Theoretical framework and case analysis of Employee Turnover Intention in Bangladesh

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Abstract
The main purpose of the study is determined the effect of work engagement and employee turnover intention of public and private institution in Bangladesh. The study is informed by theory of reasoned action and the theory of planned behavior. Explanatory research design is used in this study. The target population are managers and middle level employee from public and private institutions. The study is used both primary data and secondary data. To satisfy this objective, 210 employees are randomly selected by private and public organization. Data is analyzed using descriptive which included mean and standard deviation used to provide general trends of the data. In additional, inferential statistics which included Pearson correlations has shown the relationship between variables and multiple regressions to test hypothesis is used.

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I. Introduction

Today in the world of globalization, organizations operate in a fierce competitive environment, where they face many challenges to remain competitive in the market. One of the major challenges that the organizations face is employee retention. Turnover rates in organizations are increasing. In most studies, turnover intention is used instead of actual turnover because turnover intention is the critical antecedent of actual turnover (the behavior) (Rizwan et al., 2013). The other reason for using turnover intention is that it is an attitude that can be assessed in the present time and in combination with other factors that are causing the turnover intention, which results in gaining a more accurate understanding of the causes of turnover (Perryer et al, 2010). Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions. Managers and researchers consider turnover a problem because of costs associated with it (Soon et al., 2005). They also found that the impact of turnover intention on a business can be quite costly in a number of different ways forcing firms to consider strategies that retain employees such as work engagement.

Saks (2006) suggests that work engagement is associated with an individual's attitudes, intentions and behaviors. Therefore, engaged employees are likely to be more attached to their organization and would have a lower propensity to leave it (Schaufeli & Bakker, 2004). This view is supported by several researchers who found that work engagement is negatively related to turnover intention (Du Plooy & Roodt, 2010; Harter, Schmidt & Hayes, 2002). Work engagement was found to have positive results relating to job satisfaction, a motivated workforce, employee well-being and less likelihood of leaving an organization (Barkhuizen & Rothmann, 2006; Schaufeli & Bakker, 2004; Van den Berg, Bakker& Ten Cate, 2013; Yeh, 2013). In addition, a meta-analysis of 7939 business units in 36 companies by Harter et al., (2002) reported a significant positive relationship between work engagement and business outcomes such as customer satisfaction and loyalty, profitability, turnover and safety.

Bakker and Demerouti (2008) proposed four reasons why engaged employees perform better than unengaged employees. Firstly, engaged employees were found to have positive sentiments towards their job, consequently leading to productivity. Secondly, engaged employees were seen to be more open to work opportunities and more confident and optimistic (Cropanzano & Wright, 2001). Thirdly, research suggests that engagement is positively related to employee well-being, leading to better performance (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004; Shimazu, Schaufeli, Kubota & Kawakami, 2012). Lastly, engaged employees work more productively because they have tenability to create their own resources. Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) found in their study of highly skilled Dutch technicians that personal resources (optimism, self-efficacy and organizational-based self-esteem) resulted in higher levels of work engagement.

Recognizing the forces that keep employees in their current employment is critical in attracting and retaining talented staff in higher education institutions (Lawler & Finegold, 2000; Michaels, Handfield-Jones & Axelrod, 2001). Retention of talented staff promotes better decision-making capabilities, enhanced quality of curriculum programs based on best practices, improved academic services and reduces turnover costs (Kidwell, Vander Linde& Johnson, 2000). Consequently, higher education institutions can succeed in contributing to the socio-economic development of Bangladesh by retaining the critical human capital that makes it possible to provide higher education to all stakeholders, including students and society as a whole (Coetzee & Rothman, 2004; Van den Berg, Bakker& Ten Cate, 2013).

II. Literature Review

All organizations have different rate of turnover. Normally private sector has the highest rate of turnover as compared to public sector. Even the levels of turnover are found to be variable in area-to-area study. The areas, which have low unemployment rate and where it is easier for the people to get an alternate job, have highest rates of turnover. At sometimes a company is positively benefitted by the employee's turnover.

The reason may be replacement of a low-grade performer by a very high-grade performer or may an old, aged worker retire, and the new induction is younger and more skilled. Employee turnover intention (ETI) may be also costly, because it requires different cost to take account for example administrative costs of recruitment cost for the duration in which there is a vacancy, cost for the training for the new employee etc.

There are different factors that cause ETI. Like sometimes, new job attracts employees and compel them to leave the previous one when conditions at present workplace does not match his/her family requirements. Another reason maybe the poor working relationship between the employee and employer. It is rarely observed that people having a good working environment rarely leave the job even if offered better salaries elsewhere. Improper training and less chances of development are also key causes for the voluntary turnover. Job security is the preference of every employee.

The management after removing the negative factors can control turnover. These may include provision of proper training to the to-be-managers for an effective supervision before upgrading or appointing them, providing job security with good working environment etc. Existing managers can be re-trained provided those have a poor record at keeping their staff merrily.

