Chapter - II

REVIEW OF LITERATURE AND RESEARCH METHODOLOGY

Review of literature is an important step in undertaking research. It helps in clarifying and defining the problem, stating objectives, formulation of hypothesis, selecting appropriate design and methodology of research as well as interpreting the results in the light of the research work already undertaken. In this paper, it is an opportunity to have look at various studies undertaken in the prevailing research related to the topic under study to have a in depth firsthand knowledge and understanding various variable gap areas related to the employee leaving the job or thinking of Job hopping for various personal and professional reasons. In this regards various secondary sources reviewed. This includes books, working papers, research papers, reports, internet sources and news papers etc.

2.1 Review of Literature:

Elaine Ferndale, Scullion Paul (2012): This articles it explains the role and functions of the corporate human resource function in multinational corporations keeping the global talent management within its major consideration. It also studies the individual eagerness to be portable, especially in emerging markets, and the organizational
capability needed to manage this talent which in later stages helps the organization to motivate and retain the talents. ¹

John L. Michele, (2007): The article mainly focuses on the employee and employer relationship, understanding employees’ positive reactions to immediate superiors and what influences their individual behaviors. Group of people in the organization taken as sample group which will also forecast the employee obligation, turnover, work stress and its effect on behavior.²

Amin, M Rahul and Banerjee, Sharmistha (2010): In this Article five leading steel mills in India are taken into consideration. The study was conducted about the environmental reasons like lighting in the office, location constraints, and general surrounding factors of the office can be the factor for the turnover.³

Maiya, Umesh (2011): The article discusses about the principled issues of downscale or employee turnover. And also discusses the human relation touch in the organization, friendly nature with the respect to human being and self-esteem to decrease the employee turnover.⁴

Zheng WeiBo, Sharan Kaur and Tao Zhi (2010): A critical review of employee turnover model (1938-2009) and development in perspective of performance: This Article tries to express the different kind of a theoretical overview of the different periods of cause and
sphere of influence or aim of retaining employees at all level. It further focuses on the consequence of performance from the stage of public capital in research.5

**Varma, Arup (2012):** Antecedents of employee performance:- An empirical investigation in India: - The purpose of this paper is to studies the relationship between climate of the organization or the constraints of the job place creating a bottleneck in the employees motivation, and the main quality of renovation of leadership, with employee’s effort or attitude toward the performance.6

**Biswa, Soumendu (2009) :-** Job satisfaction and job involvement as mediators of the Relationship Between Psychological Climate and Turnover Intention: In this articles the multiplicity of issues that fundamentally anguish an employees' attitude towards their performance it also studies the employees insight about their job atmosphere. This study put forwards the two variables of work pleasure and work participation as mediators between emotional environment and purpose of the workers towards the turnover.7

**Peter J. Jordan, Ashlea Troth (2010):** Emotional intelligence and leader member exchange the relationship with employee turnover intentions and job satisfaction: The model of emotional intelligence proposed by Mayer and Salovey (1997) Employee turnover intentions, this study reveals the emotion factors of individual, emotion factors of
others, managing individual emotion factors and managing the emotion factors of others. The article studies the complementing the job of the employees of same platform have a strong affection emotions and later it effects the turnover intentions.8

Chendroyaperumal. C. Dr (2010): Retention strategies from 5000 year-old Indian wisdom on human resource Management : In this article, Human capital is taken as an important factor for any profitable organization. To retain such a costly capital, first organization should have a strong entry point where only talented people are taken and jobs are assigned as per the qualification of employee. It also discusses about the employer helpful nature towards the employee during the time of crises, respect of the employee in the job place as an individual first.9

Tim Lewder, A Ghost in the Machine (2008): The Important Role of Workplace spirituality, this paper or article concentrates of culture well being in an organization, spirituality in an organization. The more focuses is given on the leader of the organization, ethical issues and unethical issues in the organization. In the paper also helps to focus more on the purity or spirituality of the work place.10

