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Influence of Motivation Strategy on Turnover Costs of Manufacturing Companies in Eldoret, Kenya

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Abstract:

Firms are facing major decisions and challenges as they begin to realize the value of people that make up the organization. The aim of the study was to determine the effects of motivation strategy on company turnover costs. The equity theory and transaction cost theory was adopted by the study. The study adopted correlation research design. Target population was 130 respondents with a sample size of 99 respondents determined by use of Yamane formulae. Questionnaires were used as data collection instruments and data collected was analyzed using descriptive statistics and inferential statistics. From the results the motivation strategy predicts turnover costs in manufacturing companies. From the regression results the R square is .620, thus motivation strategy explained 62% of the variance in turnover costs in manufacturing companies. The motivation strategy ($\beta_1=0.1.068$) had significant relationship with turnover costs in manufacturing companies. The motivation strategy influences turnover costs. The management firms should increase the motivation strategies of their employees by adopting both intrinsic and extrinsic motivation practices in order to improve their productivity by reducing their turnover.

Keywords: Motivation, strategy, turnover, costs, manufacturing, companies

1. Introduction

The two important organizational effects are the staff turnover and retention. According to Andrew Carnegie, who was a famous industrialist in the 19th century, cited that "Take away my plants, my railroads, my factories, take away my money, my transportation, my ships, strip me all these but leave me my key employees and in two or three years, I will have them in my possession again" (Srivastava & Gupta, 2007). Furthermore, the research highlights by Ahlrichs (2000) stated the most underestimated turnover costs of important employees for employers. Unmistakable turnover costs incorporate leave capitalization, enlistment costs, reference checks, trusted status, impermanent specialist costs, movement costs, formal preparing expenses and acceptance costs. Undetectable expenses include developed HR and finance organization, loss of profitability, and casual preparing. Other concealed expenses include missed due dates, loss of hierarchical learning, low inspiration because of exhaust, loss of customers and chain response turnover. Another consequence of staff turnover is on the individuals who stay with the organization. Losing great representatives is additionally exorbitant as far as the effect it has on organization assurance. Those that remain may frequently feel demotivated or demoralized, following in a decrease in profitability and occupation fulfillment. On the off chance that different representatives watch the new openings for work being gotten a handle on by their partners, they could likewise stick to this same pattern. These last expenses, albeit more hard to ascertain, are additionally hurtful (Hay, 2002). There are various reasons why turnover happens. These reasons may extend from outer natural factors, for example, economy that influences the business that thus shapes the work levels.

Turnover costs are tangible or intangible cost associated with replacing an employee. This increases the transactional costs to levels that negatively affect the operations of an organization. Empirical studies such as Stovel and Bontis (2002) have shown that employees, on average switch employers every six years. This situation demands that management should identify the reasons for this frequent change of employment by employees. Once this reasons have been identified, management can device retention strategies that helped in keeping essential employees for a rather longer tenure (Marchington *et al.*, 2007).

High turnover in manufacturing organizations brings along an increase in the associated costs incurred to replace the employees. This adversely affects the organization's productivity which in turn can lead to losses due the organizations inability to produce to meet the available demand (Bliss, 2007). In Kenya, this has resulted in the loss of business patronage and relationships, and to the extent of jeopardize the realization of organizational goals (Schuler *et al.*, 2010). Recent studies have shown that retention of highly skilled employees has become a difficult task for managers as this category of employees are being attracted by more than one organization at a time with various kinds of incentives. Society has become knowledge based where human capital is considered a key resource and indispensable to the survival of the organization that are competing for the best talent employees (Bliss, 2007)

Shah and Shah (2010) characterized inspiration as motivating individuals to work; exclusively or in bunches so as to create best outcomes. It additionally expresses that, inspiration is a general term connected to the whole class of drives, wants, needs, wishes and comparative powers. Shah and Shah (2010) noticed that to state that supervisors inspire their subordinates is to state that they do those things which they expect will fulfill these drives and wants and incite the subordinates to act in a coveted way. Contiu et al., (2012) advocates that there ought to be a compelling prize framework to hold the superior workers in associations and reward ought to be identified with their efficiency. Noble (1983) subsequently finishes up associations could profit by actualizing absolute reward programs that attention on formal reward arrangements. Larger amounts of inspiration can convert into a 53 percent decrease in worker turnover (Condly, 2010).