Supervisors who are managers could be answerable for ETI in their teams. Increase of opportunities for individual employees such as to accommodate individual preferences on working hours, regular appraisals, providing as much job security as possible can help to reduce turnover. Turnover marks business efficiency and as such, it allows attention and some knowing of itself. Furthermore, however details on turnover can help the preparation, forecast and management of sources. Despite a tremendous literary works on turnover in companies, there is yet no globally approved consideration or frame- work for why people select to quit. The trend of turnover is of attention to companies and advocates because it is important, possibly expensive and relatively clear-cut. It also explains that it is caused by a choice procedure.

The objective of „effective management of turnover‟ demands that an advanced level of complexity, and thereby particularly, needs to be obtained by companies to be able to precisely impact the revenues procedure. However, the trend has not so far shown be influenced by the forecast. Although some studies have targeted on prospective predictors of ETI actions, such as job period, location of management etc.

III. Rationale Of The Research

Worker turnover is an important problem especially in the area of Individual Source Control. It is working on market purification level on the costs associated with great ETI. ETI cost include cost of choosing and choosing of new employees and as well as the cost of loss of sales due to the low skills of new employee. If staff programs to quit and is given a salary rise keeping in mind the effects of ETI on the organization.

Bodla&Hameed (2008) suggested that the ETI would have important price or chance of dropping public investment. The analysis further concludes that the measurement of the ETI objective, which is a controllable and uncontrollable phenomenon. There are five different factors that been identified so far, which is the satisfaction with pay, satisfaction with working circumstances, satisfaction with support, business commitment, and Job pressure.

According to Jeffrey (2007), if the doubt of control is chronic then unhappiness among employees would cause the decrease of job interval, improving the turnover and objective to quit. Therefore, organization should not ignore this aspect.

Froese (2011) indicates that the five measurement of intercultural connections are used to be expected from the participants‟ cross-cultural adjustment and execute a behavior. The different connections and issue style are exposed by the associates from Anglo- Saxon nations efficient with The Japanese lifestyle. The first measurement is the associates must be skilled in wide range of country languages, in order to reduce the negative effect on execution of related adjustment. The second is a connection in English has a positive effect on

expatriates" execute adjustment. Third, is the worldwide employee with indirect connections styles may be more likely to show cross-cultural adjustment and job fulfillment and less likely to show ETI goals than those with direct connections styles. 4th is the, worldwide employees with competitive issue styles may less likely to show cross-cultural adjustment and job fulfillment and more likely to show ETI goals. Fifth, the worldwide worker can have more regular connection with wide range of country employees in the workplace. This display modification mismatched and connections styles may cause the doubt and conflicts in the workplace, making worldwide employees frustrated with their projects and consider quitting the company.

## IV. Objectives Of The Research

These studies will an attempt to examine the present situation of employee turnover intention   in Bangladesh. The key objectives of the research would be:
 i.   To find out the present scenario employee turnover intention in Bangladesh.
 ii. To find out the employee turnover intention liability.
 iii. To find out social awareness of employee in cases of turnover intention.
 iv. To find out different approaches that influence employee to turnover in organization of Bangladesh.
 v.   To recommend the probable solutions to the problem.

V. Theoretical Framework And Hypothesis Testing

Figure (I) represent the framework of turnover intension. Employee is independently correlated with turnover intension in where turnover intension stance as a dependent factor of this model. Job dissatisfaction, Decision making and Organizational environment mediatory influence employee to change their current job. There are three way of employee to fulfil turnover intension first way is self-satisfaction path (Path 1), lack of job satisfaction employee influence on turnover intension there are numbers of factor responsible for job dissatisfaction some of them are salary and leave which work as a moderator of job dissatisfaction in this model. Second way is decisional path (Path 2), employee's own opinion is important issue for decision making which is influence educational status and work experience as well as this two factor work as decisional making moderator. Third path is environmental path (Path 3), organization's internal and external environment a major issue for the employee to turnover intension, location of organization and service sector works as a moderator of organization environment in this framework.