Employee Opinion Surveys in Work Redesign The employee belief survey on the work place helps the employer to have a strong policy on work redesign which not only enables employees to give their positive output to the process.\textsuperscript{11}

John Gennard, (Department of Human Resource Management, University of Strathclyde, Glasgow, UK (2008): The financial crisis and employee relations: This article revels the financial crunches in the organization, which not only effects the profitable of the organization but also the employer and employee relation, where the employee do not have faith on the employer and starts thinking of career and the advancement of the self career. In this case individualism comes in and failure of collectivism starts.\textsuperscript{12}

Cottrell Terry, Returns and investment moving on (2011): salaries and managing turnover, (2011): This study tries to revel the importance of salary in motivating the employees to be loyal. How the word of mouth is strongly effects the employee and its attitude towards the company he is working for or dreaming to be part of that company in future. This deals with Liberian and non Liberian of an institution.\textsuperscript{13}

Sanjeev P. Sahni and Vaijayantee Kumar (2012): Can We Blame the Climate of an Organization for the Stress Experienced by Employees? The article discusses the impact of stress in the
employee’s job life and personal life. It mainly deals with the negative effect of the stress on the employee life. The negative vibes in the working environment is the main cause of stress. Which has strong effect on work life satisfaction and work and personal life balance.\textsuperscript{14}

\textbf{Biswa Soumendu, Varma Arup, Employee Relations, (2011):} This article is all about the healthy relationship between employee and employer, their influential behavior, attitude towards each other. The Article also states that unhealthy relationship not only affects the productivity of the organization but also the environment of the work place. It also discusses about the behavior of the leaders which is the foremost platform to create believe and trust among the employee and employer, which later stage in builds a sense of belongingness and commitment of the employees toward the organization.\textsuperscript{15}

\textbf{Lynda Jiwen Song, Anne S. Tsui, Kenneth S. Law (2009):} Unpacking Employee Responses to Organizational Exchange Mechanisms: The Role of Social and Economic Exchange Perceptions, Company form stages of collective and monetary trade of affairs with their employees. In this study, it is revealed that, what is the employee’s reaction to different level instrument of Managerial styles.\textsuperscript{16}
Vida Skudiene, VilteAuruskeviciene - Employee Turnover and CSR (2010): The contribution of corporate social responsibility to internal employee motivation of the employees in a very positive way because it is believed the good surrounding helps to grow and sustain the growth for a longer period of time. The contribution of the organization towards the people also helps the organization be achieving the number one position in the competitive world.  

Gerdien Regts, Eric Molleman (2013): “To leave or not to leave: When receiving interpersonal citizenship behavior influences an employee’s turnover intention”- (In this article it explains the employees intention to leave the organization and to study the intention of turnover of co-workers through a steady study of peer relationship. Different types of intention models are studied and the weight of sociable environment in regards to the intention of leaving the organization. In the Context of Netherland.  

Ryan D. Zimmerman, Wendy R. Boswell, Abbie J. Shipp, (2012): “Explaining the Pathways between Approach - Avoidance Personality Traits and Employees’ Job Search Behavior”: In this paper it was explained how personality decodes into leaving activities. To tackle this question, the article explains that the approach prevention character traits real-time optimistic and unenthusiastic effects on job search attitudes of individuals who are already working with corporate houses hanging down on goal importance’s, searching of job and its self-usefulness, professed job confront, exhausted at Job place.
Mel Fugate, Gregory E. Prussia, Angelo J. Kinicki (2010): “Managing Employee Withdrawal/ Turnover During Organizational Change The Role of Threat Appraisal”, This article inspect the past history and penalty of worker’ the danger of appraisal during organizational change. Constructive change point of reference and change linked to justice are checked as past history of danger and frequent figure of employees withdrawing themselves from the job is the outcome.20

Rachid M (1994): Reflects and advocate that the use of a unforeseen event can lead to worker leaving the organization could be a superior payment in the future research intended to augment the accepting of this compound fact.21


