superiors / subordinates’ with the Garrett score of 11409 points in service sector. On the other hand, the last rank occupies the factor ‘work environment’ in both manufacturing and service sector with the Garrett scores of 9855 and 9960 points respectively. It is found from the analysis that majority of the respondents are induced by the factor ‘salary’ to make an employee to stay in the organisation.
7.1 FINDINGS:

7.1.1 Level of Influence on Turnover Intention – Manufacturing Sector

- It is found from the analysis that a good majority of employees were influenced on turnover intention at the medium level in the manufacturing and service sector.

- It is found from the analysis that the respondents in Textile industry were highly influenced on turnover intention in manufacturing sector. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between type of industry and level of influence on turnover intention.

- It is found from the analysis that maximum number of respondents belonging to 36 to 45 years aged were highly influenced towards intentions in manufacturing sector. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between age and level of influence on turnover intention.

- It is found that the maximum level of influence on turnover intentions was perceived by the female respondents in manufacturing sector. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between gender and level of influence on turnover intention.
• It is identified that maximum level of influence on turnover intentions in manufacturing sector was attained by the illiterate respondents. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between educational qualification and level of influence on turnover intention.

• It is identified that maximum level of influence on turnover intentions in manufacturing sector was perceived by the respondents who had monthly income level of Rs.10001-20000. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between monthly income and level of influence on turnover intention.

• It is found that the maximum level of influence on turnover intentions in manufacturing sector was perceived by the married respondents. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between marital status of the respondents and level of influence on turnover intention.

• It is identified that maximum level of influence on turnover intentions in manufacturing sector was perceived by the respondents of above 5 dependents in a family. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between number of dependents and level of influence on turnover intention.

• It is identified that maximum level of influence on turnover intentions in manufacturing sector was among the respondents who gained
below 4 years of experience. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between working experience and level of influence on turnover intention.

- It is identified that maximum level of influence on turnover intentions in manufacturing sector was among the respondents who worked in permanent category. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between job position and level of influence on turnover intention.

- It found that the maximum level of influence on turnover intentions in manufacturing sector was among the respondents who worked in floor level of management. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between level of management and level of influence on turnover intention.

- It found that the maximum level of influence on turnover intentions in manufacturing sector was among the respondents who worked as representatives in the market. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between nature of job and level of influence on turnover intention.

- It is found from the correlation analysis that the variables Age, Gender, Monthly Income, Number of dependents, Experience, Level of Management and Nature of Job are positively associated with the influence on turnover intention of the respondents.
From the multiple regression analysis it is found that, the influence on turnover intention is positively associated with their Age, Educational Qualification, Monthly Income, Marital Status, Number of dependents, Experience, Job Position and Level of Management in the manufacturing sector among the employees in the study area.

7.1.2 Level of Influence on Turnover Intention – Service Sector

- It is found from the analysis that the respondents in hospital industry were highly influenced towards turnover intention in the service sector. It is found from the anova analysis that the null hypothesis is rejected at 5 percent level of significance and hence there is a significant difference between type of industry and level of influence on turnover intention.

- It is found from the analysis that maximum number of respondents of above 45 years aged were highly influenced towards turnover intentions in the service sector. It is found from the anova analysis that the null hypothesis is rejected at 5 percent level of significance and hence there is a significant difference between age of the respondents and level of influence on turnover intention.

- It is found that the maximum level of influence on turnover intentions was perceived by the female respondents towards service sector. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between gender of the respondents and level of influence on turnover intention.
• It is identified that maximum level of influence on turnover intentions in service sector was attained by the illiterate respondents. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between educational qualification of the respondents and level of influence on turnover intention.

• It is identified that maximum level of influence on turnover intentions in service sector was perceived by the respondents who had monthly income of Rs.10001-20000. It is found from the anova analysis that the null hypothesis is rejected at 5 percent level of significance and hence there is a significant difference between monthly income and level of influence on turnover intention.

• It is found that the maximum level of influence on turnover intentions in service sector was perceived by the married respondents. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between marital status and level of influence on turnover intention.

• It is identified that maximum level of influence on turnover intentions in service sector was perceived by the respondents of below 3 dependents in a family. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between number of dependents and level of influence on turnover intention.