Figure (I): Framework of employee turnover intension
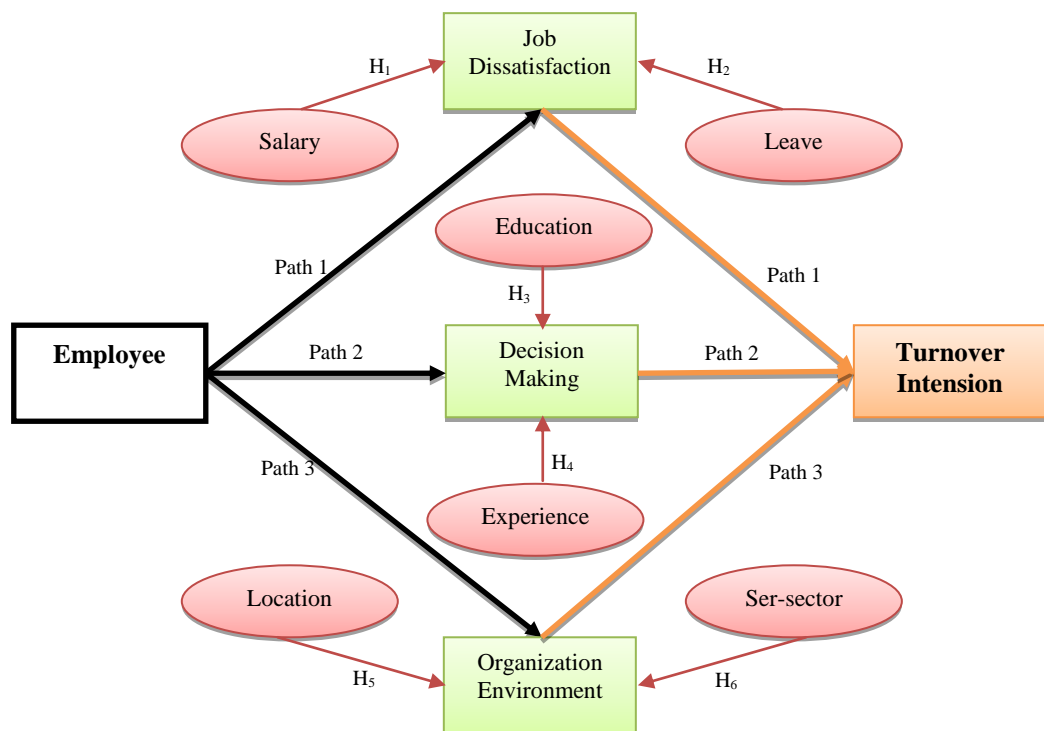
Job dissatisfaction: According to Vroom (1964), job satisfaction is a positive direction an employee moves toward in his presently occupied working roles. Many studies have signaled that among the determinants of job satisfaction and organizational behavior (Cheng & Yang, 1977; Darwish, 2000; Euske & Jackson, 1980), comprehensive management encouragement (Burke, 2003; Burke & Greenglass, 2001) is mentioned as a significant foreteller. (Rude, 2004) asserted that organizational support is highly linked to commanding behavior, hence, defined support from a manager is a significant factor in labor turnover (Maslach et al., 2001; Rude, 2004).

Salary: Aside from these basic classifications, salary is also largely dependent upon the human capital traits of educational attainment, experience, mobility, research productivity, teaching performance, and institutional service. Those with more advanced degrees earn more, though research here is limited as many studies focus solely on research universities where a terminal degree is the norm (Fairweather, 1995; Perna & Bradburn, 2000). Additionally, research finds that each additional year of experience means more earnings (Fairweather, 1995; Perna, 2001; Ragan, Warren, & Bratsberg, 1999). Aside from attainment and experience, research productivity (often measured as the number of total articles published) has an influence on salary differentiation (Gomez-Meja & Balkin, 1992).

Hypothesis 1: Salary influence to job dissatisfaction for turnover intension of employee.

Leave: Different policy objectives have to be balanced in the design of leave entitlements. In particular, concerns about children's well-being may need to be weighed against the potentially positive effects of leave entitlements on parental labor market outcomes, especially with respect to a mothers' return to work when her leave is over (Galtry and Callister, 2005; Ray et al., 2010; OECD, 2011).

Hypothesis 2: Leave influence to job dissatisfaction for turnover intension of employee.

Decision making: Decision making is a process of making a choice from a number of alternatives to achieve a desired result (Eisenfuhr, 2011). This definition has three key elements. First, decision making involves making a choice from a number of options. Second, decision making is a process that involves more than simply a final choice from among alternatives. Finally, the "desired result" mentioned in the definition involves a purpose or target resulting from the mental activity that the decision maker engages in to reach a final decision. Administrative decision making is assumed to be rational. By this we mean that organizational administrators make decisions under certainty: They know their alternatives; they know their outcomes; they know their decision criteria; and they have the ability to make the optimum choice and then to implement it (Towler, 2010).

Educational status: Educational ratings of instruction are widely used for the purpose of making organizational decisions and faculty development recommendations (Scriven, 1995). For administrators, the information derived from ratings aids them in making both summative and formative judgments dealing with faculty retention, tenure, and promotion, hiring, selecting faculty for organizational decision making (Franklin, 2001; Kulik, 2001).

Hypothesis 3: Educational level influence to decision making for turnover intension of employee.

Job experience: Previous work experience in the service sector to some of the most widely studied outcomes in the field of organizational behavior: job satisfaction and decision making (Locke 1976; Staw and Cohen-Carash 2005). Experiences of the private sector are in many ways different from those of the public sector (Perry and Rainey 1988; Rainey and Bozeman 2000). Explanations from applied psychology, especially the operations of attitude formation, which explain how individuals' past experiences (Petty and Krosnick 1995; SongerNocks 1976) and current beliefs and perceptions (Fishbein and Middlestadt 1995).

