sample were male, and 71.4 percent were white-collar workers. Their mean age was 32.4 years (with standard deviation of 6.54), with nearly 72.9 percent between the ages of 17 and 35. The average tenure was 4.2 years. 64.3 percent of the sample were married. About two-third had a bachelor's degree (64.8%).

### 2.3. Variables

The main dependent variable in the study was separations (quits =1 and dismissals=2). The study also used three more dependent variables for analysis: annual voluntary turnover rate, annual involuntary turnover rate, and reason for separation.

The independent variables were demographic factors (i.e. gender, age, marital status, tenure), work related factors (i.e. department, position, type of work), and non-work related factors (month of leaving and day of leaving).

### 2.4. Data Analysis

The descriptive statistics involving the mean values and standard deviations were used to summarize the data. The nonparametric Kruskal-Wallis test was used to detect significant differences between the groups. The associations between the variables were assessed by Spearman's correlation analyses. Finally, the logistic regression was conducted to study the potential predictors of quits and dismissals.

## 3. RESULTS

### 3.1. Descriptive Statistics

Table 1 presents the mean values and standard deviations of quits and dismissals. 62.9% of all separations were quits. There were higher mean values among female, older, married, less-educated, more tenured, working in operational departments, non-manager and blue-collar employees. Besides, the statistically significant differences were observed with respect to age, marital status, education level, type of work, and month of leaving. Table 1 also includes both annual voluntary and involuntary turnover rates, separately. Relatively higher means were seen in voluntary turnover rates. The mean rate of voluntary turnover was 6.12. In addition, the highest rates in the voluntary turnover were seen among blue-collar and primary-high school groups. In contrast, the mean rate of involuntary turnover was 3.34, with the highest rates among older and more tenured employees.

**Table 1: Descriptive Statistics**

| Variables | | Quits and Dismissals | | Annual Turnover Rates | | | |
|---|---|---|---|---|---|---|---|
| | | | | Voluntary | | Involuntary | |
| | | Mean | SD | Mean | SD | Mean | SD |
| Gender | Male | 1,35 | 0,48 | 6,18 | 1,72 | 3,31 | 1,99 |
| | Female | 1,45 | 0,50 | 5,82 | 1,99 | 3,44 | 2,15 |
| Age | 17-34 | 1,26 | 0,44 | 6,37* | 1,73 | 3,19 | 1,97 |
| | 35-60 | 1,59** | 0,50 | 5,60 | 1,76 | 3,64* | 2,03 |
| Marital statues | Single | 1,27 | 0,45 | 6,21 | 1,76 | 3,19 | 1,95 |
| | Married | 1,43* | 0,50 | 6,06 | 1,79 | 3,42 | 2,04 |
| Education | > Bachelor's degree | 1,47* | 0,50 | 6,41 | 1,78 | 2,52 | 2,01 |
| | Bachelor's degree | 1,31 | 0,47 | 5,95 | 1,75 | 3,24 | 2,00 |
| Tenure (month) | 1-26 | 1,30 | 0,46 | 6,20 | 1,80 | 2,70 | 1,69 |
| | 26 > | 1,44 | 0,50 | 6,03 | 1,76 | 3,94 | 2,10 |
| Department | Supporting | 1,32 | 0,47 | 6,02 | 1,77 | 3,23 | 2,01 |
| | Operational | 1,45 | 0,50 | 6,27 | 1,78 | 3,51 | 2,00 |
| Type of work | White-collar | 1,33 | 0,47 | 5,99 | 1,79 | 3,2 | 2,00 |
| | Blue-collar | 1,48* | 0,50 | 6,42 | 1,71 | 3,56 | 2,02 |
| Job Position | Manager | 1,41 | 0,50 | 5,60 | 1,72 | 3,51 | 2,06 |
| | Non-managers | 1,45 | 0,49 | 6,37* | 1,75 | 3,52* | 1,99 |
| Month | January-June | 1,47** | 0,50 | 6,09 | 1,79 | 3,51 | 2,06 |
| | July-December | 1,24 | 0,43 | 6,15 | 1,76 | 3,10 | 1,92 |
| Week | Even days | 1,33 | 0,47 | 6,18 | 1,82 | 3,40 | 2,02 |
| | Odd days | 1,43 | 0,50 | 6,03 | 1,73 | 3,25 | 1,99 |