• It is identified that maximum level of influence on turnover intentions in service sector was among the respondents who had below 4 years
of experience. It is found from the anova analysis that the null hypothesis is rejected and hence there is a significant difference between working experience of the respondents and level of influence on turnover intention.

- It is identified that maximum level of influence on turnover intentions in service sector was among the respondents who worked in permanent category. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between job position of the respondents and level of influence on turnover intention.

- It found from the analysis that the maximum level of influence on turnover intentions in service sector was among the respondents who worked in middle level of management. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between level of management and level of influence on turnover intention.

- It is found from the analysis that the maximum level of influence on turnover intentions in service sector was among the respondents who worked as clerks. It is found from the anova analysis that the null hypothesis is accepted and hence there is no significant difference between nature of job and level of influence on turnover intention.

- It is found from the correlation analysis that the variables age, educational qualification, monthly income and marital status are positively associated with the influence on turnover intention of the respondents and job position is having negative association.
From the Multiple Regression analysis, it is found that the influence on turnover intention is positively associated with Type of industry, Age, Educational Qualification, Monthly Income, Level of Management and Nature of Job in the service sector among the employees in the study area.

It is found from the Garrett Ranking that majority of employee initiated attrition took place because of ‘Non-performance of employee’.

It is also found from the Garrett ranking that majority of employee initiated attrition took place because of ‘Conflict among employees’.

7.1.3 Level of Influence on Working Environment – Manufacturing Sector

It is found from the analysis that majority of employees were influenced the work environment at the medium level in the manufacturing sector.

It found from the analysis that the respondents in Textile industry were highly influenced towards working environment in the manufacturing sector. From the analysis, it is found that there is a close relationship between the type of industry of the respondents and their level of influence on work environment in manufacturing sector.

It is found that maximum number of the respondents belonging to 25 to 35 years aged were highly influenced towards working environment in manufacturing sector. From the analysis, it is found
that there is a close relationship between the age of the respondents and their level of influence on work environment in manufacturing sector.

- it is found that the maximum level of influence on working environment was perceived by the male respondents in manufacturing sector. It is also found that there is no close relationship between the gender of the respondents and their level of influence on working environment in manufacturing sector.

- It is identified that maximum level of influence on working environment in manufacturing sector was attained by the school level educated respondents. It is also found that there is no close relationship between the educational qualification of the respondents and their level of influence on working environment in the manufacturing sector.

- It is identified that maximum level of influence on working environment in manufacturing sector was perceived by the respondents who had monthly income level of below Rs.10000. It is also found that there is a close relationship between the monthly income of the respondents and their level of influence on working environment in the manufacturing sector.

- It is found that the maximum level of influence on working environment in manufacturing sector was perceived by the married respondents. It is also found that there is a close relationship between the marital status of the respondents and their level of influence on working environment in the manufacturing sector.
• It is identified that maximum level of influence on working environment in manufacturing sector was perceived by the respondents who have upto 3 dependents in their family. It is also found that there is a close relationship between the number of dependents in the family of the respondents and their level of influence on working environment in manufacturing sector.

• It is identified that maximum level of influence on working environment in manufacturing sector was among the respondents who gained 5-8 years of experience. It is also found that there is no close relationship between the experience of the respondents and their level of influence on working environment in manufacturing sector.

• It is identified that maximum level of influence on working environment in manufacturing sector was among the respondents who worked in permanent category. It is also found that there is a close relationship between job position of the respondents and their level of influence on working environment in manufacturing sector.

• It is found that the maximum level of influence on working environment in manufacturing sector was among the respondents who worked in floor level of management. It is also found that there is a close relationship between the level of management of the respondents and their level of influence on working environment in the manufacturing sector.

• It is found that the maximum level of influence on working environment in manufacturing sector was among the respondents who
worked as technicians in the industry. It is also found that there is a close relationship between nature of job of the respondents and their level of influence on working environment in the manufacturing sector.

- It is found from the correlation analysis that the variables Age, Educational Qualification, Monthly Income, Experience, Job Position and Nature of Job are positively associated with the influence on work environment of the respondents.

- From the multiple regression analysis it is found that the influence on work environment is positively associated with their Age, Gender, Educational Qualification and Monthly Income in the manufacturing sector among the employees in the study area.