Hypothesis 4: Job experience influence to decision making for turnover intension of employee.

Organizational environment: The expansion of distance education models in higher education is a trend that has significance for social work environmental leadership (Gutiérrez, Feit, Gant, & Marsiglia, 2011). This trend requires that social work educators understand not only the efficacy of technology-based instruction but also organizational and environmental factors that must be considered to make decisions about curriculum delivery models. Selber (2004) noted that in higher education settings, educational models occur within departmental and institutional structures that require strong leadership from program administrators. In social work the detailed and thoughtful work of Knowles (2002) highlighted the emerging organizational environment issues for social work programs and explicitly examined these challenges. Based on his study of 30 social work education leaders in Canada, Knowles (2007).

Location of organization: Locational advantages are typically Ricardian type resource endowments (Kedia and Mukharjee, 2009), including infrastructure and the host country institutional environment (i.e. country economic or political risk, host government policies, etc.). Location specific advantages represent the potential gains a firm can realize by optimizing its activities along the value chain across different countries or regions. The location specific advantages dimension of the OLI paradigm can be extended to examine offshore R&D projects, as there are differences between regions and locations in each region in terms of factors supporting or impeding knowledge creation (e.g. knowledge infrastructure, cost of R&D, proximity to major knowledge

creating hubs, cultural distance between home and destination of an offshore R&D project) (Dunning and Narula, 1995). These have been conceptualized as country level advantages, human capital related advantages, advantages of labour arbitrage, advantages of knowledge arbitrage, and advantages of time arbitrage (Kedia and Mukharjee, 2009).

Hypothesis 5: Location influence to Organizational environment for turnover intension of employee.

Service sector: Although these definitions have a great deal of conceptual overlap, they differ in the emphasis placed on the role of public sector organizations in public service motivation. That said, the change does not reflect a fundamental shift in the PSM but rather the need to distinguish public service motivation from public sector motivation (Brewer and Selden 1998; Perry and Hondeghem 2008). These findings also raise other important questions about the ability of public sector organizations to foster public service motivation (Moynihan and Pandey 2007). Although Perry (2000) has called for more research developing and testing the effects of organizational institutions on public service motivation, others have noted that more research is needed to investigate the importance of PSM relative to other factors influencing job or sector choice (Leisink and Steijn 2008).

Hypothesis 6: Service sector influence to Organizational environment for turnover intension of employee.

VI. Methodology Of Study

Both secondary and primary data would be collected for conducting the research work.

6.1 Primary Data Collection

Primary data will be collected through questionnaire surveys in order to discover the employee turnover intention and its disclosures. Both closed and open ended questions will be used in the questionnaire. The questionnaire would be finalized after proper pre-testing of it. The language of the questionnaire will be simple and easily understood.

6.2 Secondary Data Collection

Secondary data would be collected for conducting proper literature review. A literature review will be conducted in the area of existing employee turnover. Secondary data would be collected from related annual reports of the sample companies, books, magazines, journals, research papers, websites etc.

6.3 Selection of Samples

The samples will be selected through random sampling. A number of public and private organizations will be selected to collect the information.

6.4 Data Analysis and interpretation

Data analysis and interpretation will be carried in accordance with the objectives listed above. Data analysis includes editing, classifying and tabulating the collected data. However, because of the nature of the study, analysis and interpretation will be descriptive. Also a framework of the study will be made after studying various books literature, dissertations, articles and research relating to employee turnover intention. Moreover, to make the study more pragmatic and successful, SPSS (Statistical Package for Social Sciences) will be used for calculating descriptive statistics and MS Excel would be used for analysis. Descriptive statistical analyses will be used in the research to identify the compliance and deviations between theoretical base and reality in the turnover intention practice. Interpretation will be made in accordance with the research objectives with a focus of minimizing information redundancy.

VII.   Summary Of Hypothesis Testing

| Hypothesis	Hypothesis relationship	Result of hypothesis test
H_1	Influence of Salary in job dissatisfaction for turnover intension	Highly affect (p value 0.753)
H_2	Influence of Leave in job dissatisfaction for turnover intension	Moderately affect (p value 0.177)
H_3	Influence of Educational level in decision making for turnover intension	Moderately affect (p value 0.135)
H_4	Influence of Job experience in decision making for turnover intension	Positively affect (p value 0.371)
H_5	Influence of Location in Organizational environment for turnover intension	Doesn't affect (p value 0.001)
H_6	Influence of Service sector in Organizational environment for turnover intension	Moderately affect (p value 0.107)

VIII.   Result And Discursion

The results of descriptive statistics have been recognized in Table 1 to Table 15 where the frequency with percentage, Mean and Standard deviations distribution of the employee turnover intention in service sector in Bangladesh is discovered.