Maiyee, Umesh R. (2011): Critical Issues in Downsizing in India: The article discusses about the ethical issues of downsizing or employee turnover. And also discusses the human relation and morale to decrease the employee turnover.23

Jr Walter F (2011): Manager support predicts turnover of professionals in India:-This article studies about the management style
of Handling the employees and their effect on the turnover intentions.²⁴

Terence R Mitchell, Brooks C. Haltom, and Thomas W. Lee (2008): How to keep your best employees: Developing an effective retention policy: The antagonism to keep the key workers is very high. High level officers and HR departments spend large amounts of time and money trying to shape out what is the method to keep the people of the organization from leaving. This article describes some new research and its implications for managing turnover and retention. People always stay because of affection towards the organization and their sense of belongingness, in terms of the job and in their community.²⁵

Benjamin Artz; Fringe benefits and job satisfaction; (2010): setting up the causes of job contentment is leftover at the front position of experiential in using actions of on-the-occupation effectiveness. At first reflection, enviable employment quality such as fringe benefits should increase job satisfaction.²⁶

Muhammad Naeem Tariq Prof. Ramzan Muhammad, Riaz Aisha (2013): The impact of employee turnover on the efficiency of the organization:-The study provides an imminent to judge the stage of turn over consequences up to what step. The main purpose of the study is to determine the impact of employee turnover on the performance of an organization.²⁷
Quresh Muhammad Imran I, MehwishIftikhar, Sadia Arif (2012): Job Stress, Workload, Environment and Employees Turnover Intentions: Destiny or Choice; Stress at work is a fairly a new occurrence of now days life fashion. The temperament of employment as went through callous convert over the last few decades and it is still changing at rapid speed.28

Lydia Guadalupe Campuzano , Sviatoslav Steve Seteroff (2011): A New Approach to a Spiritual Business Organization and Employee Satisfaction; A religious Business houses offers a denotation and reason to employees while authorize the headship to spiritualized management that is touchable and realistic.29

Atarzyna Łubieńska1, Jacek Woźniak (2011): Turnover Models for IT Specialists 2011: The article discusses outcomes of the work on turnover among software employees and points out that the normal opinion is from the contentment and organizational obligation that creates a barrier for managerial and scientific understanding of turnover.30

B Shafiq, Hasan Aburub (2010): Retention and Engagement: Human resources are the companies back bone; without which, regular day to day activities get collapsed. In today's organizations are continuously changing, organizational change impacts not only the business but also its employees. In order to maximize organizational
effectiveness, human potential individuals' capabilities, time, and talents must be managed.³¹

**Wells Janelle E, Peachey Jon Welty (2010):** Turnover intentions Do leadership behaviors and satisfaction with the leader matter?; This paper aims to investigate the relationship between leadership behaviors (transformational and transactional), satisfaction with the leader, and voluntary turnover intentions. In particular, it aims to investigate the mediation effect of satisfaction with the leader on the relationship between leadership behaviors and voluntary turnover organizational intentions.³²

**Jacobs Eliza (2012):** Tracking Trends in Employee Turnover: Employee turnover is an important metric that is often central to organizations’ workforce planning and strategy. The reasons why employees leave their current positions — not just the fact that they leave — have crucial implications for future retention rates among current staff, job satisfaction and employee engagement, and an organization’s ability to attract talent.³³

**Shamsuzzoh AHM, Shumon Md. Rezaul Hasan (2007):** Employee Turnover – a Study of its Causes and Effects to Different Industries Productivity is very important issue for an industry or organization. There are several factors on which productivity of an organization mostly depends upon. Employee’s turnover is one of them which is considered to be one of the challenging issues in business nowadays.³⁴

Malodia Suresh (2012): An Overview of Indian Entrepreneurship Scenario: Challenges MSME’s Face in Doing Business in India; The claim of high growth rates and comfortable reserves evaporates in front of growing poverty and unemployment of our youths. It seems that our statistics of growth is not matching with the aspirations of our youths, and if we wish to exterminate poverty the only choice left with us, is to grow. This growth requires lots of employment opportunities within the country and for this the promotion of entrepreneurial activities is the prime and foremost requirement.  