7.1.4 Level of Influence on Working Environment – Service Sector

- It is found that the respondents based on education were highly influenced towards working environment in service sector. It is also found that there is a close relationship between the type of industry of the respondents and their level of influence on work environment in the service sector.

- It is found that maximum number of the respondents belonging to above 45 years of age were highly influenced towards working environment in service industry. It is also found that there is a close relationship between the age of the respondents and their level of influence on work environment in the service sector.
It is found that the maximum level of influence on working environment was perceived by the male respondents towards service sector. It is also found that there is a close relationship between the gender of the respondents and their level of influence on working environment in the service sector.

It is identified that maximum level of influence on working environment in the service sector was attained by the illiterate respondents. It is also found that there is a close relationship between the educational qualification of the respondents and their level of influence on working environment in the service sector.

It is identified that maximum level of influence on working environment in the service sector was perceived by the respondents whose monthly income level of Rs.30001-Rs.40000. It is also found that there is a close relationship between the monthly income of the respondents and their level of influence on working environment in the service sector.

It is found that the maximum level of influence on working environment in the service sector was perceived by the unmarried respondents. It is also found that there is a close relationship between the marital status of the respondents and their level of influence on working environment in the service sector.

It is identified that maximum level of influence on working environment in the service sector was perceived by the respondents of upto 3 dependents in a family. It is also found that there is a close
relationship between the number of dependents in the family of the respondents and their level of influence on working environment in the service sector.

- It is identified that maximum level of influence on working environment in the service sector was among the respondents who gained 5-8 years of experience. It is also found that there is a close relationship between the experience of the respondents and their level of influence on working environment in the service sector.

- It is identified that maximum level of influence on working environment in the service sector was among the respondents who worked in permanent category. It is also found that there is no close relationship between job position of the respondents and their level of influence on working environment in the service sector.

- It is found that the maximum level of influence on working environment in the service sector was among the respondents who worked in top level of management. It is also found that there is a close relationship between the level of management of the respondents and their level of influence on working environment in the service sector.

- It is found from the analysis that the maximum level of influence on working environment in service sector was among the respondents who worked as technicians. It is also found that there is a close relationship between nature of job of the respondents and their level of influence on working environment in the service sector.
It is found from the correlation analysis that the variables Age, Gender, Educational Qualification, Marital Status, Experience, Level of Management and Nature of Job are positively associated with the influence on work environment of the respondents.

From the multiple regression analysis it is found that the influence on work environment is positively associated with their Age, Educational Qualification, Monthly Income, Number of Dependents, Experience and Level of Management in the service sector among the employees in the study area.

7.1.5 Implementation of Retention Strategy – Manufacturing Sector

It is found that maximum implementation of retention strategy was perceived from the respondents in Textile manufacturing industry. It is also found that there is a close relationship between the type of industry of the respondents and their implementation of retention strategy in the manufacturing sector.

It is found from the analysis that maximum implementation of retention strategy was perceived by above 45 years aged respondents in the manufacturing sector. It is also found that there is a close relationship between the age of the respondents and their implementation of retention strategy in the manufacturing sector.

It is found that the maximum implementation of retention strategy was perceived by the male respondents in manufacturing sector. It is also found that there is no close relationship between the gender of the
respondents and their implementation of retention strategy in the manufacturing sector.

- It is identified that maximum implementation of retention strategy in manufacturing sector was attained by professionals. It is also found that there is a close relationship between the educational qualification of the respondents and their implementation of retention strategy in the manufacturing sector.

- It is identified that maximum implementation of retention strategy in manufacturing sector was perceived by the respondents who had monthly income level of Rs.20001-Rs.30000. It is also found that there is a close relationship between the monthly income of the respondents and implementation of retention strategy in the manufacturing sector.

- It is found that the maximum implementation of retention strategy in manufacturing sector was perceived by unmarried respondents. It is also found that there is a close relationship between the marital status of the respondents and implementation of retention strategy in manufacturing sector.

- It is identified that the maximum implementation of retention strategy in manufacturing sector was perceived by the respondents of upto 3 dependents in a family. It is also found that there is no close relationship between the number of dependents of the respondents and implementation of retention strategy in the manufacturing sector.
It is identified that maximum implementation of retention strategy in manufacturing sector was among the respondents who gained 5-8 years of experience. It is also found that there is a close relationship between the experience of the respondents and their implementation of retention strategy in the manufacturing sector.