Table 1: Showing Descriptive statistics of Age

Years	Frequency	Percent	Mean	Std. Deviation
20-30	85	40.5		
31-40	105	50.0		
41-50	15	7.1	33.37	6.797
51 and More	5	2.4		

Figure 1: Showing Descriptive statistics of Age in Pie chat
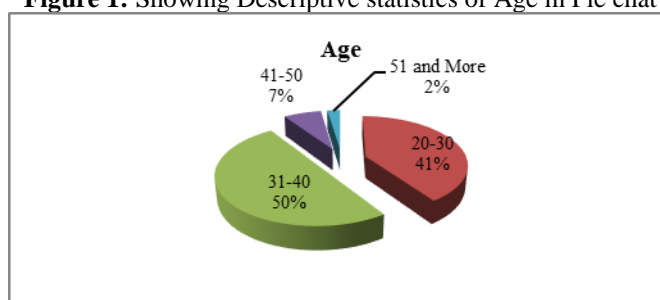
It is accomplished from table 1 that most of the employee (50%) are associated to the 31-40 years of age group and also (40.5%), (7.10%) and (2.40%) employee is in the 20-30 years, 41-50 years and more than 50 years respectively. There are observed 33.37 Mean and 6.797 Std. Deviation from table 1.

Table 2: Showing Descriptive statistics of Gender

Gender	Frequency	Percent	Mean	Std. Deviation
Male	157	74.8		
Female	53	25.2	1.25	0.435

Figure 2: Showing Descriptive statistics of Gender in Pie chat
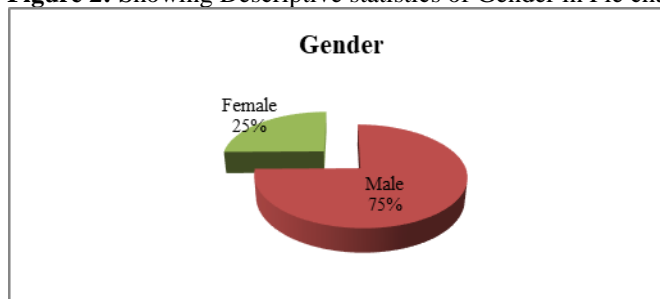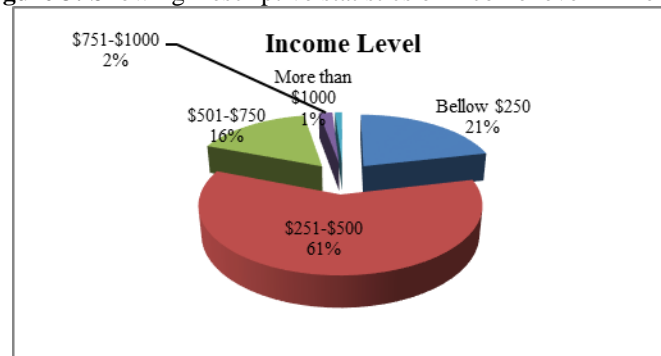
Table 2 shows that most of the employees (74.80%) are male and (25.20%) are female are gender group.

Table 3: Showing Descriptive statistics of Income level

Monthly income	Frequency	Percent	Mean	Std. Deviation
Bellow $250	45	21.4		
$251-$500	125	59.5		
$501-$750	34	16.2	398.75	179.13
$751-$1000	4	1.9		
More than $1000	2	1.0		

Figure 3: Showing Descriptive statistics of Income level in Pie chat

From table 3 it is proved that there are (21.40%), (59.50%), (16.20%), (1.90%) and (1%) employee who get $\leq$ US$250, US$500, US$750, US$1000 and more than US$1000 as monthly wages respectively. It is calculated 398.75 Mean and 179.13 Std. Deviation from table 3.

Table 4: Showing Descriptive statistics of service type

	Frequency	Percent	Mean	Std. Deviation
Private Organization	108	51.4		
Public Organization	102	48.6	1.49	0.501

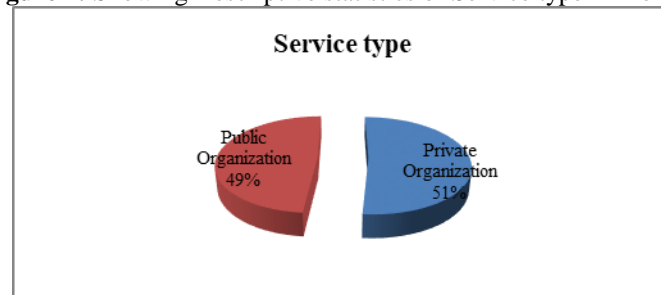**Figure 4:** Showing Descriptive statistics of Service type in Pie chat

Table 4 shows that there are (51.40%) employee works under Private organization and rest of (48.60%) employee works under public organization. It is clear that employees get more opportunity to do their job under private organization but facilities are better in public organization.