***p < .05 **p <.001**

Furthermore, there was a significant difference in the mean rates of both voluntary and involuntary turnover between young and older employees. A significant difference also was observed in the mean rates of involuntary turnover between managers and non-manager employee.

Table 2 provides a more detailed description of the reason for separation and their variation among different subgroups. The organizational conditions were seen as the main source of quit. Consequently, about fifty-two percent of all employees leaving were as a reason either job dissatisfaction or the desire to pursue another job out of the organization (i.e. a new career, a better job). Moreover, individual reasons, such as departures for marriage, and military service were less often reported as reasons for separation than dissatisfaction. The results indicated that poor performance was the most reason that an employee

was dismissed his or her job. In addition, mutual termination of contract, relocation and policy violence were other reasons of dismissing of workers.

**Table 2: Percent of Reasons for Separation**

| Variables | | Age* | | Type of Work* | | Tenure (Month)* | |
|---|---|---|---|---|---|---|---|
| | | 18-34 | 35-60 | White Collar | Blue Collar | 1-26 | 26 > |
| Reasons for Quit | To pursue other job | 60,3 | 33,3 | 59,3 | 31,7 | 59,8 | 43,5 |
| | Dissatisfaction | 9,2 | 4,3 | 3,3 | 18,3 | 3,9 | 11,1 |
| | Marriage | 2,8 | 0,0 | 2,7 | 0,0 | 2,9 | 0,9 |
| | Military service | 1,4 | 0,0 | 1,3 | 0,0 | 1,0 | 0,9 |
| Reasons for Dismissal | Poor performance | 20,6 | 43,5 | 22,7 | 41,7 | 25,5 | 30,6 |
| | Policy violence | 0,7 | 2,9 | 2,0 | 0,0 | 2,0 | 0,9 |
| | Relocation | 1,4 | 5,8 | 4,0 | 0,0 | 2,0 | 3,7 |
| | Expiry of contract | 2,1 | 0,0 | 0,0 | 5,0 | 1,0 | 1,9 |
| | Mutual termination | 1,4 | 7,2 | 4,0 | 1,7 | 0,0 | 6,5 |
| | Death | 0,0 | 2,9 | 0,7 | 1,7 | 2,0 | 0,0 |

***p < .05**

The findings revealed statistically significant differences according to age, type of work and tenure in the reason for separation. The younger workers were found more likely than older employees to leave the company voluntarily due to looking for a better job (60.3 percent compared to 33.3 percent). Besides, white-collar employees tended to be more likely to quit than blue-collar workers because of the reason "to pursue other job" while quitting owing to dissatisfaction was more prevalent among blue-collar workers (5.5 times) than white-collar employees. Finally, less-tenured workers were, for a significant 16.3%, more likely to quit compared with more-tenured workers for searching a new job.

### 3.2. Correlation Analysis of Variables

The intercorrelations among the study variables are shown in Table 3. Referring to the correlation matrix, the variable "quits and dismissals" was related significantly to almost all of the independent factors. For example, it was strongly and positively correlated with age (r= -.32).