It is identified that maximum implementation of retention strategy in manufacturing sector was among the respondents who worked in temporary category. It is also found that there is a close relationship between job position of the respondents and their implementation of retention strategy in the manufacturing sector.

It is found that the maximum implementation of retention strategy in manufacturing sector was among the respondents who worked in top level of management. It is also found that there is a close relationship between the level of management of the respondents and their implementation of retention strategy in the manufacturing sector.

It is found that the maximum implementation of retention strategy in manufacturing sector was among the respondents who worked as technicians. It is also found that there is a close relationship between nature of job of the respondents and their implementation of retention strategy in the manufacturing sector.

It is found from the correlation analysis that the variables Educational Qualification, Monthly Income, Number of dependents, Experience, Job Position, Level of Management and Nature of Job are positively associated with the implementation of retention strategy.
The implementation of retention strategy is positively associated with their Age, Educational Qualification, Number of dependents, Experience, Job Position and Level of Management in the manufacturing sector among employees in the study area.

It could be found from the factor analysis result, the present study has divided the implementation of retention strategy into four categories. The employees were named the first type as ‘Custodian’, second kind of employees named as ‘Preservative’. The third factor was named as ‘Retain’. So the researchers named the fourth following factor as ‘Sustain’.

From the path diagram, it is found that all the all the measured variables except factor 3, factor 10 and factor 11 are having positive relationship with latent variable ‘implementation of retention strategy’ and are also significant at 1 percent level. The analysis of the model, from the viewpoint of the implementation of retention strategies of the employees who are working in manufacturing sector suggests that majority of the measured variables are significantly associated on implementation of retention strategy.

### 7.1.6 Implementation of Retention Strategy – Service Sector

It is found from the analysis that maximum implementation of retention strategy was perceived by the respondents belonging to bank industry. It is also found that there is a close relationship between the type of industry of the respondents and their implementation of retention strategy in the service sector.
It is found from the analysis that maximum implementation of retention was strategy perceived by 36 to 45 years aged respondents in the service sector. It is also found that there is a close relationship between the age of the respondents and their implementation of retention strategy in the service sector.

It is found that the maximum implementation of retention strategy was perceived by the female respondents in the service sector. It is also found that there is a close relationship between the gender of the respondents and their implementation of retention strategy in the service sector.

It is identified that maximum implementation of retention strategy in service sector was attained by professionals. It is also found that there is a close relationship between the educational qualification of the respondents and their implementation of retention strategy in service sector.

It is identified that maximum implementation of retention strategy in service sector was perceived by the respondents who had monthly income of Rs.20001-Rs.30000. It is also found that there is a close relationship between the monthly income of the respondents and implementation of retention strategy in service sector.

It is found that the maximum implementation of retention strategy in service sector was perceived by married respondents. It is also found that there is no relationship between the marital status of the respondents and implementation of retention strategy in the service sector.
• It is identified that maximum implementation of retention strategy in service sector was perceived by the respondents who have upto 3 dependents in their family. It is also found that there is no relationship between the number of dependents of the respondents and implementation of retention strategy in the service sector.

• It is identified that maximum implementation of retention strategy in service sector was among the respondents who gained less than 4 years of experience. It is also found that there is a close relationship between the experience of the respondents and their implementation of retention strategy in the service sector.

• It is identified that maximum implementation of retention strategy in service sector was among the respondents who worked in permanent category. It is also found that there is a close relationship between job position of the respondents and their implementation of retention strategy in the service sector.

• It is found that the maximum implementation of retention strategy in service sector was among the respondents who worked in top level of management. It is found that there is a close relationship between the level of management of the respondents and their implementation of retention strategy in the service sector.

• It is found that the maximum implementation of retention strategy in service sector was among the respondents who worked as managers. It is also found that there is a close relationship between nature of job of the respondents and their implementation of retention strategy in the service sector.
- It is found from the correlation analysis that the variables Age, Educational Qualification, Monthly Income and Level of Management are positively associated with the implementation of retention strategy.