Table 5: Showing Descriptive statistics of Educational status

	Frequency	Percent	Mean	Std. Deviation
Graduation	57	27.1		
Post-Graduation	145	69.0	1.77	0.506
M.Phil./PhD	8	3.8		

Figure 5: Showing Descriptive statistics of Educational status in Pie chat
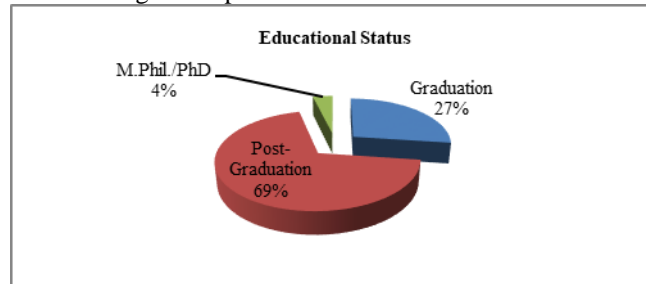

From Table 5 there are (27.10%), (69%) and (3.80%) employees who have completed graduations, post-graduations (Masters) and M.Phil./PhD. Most of the Bangladeshi employees join their profession after completing master's degree so that they can give more affords to their job.

Table 6: Showing Descriptive statistics of Getting job

Numbers of job	Frequency	Percent	Mean	Std. Deviation
1 to 2	134	63.8		
3 to 4	59	28.1		
5 to 6	12	5.7	2.38	1.489
7 to 8	3	1.4		
9 and more	2	1.0		

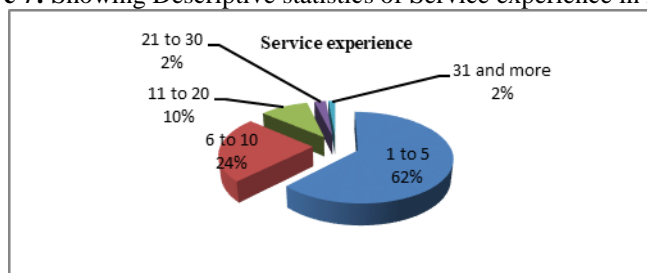**Figure 6:** Showing Descriptive statistics of Getting Job in Pie chat
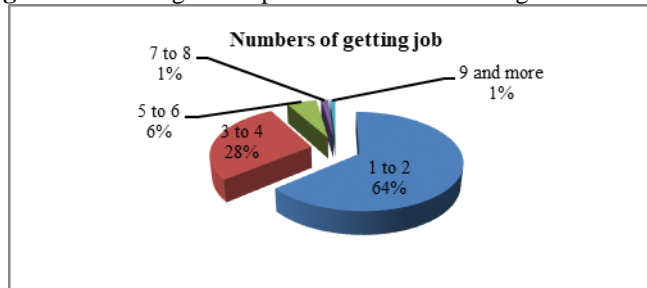
It is proved from figure 6 that (63.80%), (28.10%), (5.70%), (1.40%) and (1%) employee got job (1 to 2), (3 to 4), (5 to 6), (7 to 8) and more than 8 respectively. There have got mean 2.38 from table 6 and most of the employees have got more than two job.

Table 7: Showing Descriptive statistics of Service experience

Years	Frequency	Percent	Mean	Std. Deviation
1 to 5	131	62.4		
6 to 10	50	23.8		
11 to 20	21	10.0	6.14	6.094
21 to 30	5	2.4		
31 and more	3	1.4		

Figure 7: Showing Descriptive statistics of Service experience in Pie chat

Most of the employees (Table 7) (62.40%) have 1 to 5 years of service experience. Other (23.80%), (10.0%), (2.40%) and (1.40%) employee have (6 to 10), (11 to 20), (211 to 30) and more than 30 years' service experience respectively.

Table 9: Showing Descriptive statistics of Location of organization

	Frequency	Percent	Mean	Std. Deviation
Urban	134	63.8		
Local	76	36.2	1.36	0.482

Figure 9: Showing Descriptive statistics of Location of organization in pie chat
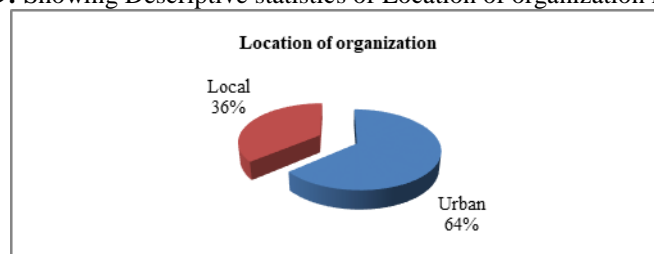

Figure 9 shows that most of the employees (64.0%) give their service in urban area and rest of about (36.0%) employees give their service in rural area.
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Table 10: Showing Descriptive statistics of Getting salary

	Frequency	Percent	Mean	Std. Deviation
Strongly Agree	66	31.4		
Agree	123	58.6		
Neutral	4	1.9	1.87	0.817
Disagree	16	7.6		
Strongly Disagree	1	.5		