Inspiration is vital in the accomplishment of each association. Propelled individuals from an Organization are probably going to be determined, innovative and profitable Contiu et al., (2012) though non-inspired individuals are wasteful and exorbitant. In any case, the greatest dispute on the best way to spur the individuals still exists. This is because of that there is no all-inclusive technique for rousing an individual, optional to the varieties in person's needs. Techniques have changed after some time and rely upon circumstances that worker's involvement (Bigliardi et al, 2012). Rousing individuals is, truth be told, ending up considerably more troublesome because of that customized needs are dynamic and unpredictable. For example, as Koesmono (2014) contends, at first a representative might be fulfilled and inspired by the financial remuneration he/she gets, however after some time different elements should be considered to keep the worker spurred. Consequently directors have an indispensable obligation to distinguish their subordinate's motivational factors and executing them as an associations' way of life in the association. Inspiration is characterized as the effect on bearing, ingenuity of activity, and force Koesmono (2014), while Mihaela et al., (2014) holds that inspiration represents one's decision among elective intentional exercises. As indicated by Arifin (2015), intentional action impacts the degree and industriousness of one's conduct, while proceeding with determinedly with the impacts of capacity, aptitude, and comprehension of the assignment, inside the limitations in the working condition.

As indicated by Bliss (2012), the normal expenses related with the flight of a representative speak to as much as 150 % of his/her yearly pay. A high level of staff variance isn't alluring because of the way that it is related with generally high expenses. Without a doubt, it is expensive to supplant specialists due to the efficiency misfortunes when somebody leaves an occupation, the expenses of enlisting and preparing another worker, and the slower profitability until the point that the new representative gets up to speed in their new activity. By holding gifted representatives, associations can make an achievable situation in this focused free market economy which would eventually enlarge their profits. Appreciating representative perspectives and examining their maintenance factors are critical to an association's prosperity.

In the event they lose a worker (even one), may jeopardize the endeavors of a little, development set firms to achieve authoritative destinations. Representatives' choice to leave is affected by two factors: their "apparent simplicity of development", which alludes to the evaluation of saw options or opportunity and "saw allure of development", which is impacted for example by work fulfillment (Morrell et al., 2004; Abdullah et al., 2012). This portrays how adjust is struck both for the association and its representatives as far as incitements, for example, pay, and commitments, for example, work, which guarantees proceeded with authoritative effectiveness. In every association, representative turnover is a piece of the HR administration. Fundamentally, this wonder is somewhat essential in light of the fact that without it, the execution of individuals could stagnate and the intensity of the organization could be step by step diminished or even lost. AS part of the process of developing and implementing strategies to maintain and increase competitiveness, organizations face the challenge of retaining their best employees (Ongori & Agolla, 2009). A good organizational culture can therefore act as a moderator by decreasing the effect of turnover costs for manufacturing companies in Kenya since it is considered as an integrative force, presenting management with the possibility of creating a strong and unitary organizational culture that can greatly influence the relationship between retention and turnover costs (Yang, 2008). It is proposed that the managerial interpretation of organizational culture has important implication for the policies and procedures implemented in the management of people within a particular organization (Storey, 2007). As such, this research has been designed to establish the effect of the moderating role of organizational culture on employee retention strategy and turnover costs in manufacturing companies in Eldoret town.

2. Literature Review

2.1. Theoretical Framework

The investigation was guided by the going with speculations; esteem theory and esteem based costs speculation. Esteem speculation sees that individuals are concerned not simply with the out and out measure of prizes they get for their undertakings, yet moreover with the relationship of this mean what others get. In perspective of one's wellsprings of data, for instance, effort, experience, guideline, and wellness, one can take a gander at comes about, for instance, pay levels, and extends, affirmation and diverse factors. Exactly when people see an unevenness in their outcome input extent in regard to others, weight is made. This weight gives the commencement to inspiration, as people try what they see as esteem and sensibility (Robbins, 1993). One of the prominent speculations concerning esteem theory was made through created by J.S. Adams. Adams' theory is perhaps the most completely made clarification of how individuals survey social exchange associations (Steers, 1983).