Chew Janet, Girardi Antonia (2009): Is career management the panacea to retaining vital staff: A continuing organizational issue for the management of human resource has been the retention of vital employees. As organizations battle to get the most from their existing people in an environment characterized by skill shortages, the role of human resource practices in fostering employee engagement.  

Abelson, M.A. & Baysinger, B.D. (2008): Job Hopping: The present paper makes a distinction between extrinsic and intrinsic factors
responsible for a particular phenomenon. To the best of the author’s understanding, the former would include those factors which are environment/context related, and the latter would include factors which are self/individual related.\textsuperscript{38}

**Serdar Aldatmaz, Paige Ouimet and Edward D Van Wesep (2011):** The Option to Quit: The Effect of Employee Stock Options on Turnover When firms grant broad-based employee stock options (BBSOs), they provide an explicit incentive for employees to remain with the firm until those options vest. We exploit a large panel of establishment-level Census data to show that turnover is indeed lower after the granting of BBSOs, and we establish that this relationship is causal.\textsuperscript{39}

**Selmi Michael, (2008):** The work life Conflict essay on employers, men and responsibility; The debate has primarily centered on the difficulties women encounter in balancing the demands of work and family life, with some related attention paid to how work in the home is socially devalued. Although the debate has been lively, it has also become relatively stagnant, in large part due to the varying assumptions and values that inform the work-family debate.\textsuperscript{40}

**KatalienBollen, Emmanuel Coene, Martin Euwema (2008):** This paper focuses on mediation in conflicts between employer and employee. Based on theories of power, we expect differences in both the perception and effects of the conflict, as well as differences in the
evaluation of the mediation between employers and employees in hierarchical conflict; moreover we expect that employees express more of their anger in the mediation. Based on gender role theories we expect that these hierarchical conflicts have stronger negative effects on women, compared with men, and that gender influences the expression of anger, as well as the perception and evaluation of the mediation.41

**Colleen N. Flaherty (2008):** The Effect of Tuition Reimbursement on turnover intention: Tuition reimbursement programs provide financial assistance for direct costs of education and area type of general skills training program commonly offered by employers in the United States. Standard human capital theory argues that investment in firm-specific skills reduces turnover, while investment in general skills training could result in increased turnover.42

**Westover Jonathan H, Westover Andrew R., Westover L. Alan: (2009):** The purpose of this research is to explore key work domains that impact worker job satisfaction and organizational commitment, which in turn impact long-term worker productivity and performance.43

**Bin R. Chen (2013):** Subjective Performance Feedback, Employee Turnover and Renegotiation - Proof Contracts: Feedback provision and salary administration are usually two indispensable purposes of
conducting performance evaluations. However, the real role that performance feedback plays is affected by the availability of other appraisals that reveal information about the causes of performance.\textsuperscript{44}

**Shah Shashank A. Bhaskar Sudhir (2013):** A Stakeholders Management Perspective on Turnover: 2013; In the recent times, details regarding the various theoretical aspects, principles and propositions of the Stakeholder Approach to Management have been developed. However, based on the literature review undertaken by the authors, there is an apparent dearth of frameworks for the purpose of integrating stakeholders into the managerial mindset of the corporations. This is because only when the needs of all the organizational stakeholders are integrated into the managerial decision making of the corporation will values and ethics truly flourish in any business.\textsuperscript{45}

**Deshpand Revati C. (2012):** Organizational Change: The onslaught of globalization has made it necessary for, the private or public organization to change according to the rapid transformation on International economics. And it becomes a question of survival and extinction for the organization if they don’t understand the alarm of qualitative changes.\textsuperscript{46}