**Table 3: Results of the Correlation Analysis**

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Separations | _ | | | | | | | | | | |
| 2. Quit Rates | ,-23** | _ | | | | | | | | | |
| 3. Fire Rates | ,31** | -,45** | _ | | | | | | | | |
| 4. Reason | ,61** | -,09 | ,10 | _ | | | | | | | |
| 5. Age | ,32** | -,20** | ,16* | ,28** | _ | | | | | | |
| 6. Marital status | ,16* | -,05 | ,07 | ,10 | ,25** | _ | | | | | |
| 7. Education | -,16* | -,13 | ,04 | -,10 | ,03 | ,03 | _ | | | | |
| 8. Tenure | ,14* | -,11 | ,14 | ,15* | -,13 | -,05 | -,22* | _ | | | |
| 9. Type of work | ,15* | ,10 | -,04 | ,15* | -,11 | -,01 | -,80** | ,28** | _ | | |
| 10. Position | -,06 | ,21** | -,15* | -,09 | -,13 | -,25** | -,52** | ,20** | ,45** | _ | |
| 11. Month | -,23** | ,02 | -,05 | -,21** | ,01 | -,04 | ,10 | -,06 | -,12 | ,06 | _ |

****Significant at the 0.01 level (2-tailed). *Significant at the 0.05 level (2-tailed).**

Similarly, there was a highly negative relationship with month (r= -.23). Moreover, quits and dismissals were also found to be significantly and positively linked to marital statue (r= .19), meaning that married workers tended to more likely to leave the company than single workers.

In addition there was an inverse correlation between education levels and separations (r= -.16), showing that less-educated employees were more prone to leave the organization. It was again observed a modest correlation between separations and position (r= .15). Gender and position were not significantly

related to quits and dismissals. A negative correlation was found between annual voluntary turnover rate and age (r= -.19), while it had a strong positive relationship to position (r= .21), such that voluntary turnover rate was higher among younger and non-manager employees. However, involuntary turnover rate had a positive correlation with age (r= .18) and negative relation to position (r= -.15), suggesting that higher involuntary turnover rate was higher among older employees and managers. Finally, reason for separation had correlations with four independent factors (age, tenure, type of work and month of leaving).

### 3.4. Determinants of Quits and Dismissals

The logistic regression analysis was used to assess the determinants of quits and dismissals. Table 4 reports the results of the three regression models. Model 1 analyzed the effects of individual characteristics on the likelihood of quits and dismissals. The omnibus model coefficient revealed that taken together, the predictors contributed significantly to the prediction of the employee turnover, with the overall classification rate of 68.1%. The age of employees was the most predictor of the possibility of leaving the organization. Older workers were more likely to depart than younger workers. For example, the probability of employees over 35 years older being dismissed was 6 times higher than younger workers. Similarly, the relative odds showed that female workers had 2.9 times higher the risk of being dismissed from their jobs than male workers. More-tenured workers were found 2.6 times more likely to be dismissed than less-tenured employees. Moreover, employees without bachelor's degree were 2 times more likely to quit than employees with bachelor's degree.

**Table 4: Odds Ratios from Logistic Regression Estimates of Quits and Dismissals**

| Variable | Model 1** | | Model 2** | | Model 3** | |
|---|---|---|---|---|---|---|
| | Quit Odds Radio | Fire Odds Radio | Quit Odds Radio | Fire Odds Radio | Quit Odds Radio | Fire Odds Radio |
| **Individual Characteristics** | | | | | | |
| (1) Gender (Male) | 0,34* | 2,95* | 0,23* | 4,41* | 0,20* | 5,08* |
| (2) Age (18-34 age) | 0,16** | 6,19** | 0,09** | 11,04** | 0,08** | 12,07** |
| (3) Education (primary-high school) | 2,06* | 0,49* | 1,12 | 0,89 | 1,17 | 0,86 |
| (4) Tenure (1-26 months) | 0,39* | 2,58* | 0,43 | 2,33 | 0,40 | 2,48 |
| **Work-related factors** | | | | | | |
| (5) Type of work (white collar) | | | 0,24* | 4,17* | 0,28* | 3,51* |
| (6) Type of work*Age | | | 4,61* | 0,22* | 5,30* | 0,19* |
| **Non-work related factors** | | | | | | |
| (7) Month of leaving (January-June) | | | | | 2,52** | 0,40** |
| (8) Day of leaving (Odd days) | | | | | 0,64 | 1,57 |
| -2 Log Likelihood | 239,317 | | 232,946 | | 223,208 | |
| Chi-square | 40,736 | | 47,107 | | 56,845 | |
| % correctly predicted | 68,1% | | 67,6% | | 71,4% | |
| Nagelkerke $R^2$ | 23.9% | | 27,3% | | 32,2% | |