Figure 10: Showing Descriptive statistics of Getting Salary in Pie chat
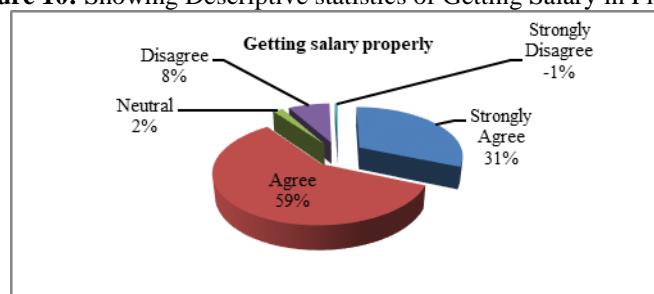

From table 10 it can be say that most of the employee (58.6%) Agree to get salary properly another (31.4%), (1.9%), (7.6%) and (0.5%) employee Strongly agree, Neutral, Disagree and Strongly disagree respectively to get salary properly. It also can be say that a few number of employee gave answer negatively (8.10%) in Bangladesh.

Table 11: Showing Descriptive statistics of Getting leave

	Frequency	Percent	Mean	Std. Deviation
Strongly Agree	19	9.0		
Agree	85	40.5		
Neutral	17	8.1	2.90	1.178
Disagree	75	35.7		
Strongly Disagree	14	6.7		

**Figure 11:** Showing Descriptive statistics of Getting leave in Pie chat
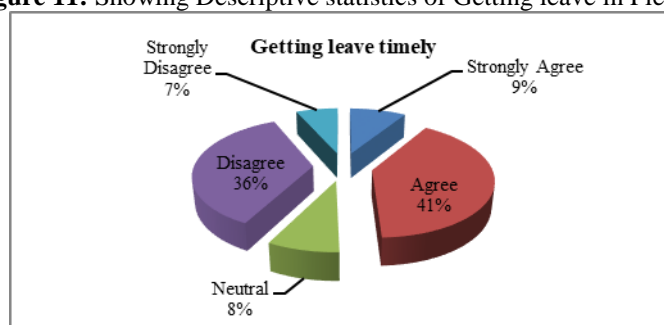
From Table 11 it shows that (09.0%), (40.5%) and (8.1%) employees Strongly agree, Agree and Neutrally response to the question of getting leave timely. On the other hand (35.7%) and (6.7%) employees Disagree and Strongly disagree response for same statement.

Table 12:

	Frequency	Percent	Mean	Std. Deviation
Strongly Agree	20	9.5		
Agree	63	30.0		
Neutral	50	23.8	2.93	1.105
Disagree	65	31.0		
Strongly Disagree	12	5.7		

Figure 12: Showing Descriptive statistics of Non-financial loses in Pie chat
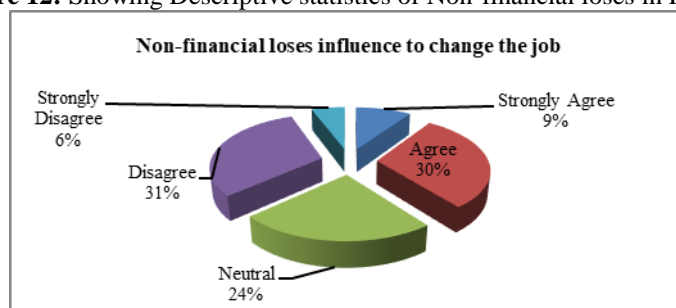
From table 12 it becomes clear that (9.5%), (30.0%) and (23.8%) employees Strongly agree, Agree and Neutral answered to non-financial losses influence to change the job. Other (31.0%) and (5.7%) employees answered Disagree and Strongly disagree to non-financial losses influence to change the job.

Job dissatisfaction: The Table 13 portrays the results of zero order correlation coefficient of employee turnover intension in Bangladesh. It is interpreted from the result that employee job dissatisfaction is significantly correlated with Age, Wages, Getting salary properly, Getting leave timely and Influence of non-financial loses to change the job. Moreover, a significant correlation has been found between Age and Wages, Wages and Getting salary properly, Getting salary properly and Getting leave timely, Getting leave timely and Influence of non-financial loses to change the job respectively. There are (25.8%), (01.9%), (04.3%) and (12.1%) positively correlated of employee Age with Wages, Getting leave timely, Influence of non-financial loses to change the job and Job dissatisfaction respectively. But (13.1%) is negatively correlated with Getting salary properly. Another (0.2%) affect positively correlation of Wages with Getting leave timely. On the other hand (26.0%), (11.1%) and (02.2%) negatively correlated with Getting salary properly, Influence of non-financial loses to change the job and Job dissatisfaction respectively. Almost (15.1%), (13.9%) and (03.8%) are positively correlated of employee Getting salary properly with Getting leave timely, Influence of non-financial loses to change the job and Job dissatisfaction respectively. There are (01.3%) positively correlated of employee Getting leave timely with Influence of non-financial loses to change the job, other (09.4%) negatively correlated with Job dissatisfaction. Almost (23.0%) positively correlated of employee Influence of non-financial loses to change the job with Job dissatisfaction.