- From the multiple regression analysis it is found that the implementation of retention strategy is positively associated with their Age, Gender, Monthly Income, Marital Status, Experience and Job Position in the service sector of employees in the study area.

- It brings from the factor analysis approach, the present study has divided the implementation of retention strategy into two categories. The employees were named the first type as ‘Production Conscious Employees’, second kind of employees named as ‘morale conscious employees’.

- From the path diagram, all the all the measured variables like factor 1 to factor 12 are having positive relationship with latent variable ‘implementation of retention strategy’ and are also significant at 1 percent level. The analysis of the model, from the viewpoint of the implementation of retention strategies of the employees who are working in service sector suggests that majority of the measured variables are significantly associated on implementation of retention strategy.

- It is found from the Henry Garrett Ranking Technique that majority of the employees are induced by the factor ‘salary’ to stay in the organisation.
7.1.7 Percentage Analysis

- From the analysis it is inferred that majority of the respondents’ belong to the age group of above 45 years in both manufacturing and service sector.

- From the analysis it is inferred that majority of the respondents were male in manufacturing sector whereas majority of them are female respondents in service sector.

- From the analysis it is inferred that majority of the respondents were illiterates in both manufacturing and service sector.

- From the analysis it is inferred that majority of the respondents were earning in between Rs.10001-20000 in the manufacturing sector whereas Rs. 30001-40000 in the service sector.

- From the analysis it is inferred that majority of the respondents were unmarried in both manufacturing and service sector.

- From the analysis it is inferred that majority of the respondents have 4-5 members in their family in the manufacturing sector whereas upto 3 members in the service sector.

- From the analysis it is inferred that majority of the respondents were having 9-12 years experience in the manufacturing sector whereas 5-8 years experience in the service sector.

- From the analysis it is inferred that majority of the respondents were permanent in both manufacturing and service sector.
- From the analysis it is inferred that majority of the respondents were working in top level management in the manufacturing sector whereas middle level management in the service sector.

- From the analysis it is inferred that majority of the respondents were working as clerks both in manufacturing and service sector.

- From the analysis it is inferred that majority of the respondents’ spouse were employed in the manufacturing sector whereas not employed in the service sector.

- From the analysis it is noted that majority of the respondents were working for 8 hours / day in both manufacturing and service sectors.

- From the analysis it is inferred that majority of the employees were working in the shift system in both manufacturing and service sector.

- From the analysis it is inferred that majority of the employees have obtained sufficient rest periods in both manufacturing and service sector.

- From the analysis it is inferred that majority of the employees were not an in-charge of particular department in both manufacturing sector and service sector.

- From the analysis it is inferred that majority of the employees were working with the control of 1 person in both manufacturing sector and service sector.
- From the analysis it is inferred that majority (56.9%) of the employees arrive the company by their own vehicle in both manufacturing and service sector.

- From the analysis it is noted that majority of the respondents were strongly agreed that the company image influence employee turnover intentions in manufacturing sector.

- From the analysis it is inferred that majority of the respondents have strongly agreed that they have been recognized or praised for doing good work in the last seven days.

- From the analysis it is noted that majority of the respondents have agreed towards organizational, departmental and individual goals as clearly defined and understood in manufacturing sector.

- From the analysis it is noted that majority of the respondents have strongly agreed towards employees get to choose at least some of their projects in service sector.

- From the analysis it is noted that majority of the respondents have agreed towards the confidence in the quality of management in the manufacturing sector.

- From the analysis it is noted that majority of the respondents have strongly agreed towards the firm’s vision and strategy for achieving it in the service sector.

- From the analysis it is noted that majority of the respondents were strongly disagreed towards the bonus in manufacturing sector.
From the analysis it is noted that majority of the respondents were strongly agreed towards easy availability of equal or better paying jobs and also disagreed towards easy availability of more interesting work in service sector.

From the analysis it is noted that majority of the respondents were strongly agreed towards Respect, value and appreciate employees does more than financial compensation to increase retention in manufacturing sector.

From the analysis it is noted that majority of the respondents were neutral towards Performance feedback on a regular basis propels success in service sector.

7.2 SUGGESTIONS

Employees work must be communicated to them clearly and thoroughly. The details of the job, its importance, the way it should be done, maximum time that can be allotted to complete it etc., must be made clear. If there are changes to any of these, let the employee know at the earliest.