**Ipek Kalemei Tuzun, R. Arzu Kalemei (2009):** Organizational and supervisory support in relation to employee turnover intentions:- The
present paper aims to examine the relationship between perceived organizational support, perceived supervisory support and turnover intentions. The paper also aims to investigate whether employee’s individual cultural values regarding collectivism and individualism moderate the relationship between POS and turnover intentions.\(^{47}\)

**Zheng WeiBo, Sharan Kaur and Wei Jun (2010):** New development of organizational commitment: A critical review: This paper reviews the characteristics of main approaches to Organizational Commitment from the beginning of conception of Commitment till today, provides an overview of different eras and domains.\(^{48}\)

**Terry Cottrell (2011):** Moving on: salaries and managing turnover; The purpose of this paper is to reveal particular unique aspects of librarian pay, retention and hiring issues as a means of advocacy for managers searching for new ways to tackle this function of their work.\(^{49}\)

**Paige Ouilmet and Rebecca Zarutskie (2011):** Acquiring Labor; this paper present evidence that some firms pursue M &A activity with the objective of obtaining a larger workforce. Firms most likely to be acquired for their large labor force, firms with the largest ex ante employment, are associated with more positive post-merger employment outcomes.\(^{50}\)
Jarinto Krit (2010): Understanding Stress**: Comparing between US, Japanese and Thai management styles**: This research aims to discover the effect of positive and negative stress on job satisfaction and illness comparing between US, Japanese and Thai management styles. Paper emphasizes on qualitative data analysis with Atlas ti program as a tool. The results of the quantitative analysis were used as a guideline to interview managers.51

Carraher Shawn M (2010): Turnover prediction using attitudes towards benefits, pay, and pay satisfaction among employees and entrepreneurs in Estonia, Latvia, and Lithuania This paper seeks to examine the efficacy of predicting turnover for employees and entrepreneurs from Estonia, Latvia, and Lithuania using attitudes towards benefits, pay satisfaction, pay, gender, and age across a four-year time frame.52

Muller Patrick (2008): Mediation in hierarchical conflicts the role of gender and anger. This paper focuses on mediation in conflicts between employer and employee. Based on theories of power, we expect differences in both the perception and effects of the conflict, as well as differences in the evaluation of the mediation between employers and employees in hierarchical conflict; moreover we expect that employees express more of their anger in the mediation.53
**Satpathy Ipseeta and Patnaik B. Chandra Mohan (2012):** Work life balance among the support staff working in Non Governmental Organization. It describes the way of dividing up time between work, family, hobbies or other aspects of one’s private life. It is the idea that a good balance between one’s occupation and private life can improve both the quality of life and productivity at work. Juggling between the obligations towards the families and expectations of the organization and constant struggle to maintain a balance can have serious implications on the life of an individual.\(^{54}\)

**Chendroyaperumal C and Bhuvanadevi N (2009):** Leadership behavioural strategies for employee retention All organizations are not only run by people, but also it is the people in it, i.e. more specifically employees, at various levels who determine the efficiency and effectiveness of the organization and thus their very survival especially in these modern times.\(^{55}\)

**Vatcharasirisook Veeranuch and Henschke. John A (2009):** Organization learning and employee Turnover The study was based on the belief that the seven factors, which were beliefs, feelings, and behaviors of supervisors in helping adults learn, based on andragogical principles of learning, are not only methods to help subordinates learn, but techniques to increase employee’s job satisfaction and intention to remain in the company as well.\(^{56}\)
Claes Rita and Heymans Mieke (2010): Long Term career development and employment. The paper reveals that focus groups generate rich interaction and their content analysis results in five topics: definition of older workers, diversity amongst older workers, work motivation of older workers, retention policy and practices, and contexts of work motivation and organization retention policy/practices.  

AMMA Research Paper 2011 Labour Turnover Anecdotally, employee turnover in the resource industry is amongst the highest in the Australian economy for reasons including the difficulty of the work, the remoteness of project locations and the competition for skilled workers.  