*P < 0.05 **P < 0.01

**Note:** The variables were dichotomized to the values 0 or 1. The dichotomized variables were gender (male=1), age (18-34 age =1), education (primary-high school=1), tenure (1-26 months =1), type of work (white collar =1), month of leaving (January-June =1), day of leaving intention (odd days of the week=1), quit (yes=1), dismissal (yes=1).

Model 2 evaluated the influence of the predictor "type of work" on the likelihood of quits and dismissals after controlling for individual characteristics. The main effect for type of work was not significantly related to employee separations. However, when the interaction variable "type of work*age" was included, both of the work related factors were significantly related to departures. The results suggested that among the white-collar employees, separation rate was distinctly higher. For instance, the risk of being dismissed among the white-collar employees was 4.2 times higher. However a blue-collar worker had %24 percent a higher probability of quitting work than a white-collar employee. The last model investigated the impacts of non-work factors (month of leaving and day of leaving) on employee leaving while controlling for

individual characteristics and work related factors. The omnibus model coefficient indicated that the predictor variables taken together significantly predicted separations ($p<.001$), with an overall classification rate of 71.4 percent. The only predictor with a significant was month of leaving ($p<.05$). The findings illustrated that employees were more likely to depart in the first part of the year. For instance, the likelihood of quitting of an employee in the period of January to June was 2.5 times higher than other months.

## 4. DISCUSSION AND CONCLUSIONS

Employee turnover is a costly problem for individuals and organizations, as well as an important mechanism for improving the quality of labor market matches. Multidimensional structure of employee turnover has been widely investigated from a variety of dimensions. The aim of this study is to examine the relationship of quits and dismissals with individual characteristics, work-related and non-work related factors in a dataset from a chemical company, Istanbul, Turkey. Some conclusions can be derived from the results. First, the logistic regression analysis indicated that gender, age, education level and tenure (individual characteristics), type of work (work-related factor) and month (non-work factor) were the determinants of quits and dismissals. This result agrees with the findings of Grund and Schmitt (2013), who demonstrated that age and tenure were the predictors of quits and dismissals; and is also consistent with the results of Campbell III (1997), and Kim and Philips (2012), who concluded that age significantly affected the probability of quits and dismissals. This finding is again in agreement with the study of Orellan and Picchett (2004), and Caparros and Navarro (2005), which asserted that age and level of formal education significantly impacted the risk of leaving from work. However, this result differ from the study of Beenstock and Klinov (1998), who reported that neither age nor type of work appeared to be a factor in the likelihood of layoffs.

Moreover, the correlation analysis presented that separations were positively correlated with age, marital status, type of work and tenure but was inversely linked to education level. This result is in accordance with the study of Cohen (1999), showing that there was a modest correlation between age and actual turnover, but contradicts with the findings of Arndt et al. (2006) and Huselid and Day (1991), in which age and tenure were found to be negatively correlated with turnover. This result is also not in agreement with the studies of Tanova and Holtom (2008), and Lyness and Judiesch (2001), in which age was seen to be negatively related to turnover. The correlation analysis also pointed to an interesting finding that quits and dismissals were observed to be negatively associated with month, suggesting that a large proportion of dismissals occurred in the first part of the year. Kruskal-Wallis test revealed that there were significant age differences in the reason for separation, meaning that in comparison with employees over 34 years of age, younger workers were found to be 1.8 times more likely to voluntarily quit their jobs for pursuing a better job. This finding is inconsistent with the result of Giuliano et al (2006), who claimed that age differences had no effect on quits. Significant differences were also found between single and married workers concerning the mean values of separation, indicating that married workers were more prone to leave organization than single workers. This finding was congruent with Lee's results (2012), which illustrated that married employees were significantly more likely to quit their jobs so as to search for a new one, but not similar to findings of Beenstock and Klinov (1998), who reported that married employees had lower separation rates in both layoffs and resignations.