Table 13: Zero order correlation of **Job dissatisfaction** incases of employee turnover intension

	Age	Wages	Getting salary properly	Getting leave timely	Non-financial loses	Job dissatisfaction
Age	1	.258 (.000)	-.131 (.058)	.019 (.784)	.043 (.533)	.121 (.080)
Wages		1	-.260 (.000)	.002 (.982)	-.111 (.110)	-.022 (.753)
Getting salary properly			1	.151 (.028)	.139 (.044)	.038 (.582)
Getting leave timely				1	.013 (.846)	-.094 (.177)
Non-financial loses					1	.230 (.001)
Job dissatisfaction						1

Note: The value of () indicates the p value.

Organizational environment: The **table 14** portrays the results of zero order correlation coefficients of employee turnover intension in Bangladesh. It is interpreted from the result that employee organizational environment is significantly correlated with Gender, Service Sector, Educational Status, Number of getting job and Location of organization. Moreover, a significant correlation has been found between Gender and Service Sector, Service Sector and Educational Status, Educational Status and Number of getting job, Number of getting job and Location of organization, Location of organization and Organizational environment respectively. There is (27.0%) positively correlated of employee Gender with Location of organization. But (06.0%), (31.8%), (23.7%) and (00.6%) negatively correlated of employee Gender with Service Sector, Organizational environment, Educational Status and Number of getting job respectively. About (16.6%), (06.9%), (02.2%) and (11.2%) positively correlated of employee Service Sector with Educational Status, Number of getting job, Location of organization and Organizational environment respectively. Almost (20.5%) positively correlated of employee Educational Status with Number of getting job, another (20.1%) and (07.3%) negatively correlated of employee Educational Status with Location of organization and Organizational environment respectively. There are (21.4%) and (01.5%) negatively correlated of employee Number of getting job with Location of organization and Organizational environment respectively. There is (21.9%) positively correlated of employee Location of organization with Organizational environment.

Table 14: Zero order correlation of **Organizational environment** in cases of employee turnover intension

	Gender	Service Sector	Educational Status	Number of getting job	Location of organization	Organizational environment
Gender	1	-.060 (.386)	-.318 (.000)	-.237 (.001)	.270 (.000)	-.006 (.926)
Service Sector		1	.166 (.016)	.069 (.320)	.022 (.756)	.112 (.107)
Educational Status			1	.205 (.003)	-.201 (.003)	-.073 (.293)
Number of getting job				1	-.214 (.002)	-.015 (.831)
Location of						.219

organization			1	(.001)
Organizational environment				1

Decision making: The table 15 portrays the results of zero order correlation coefficients of Employee turnover intension in Bangladesh. It is interpreted from the result that employee Decision making is significantly correlated with Age, Gender, Earnings, Educational Status and Experience. Moreover, a significant correlation has been found between Age and Gender, Gender and Earnings, Earnings and Educational Status, Educational Status and Experience, Experience and Decision making respectively. There are (25.8%), (00.0%) and (74.2%) positively correlated of employee Age with Earnings, Educational Status and Experience respectively. But (15.4%) and (03.2%) negatively correlated with Gender and Decision making respectively.

Table 15: Zero order correlation of **Decision making** in cases of employee turnover intension

	Age	Gender	Earnings	Educational Status	Experience	Decision making
Age	1	-.154 (.025)	.258 (.000)	.000 (1.000)	.742 (.000)	-.032 (.644)
Gender		1	-.265 (.000)	-.318 (.000)	-.101 (.145)	.063 (.361)
Earnings			1	.202 (.003)	.196 (.004)	-.200 (.004)
Educational Status				1	-.046 (.509)	-.103 (.135)
Experience					1	-.062 (.371)
Decision making						1

Another (06.3%) positively correlated of employee Gender with Decision making whether (26.5%), (31.8%) and (10.1%) negatively affected with Earnings, Educational Status and Experience respectively. Almost (20.2%) and (19.6%) positively affected of employee Earnings with Educational Status and Experience respectively whether (20.0%) negatively affected with Decision making. It's clear that (04.6%) and (10.3%) negatively correlated of employee Educational Status with Experience and Decision making respectively. Another (06.2%) negatively correlated of employee Experience with decision making.

IX. Conclusion
In the current study among hypothesis, most of them are supported only on hypothesis does not support the statement. As predicted, job dissatisfaction, decision making and organizational environment have significantly correlated with employee turnover intension in where different moderator encourage to fulfill the hypothesis in theoretical framework. Therefore, the result shows that less salary and less leave encourage job dissatisfaction, higher education and higher job experience encourage decision making, job location and service sector encourage organizational environment to employee turnover intension in Bangladesh.

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