Vieira José A. C (2011): Duration of Low Wage Employment. Analysis of wage mobility of these workers is important from the point of view of public policies. In particular, from the point of view of public decision making, it is important to know to what extent low wages constitute permanent or temporary solutions. Temporary solutions due to the lack of accumulated human resources through experience, whose abandonment is resolved by the market, are differentiated, from the point of view of public and social policies, from permanent solutions related to existing barriers and flaws in the job market.
**Ouimet Paige and Zarutskie Rebecca (2012):** Firms most likely to be acquired for their large labor force, firms with the largest ex ante employment, are associated with more positive post-merger employment outcomes. Moreover, we find this relation is strongest when acquiring labor outside of an M&A is likely to be most difficult, due to tight labor conditions, or most valuable, in high human capital industries.\(^6^0\)

**Eisenberger Robert (2009):** Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention Just as employees form global perceptions concerning their valuation by the organization, they develop general views concerning the degree to which supervisors value their contributions and care about their well-being.\(^6^1\)

**Garner Johny Thomas (2014):** Open Doors and Iron Cages Supervisors’ Responses to Employee Dissent Organizational dissent and employee voice have been linked to benefits for companies and employees, but part of realizing those benefits is how a supervisor responds to subordinates’ communication. Two studies presented here explored supervisors’ responses to dissent. Results from Study One indicated a continuum of responses to dissent from instrumental support to rejection.\(^6^2\)
**Eigen Zev J. and Litwin Adam Seth (2014):** Justice or Just between Us? Empirical Evidence of the Trade-off between Procedural and Interactional Justice in Workplace Dispute Resolution In this article, the authors examine the relationship between an employer's implementation of a typical dispute resolution system (DRS) and organizational justice, perceived compliance with the law, and organizational commitment. They draw on unique data from a single, geographically expansive, U.S. firm with more than 100,000 employees in more than 1,000 locations.

**Garner Johny T. (2013):** Different Ways to Disagree a Study of Organizational Dissent to Explore Connections Between Mixed Methods Research and Engaged Scholarship Organizational communication processes are complex, but all too often, researchers oversimplify the study of these processes by relying on a single method. This study shows particularly when scholars and practitioners partner together to solve organizational problems, meaningful results require methodological flexibility and diversity.

**Garner Lindsey T. (2011):** Volunteering an Opinion Organizational Voice and Volunteer Retention in Nonprofit Organizations Nonprofit organizations often depend on volunteers, so volunteer retention is an important priority for these organizations. Yet volunteers may be on the periphery of communication, particularly when it comes to voicing feedback to others within the organization.
**Wittek Rafael (2011):** A ‘special attachment’: Voice and the relational aspect of loyalty they hypothesize that co-workers’ support for voice will moderate the effect of relational, but not attitudinal loyalty on voice.\(^{66}\)

**Trevor Charlie O. (2011):** Collective Turnover at the Group, Unit, and Organizational Levels: Evidence, Issues, and Implications Studies of the causes and consequences of turnover at the group, unit, or organizational level of analysis have proliferated in recent years. Indicative of its importance, turnover rate research spans numerous academic disciplines and their respective journals. This broad interest is fueled by the considerable implications of turnover rates predicting broader measures of organizational effectiveness (productivity, customer outcomes, firm performance) as well as by the related perspective that collective turnover is an important outcome in its own right.\(^{67}\)

**Islam Gazi (2010):** Backstage Discourse and the Emergence of Organizational Voices: Exploring Graffiti and Organization The current study focuses on organizational bathroom graffiti in an urban coffee house, proposing that this form of communication forms constitutes an alternative public sphere for expressive and political voices.\(^{68}\)
Kassing Jeffrey W. (2009): Breaking the Chain of Command Making Sense of Employee Circumvention This study explores how employees accounted for their engagement in circumvention (i.e., dissenting by going around or above one's supervisor). Employees completed a survey instrument in which they provided a dissent account detailing a time when they chose to practice circumvention.69