In conclusion, although it is one of the most studied topics, it is still needed to conduct more comprehensive studies for better understanding of the nature, causes and impacts of employee turnover. Further studies should take into account other individual, family and work environment factors such as personality traits, income, work load, expectations and experiences and group relationships for predicting the determinants of quits and dismissals.

## REFERENCES:

Arndt, Aaron, Arnold, Todd J. and Landry, Timothy D., "The Effects of Polychronic-Orientation upon Retail Employee Satisfaction and Turnover", *Journal of Retailing*, Volume 82, Number 4, Pages 319–330, 2006.

Batt, Rosemary and Colvin, Alexander, "An Employment Systems Approach to Turnover: HR Practices, Quits, Dismissals, and Performance ", *Academy of Management Journal*, Volume 54, Number 4, Pages 695-717, 2011.

Beenstock, Michael and Klinov, Ruth, "The Determinants of Separations from Employment: Israel, 1969–1992", *The Maurice Falk Institute for Economic Research in Israel Discussion Paper (No. 98.02)*, Israel, 1998.

Burns, Lois, *Customer Loyalty Directives and Employee Turnover Intention: A Qualitative Hospitality Industry Study*, PhD Thesis, University of Phoenix, Arizona, 2014.

Campbell III, Carl M., "The Determinants of Dismissals, Quits, and Layoffs: A Multinomial Logit Approach", *Southern Economic Journal*, Volume 63, Number 4, Pages 1066-1073, 1997.

Caparros, Antonio and Navarro, M. Lucia, "Factors Affecting Quits and Layoffs in Spain", *Applied Econometrics and International Development*, Volume 5, Number 4, Pages 41-60, 2005.

Cohen, Aaron and Golan, Ronit, "Predicting Absenteeism and Turnover Intentions by Past Absenteeism and Work Attitudes", *Career Development International*, Volume 12, Number 5, Pages 416-432, 2007.

Cohen, Aaron, "Turnover among Professionals: A Longitudinal Study of American Lawyers", *Human Resource Management*, Volume 38, Number 1, Pages 61-75, 1999.

Fuentes, Raulyn C., "The Influence of Demographics, Organizational Commitment and Burnout towards the Turnover Intentions of Teacher", *www.brokenshire.edu*, 2012.

Giuliano, Laura, Levine, David I., and Leonard, Jonathan, *Do Race, Age, and Gender Differences Affect Manager-Employee Relations?", IRLE Working Paper (No. 151-07)*, 2006.

Grund, Christian and Schmitt, Andreas, *Works Councils, Quits and Dismissals in Germany*, IZA Discussion Paper (No. 7361), Bonn, 2013.

Hay Group, "UK Talent Exodus on the Horizon as Economic Outlook Improves", *atrium.haygroup.com*, June 20, 2015.

Hayajneh, Yaseen A, AbuAlRub, Raeda F., Athamneh, Aymen Z. and Almakhzoomy, Ibtihal K., "Turnover Rate among Registered Nurses in Jordanian Hospitals: An Exploratory Studying", *International Journal of Nursing Practice*, Volume 15, Pages 303–310, 2009.

Hemdi, Mohamad Abdullah, "The Effect of Organizational Justice and Organizational Trust on Hotel Employees Turnover Intentions", *Res Manageria*, Volume 2, Number 6, Pages 84-96, 201.

Heymann, Marinus, *The Impact of Demographics on Voluntary Labour Turnover in South Africa*, Master Thesis, University of Pretoria, South Africa, 2010.