Give the employees necessary tools, time and training. The employee must have the tools, time and training necessary to do their job well - or they will move to an employer who provides them.

Have a person to talk to each employee at regular intervals. Listen and solve the complaints and problems of employees as much as possible. Fairness and impartial treatment by seniors is important. Help employees to manage stress both in work and if possible, off work too.
Give them special concessions, when in need. Treat the employees well and provide dignity of the job.

- Provide the employees a stress free work environment. People want to enjoy their work and make the work and work place cheerful and fun-filled as possible.

- Make sure that employees know that their work is important for the organization. Feeling valued by their employer is a key to high employee motivation and morale. Recognize their strengths and help them to improve those they lack.

- Employees must feel rewarded, recognised and appreciated. Giving periodical raise in salary or position helps to retain staff.

- Offer excellent career growth prospects and groom employees to take up higher positions / openings. If they don’t get opportunity for growth within the organisation, they will look elsewhere for it.

- Work-life balance initiatives are important. Innovative and practical employee policies pertaining to flexible working hours and schemes, granting compassionate and urgency leave, providing healthcare for self, family and dependants, etc. are important for most of the people. Work-life balance policies would have an optimistic impact on retaining skilled employees, as well as on attracting high-caliber recruits.

- Implement competency models, which are well integrated, with HR processes like selection and recruitments, training, performance appraisal and potential appraisal.
• Have doctors to advise them about health problems and the ways and means to deal with them. The doctors should provide dietary advices regarding do’s and don’ts. It will motivate the employees and retain them.

• Organise training, counseling and development programmes for employees. Tell them that their work is important and encourage the best performers to share their experiences with others and guide others. The emphasis is to create the desire to learn, enjoy and be passionate about the work they do. If needed, provide special lights in the office / workplace to ensure that their bodies get sufficient vitamin D.

• One distinct disadvantage of night shifts is the sense of disorientation with friends and family members. Concentrate on this problem and develop innovative solutions and ways to deal with it. Additional holidays for work on National holidays and festivals, holidays for family functions etc., can make a long travel of the employees in the company.

• The organizations should accept that evaluating the rate of attrition must become a matter of policy. It can take steps to promote employee loyalty and prevent the loss of experienced personnel as well as the increased cost of replacing personnel who leave early in their career in pursuit of greener pastures.
• The recruiting and hiring process must be evaluated and adapted to find the best candidates. These should be enlightened immediately about the optimistic and pessimistic of any occupation so that they can self select and eventually fit better into the position sought.

• Pay should be in line with the performance required. A reward program can be an additional method to recognize outstanding workers and motivate loyalty by aligning individual goals to those of the organization. These programs should include constant and consistent recognition of workers who perform above and beyond the everyday expectations.

• The workforce should also find satisfaction in their job, feeling important and challenged and allowed to participate and contribute in intellectual as well as physical attributes they bring with them. Assure that people can speak their mind even when their ideas may be contrary to existing policy. No one should be afraid to make suggestions for change or improvement of operations is these in the field or administrative aspects. It will empower the employee and definitely no doubt would increase the productivity.

• Allow them to grow within the organization by providing opportunities for learning through formal education sources, conferences, networking and mentoring programs.
7.3 CONCLUSION

The research findings provide business practitioners with valuable insights on how to decrease employee turnover, which has been associated with a variety of negative outcomes in organizations. Individual job satisfaction has long been thought to be essential to reducing an employee’s likelihood of leaving. Extending this line of inquiry, the research not only confirms the salient role of job satisfaction in turnover but also suggests that senior executives and managers need to closely monitor and do all they can to understand and manage the evolution of employee job satisfaction. To keep their valuable human resources, senior executives and managers should endeavor to promote and reinforce retention strategies that result in positive changes in employee job satisfaction. For instance, managers can proactively adjust salaries and introduce new career or training opportunities to highlight desirable career prospects associated with increasing tenure. With regard to the jobs that employees perform, managers may focus on the continually increasing skill variety, task identity, task significance, autonomy and feedback which have been demonstrated to be the major job characteristics that contribute to positive changes in employee job satisfaction. Organizations can also benefit from applying techniques such as realistic job previews that help eliminate initial or early negative changes in employee job satisfaction.