Mitchell Terence R, Holtom Brooks C. (2001): Why People Stay Using Job Embeddedness to Predict Voluntary Turnover A new construct, entitled “job Embeddedness,” is introduced. It includes individuals, links to other people, teams, and groups, perceptions of their fit with job, organization, and community, and what they say they would have to sacrifice if they left their jobs. We developed a measure of job embeddedness with two samples. The results show that job embeddedness predicts the key outcomes of both intent to leave and 'voluntary turnover' and explains significant incremental variance over and above job satisfaction, organizational commitment, job alternatives, and job search.70

2.1 Objectives of the Study:

➢ To understand the dynamics of turnover.

➢ To study the pros and cons of the turnover and to analyze the effects of turnover on the productivity of the organizations.
➢ To help business organizations by identifying their problems and to suggest the possible solutions for reducing turnover.

2.2 Research Methodology:

For the collection of data primary source (survey method) and to some extent secondary source is used. In this direction initially 28 variables had been identified however after conducting a pilot study and taking the expert opinion of HR people of both the industry and academia, the variables were restricted to 23 only.

For the reliability of the questionnaire the Cronbach Alpha test was conducted and the result was 0.78 which indicates the reliability of the variables. 546 questionnaires were distributed. Out of that 449 responses received. This consists of 218 from Hindalco and 231 from Tata steel. The respondents include 106 lower level in Hindalco and 167 lower level in Tata Steel and rest are middle level executives for both the organizations.

The analysis of data was based on:

➢ Career related factors
➢ External Factors
➢ Compensation and performance
➢ Job related factors
➢ Leadership and Autonomy
➢ Organization Climate
2.3 **Gaps Identified:**

After doing extensive literature review the following gaps have been identified.

- Spouse Relocation
- Unfair Pay Increase
- Hostile Environment
- No social connectedness and harmony among employees
- Not allowed to do the Job by own.

Basing on these gaps the following are the various variables:

- Spouse relocation
- Advancement opportunity
- Fringe benefits
- Career Change
- Travelling time and distance
- Stand still career
- Insufficient challenge
- Dishonest and unethical leadership
- Stress
- Conflict with co-workers
- Poor team work
- Inflexible working hours and work life imbalance
- Unfair pay
- Hostile environment
- Job Elimination
- Job Responsibility
- Unfair performance appraisal process
- Uncaring Leadership
- Organization Politics
- Absence of social connection and harmony among employees
- Employee recognition

2.4 Scope of the Study:

For the present study the middle level and lower level executives of the Tata Steel Kalinga Nagar and Hindalco of Sambalpur of Odisha have been considered for the research work.

The period of study is more than 2 years.
References:


3. Amin, M Rahul and Banerjee, Sharmistha (2010): In this Article five leading steel mills in India are taken into consideration. Interdisciplinary Journal of Contemporary Research In Business Vol.2 2010 p 124-127


21. Rachid M(1994):-Reflects and advocate that the use of a unforeseen event can lead to worker leaving the organization could be a superior payment in the future research intended to augment the accepting of this compound fact. International Journal of Manpower Vol. 15 Iss: 9, pp. 22- 37


27. Muhammad Naeem Tariq Prof. Ramzan Muhammad, Riaz Aisha (2013): The impact of employee turnover on the efficiency of the organization: ijcrb.webs.com, interdisciplinary
journal of contemporary research in business January 2013, vol. 4 no.9


52. Carraher Shawn M. (2010): Turnover prediction using attitudes towards benefits, pay,and pay satisfaction among employees


59. Vieira José A. C. (2011): Duration of Low Wage Employment Analysis of wage mobility of these workers is important from the point of view of public policies. IZA Discussion Paper No. 5972 September 2011.

60. Ouimet Paige and Zarutskie Rebecca (2012): Firms most likely to be acquired for their large labor force, firms with the largest ex ante employment: Available at SSRN: http://ssrn.com/abstract=1571891