Hom, Peter W. and Kinicki, Angelo J, "Toward A Greater Understanding of How Dissatisfaction Drives Employee Turnover", *Academy of Management Journal*, Volume 44, Number 5, Pages 975-987, 2001.

Huselid, Mark A. and Day, Nancy E.. "Organizational Commitment, Job Involvement, and Turnover: A Substantive and Methodological Analysis", *Journal of Applied Psychology*, Volume 76; Number 3, Pages 380-391, 1991.

Ishak, Rokiah, Ismail, Ku Nor Izah Ku, Abdullah and Shamsul Nahar, "Corporate Performance, CEO Power and CEO Turnover: Evidence from Malaysian Public Listed Companies", *Jurnal Pengurusan*, Volume 35, Pages 33-4, 2012.

Kane-Sellers, Marjorie Laura, *Predictive Models of Employee Voluntary Turnover in a North American Professional Sales Force Using Data-Mining Analysis*, PhD Thesis, Texas A&M University, Texas, 2007.

Katamba, Henry Stanley, *Factors Affecting Voluntary Nursing Staff Turnover in Mengo Hospital*, Master Thesis, University of South Africa, 2011.

Kim, Jaewhan and Philips, Peter, "Determinants of Quits and Dismissals on a Long-Lasting Unionized Industrial Construction Project", *Journal of Construction Engineering and Management*, Volume 138, Number 5, Pages 661-669, 2012.

Lee, Tae Heon, "Gender Differences in Voluntary Turnover: Still a Paradox?", *International Business Research*, Volume 5, Number 10, Pages 19-28, 2006.

Leonard, Jonathan S. and Levine, David I., "The Effect of Diversity on Turnover: A Large Case Study", *Industrial and Labor Relations Review*, Volume 59, Number 4, Pages 547-572, 2006.

Lyness, Karen S. and Judiesch, Michael K. "Are Female Managers Quitters? The Relationships of Gender, Promotions, and Family Leaves of Absence to Voluntary Turnover", *Journal of Applied Psychology*, Volume 86, Number 6, Pages 1167-1178, 2001.

Morrell, Kevin M., Loan-Clarke, John and Wilkinson, Adrian J., "Organisational Change and Employee Turnover", *Personnel Review*, Volume 33, Number 2, Pages 161-173, 2004.

Orellano, Veronica I. F. and Picchetti, Paulo, "An Analysis of Quit and Dismissal Determinants between 1988 and 1999 using the Bivariate Probit Model", *Brazilian Review of Econometrics*, Volume 25, Number 1, Pages 3-42, 2004.

Sorensen, "Changes in Group Composition and Turnover: A Longitudinal. Study", *American Sociological Review*, Volume 65, Number 2, Pages 298-310, 2000.

Statists Canada, "Labour Force Survey, May 2015", *www.statcan.gc.ca*, June 5, 2015.

Tanova, Cem and Holtom, Brooks C., "Using Job Embeddedness Factors To Explain Voluntary Turnover in Four European Countries", *The International Journal of Human Resource Management*, Volume 19, Number 9, Pages 1553–1568, 2008.

Turkish Statistic Institute, "Labour Force Statistics", *www.turkstat.gov.tr*, June 20, 2015.

U.S. Bureau of Labor Statistics, "Job Openings and Labor Turnover-January 2015", www.bls.gov.

Vance, Thomas Joel, *An Analysis of Employee Turnover in a Manufacturing Plant*, Ph.D Thesis, Northcentral University, Arizona, 2015.

Veen, Nick van't, *The Effect of Mergers and Acquisitions on Voluntary Turnover*, Master Thesis, University of Twente, Holland, 2013.

**AUTHOR PROFILE:**

**Dr. Tekin Akgeyik** earned his Ph.D. at Istanbul University in 1997. Currently, he is a full professor of human resource management at Faculty of Economics, Istanbul University, Istanbul, Turkey