The critical sections of exchange associations in this speculation are wellsprings of information and results. In a situation where a man exchanges her or his organizations for pay, information sources may join past work contribution, direction, effort at work, and getting ready. Results are those segments that result from the exchange (Robbins, 1993). The most basic outcome is likely going to be pay with comes about, for instance, supervisory treatment, work assignments, coincidental points of interest, and adult toys thought about additionally. Esteem theory rests upon three essential doubts (Carrell, 1978). In any case, the theory holds that people make feelings about what constitutes a sensible and impartial return for their duties regarding their occupations. Second, the theory acknowledge that people tend to balance what they see with the exchange they have with their supervisors.

The other supposition is that when people assume that their own specific treatment isn't reasonable, in regard to the exchange they see others to make, they will be convinced to take exercises they regard legitimate. This thought of significant worth is often deciphered in work relationship as a positive connection between an agent's effort or execution at work and the remuneration she or he gets. Adams (1965) recommended that individual presumptions about esteem or "sensible" association amongst information sources and yields are discovered in the midst of the technique of socialization and through the connection with data sources and consequences of others. To moreover develop the explanations behind observed and real divergence in affiliations, Pinder (1984) communicated that notions of biased treatment tend to happen when "people believe they are not tolerating sensible returns for their undertakings and diverse responsibilities." The test thusly for affiliations is to make repay structures that are believed to be sensible and unprejudiced and passing on the reward according to agent feelings about their own specific impetus to the affiliation (Carrell, 1978).

The results of delegates seeing they are not being managed sensibly settle on a variety of decisions for the specialists (Champagne, 1989). These choices fuse the agents diminishing their commitment through particularly constraining their work yield, attempting to grow their yield by searching for pay augmentations or searching for a more pleasing assignment. Diverse potential results are to lessen the aftereffects of a connection other until the point that the extent of that person's outcomes to inputs is reasonably equal or growing exchange's wellsprings of data. Despite the beforehand specified, the delegate could essentially pull once more from the situation through and through, that is, quit the action and search for work elsewhere (Armstrong, 2010).

The hypothesis of exchange cost financial matters, likewise called social cost hypothesis, is an authoritative idea created by British business analyst Ronald Coase in 1937 and refined by American market analyst Oliver Williamson in 1975. The hypothesis tends to the significance of companies or firms in a market economy. The hypothesis of the firm was customarily one branch of Microeconomics which contemplated the supply of merchandise by benefit amplifying specialists. In this hypothesis, generation costs assumed a significant part. Coase (1937) was one of the main bringing up that notwithstanding creation costs of the typical sort, one should likewise consider exchange costs in clarifying foundations like the firm. He concentrated on the relative exchange costs of option hierarchical structures, for example, firms and markets. This hypothesis was later reached out by Oliver Williamson and turned out to be generally known as exchange cost financial matters or all the more extensively the financial matters of association (Williamson, 1985).

Exchange costs will be costs e.g. as far as cash or time acquired when making a monetary trade. On the off chance that we broaden this term, exchange costs don't just incorporate reciprocal exchanges yet subsume legally binding connections between people. When all is said in done, exchange costs symbolize "erosion misfortunes", i.e. the lost assets for the included gatherings, yet which are inescapable to achieve certain objectives. In firms, exchange costs may incorporate the costs of arranging business action after some time, arranging the future and constraining and in addition assigning dangers which may emerge later on. It along these lines incorporates the components of vulnerability and advantage, which are both basic for banter in corporate administration (Hinkin and Tracey, 2005).

Coase (1937), contended in his article that exchange costs clarify both the presence of firms and their ideal size. In "The Nature of the Firm" he recognized certain exchanges which are restrictively exorbitant if the gatherings included could just manage moment showcase exchanges. Keeping in mind the end goal to do a market exchange it is important to recognize the gathering one wishes to manage, setting up terms and conditions, leading transactions and closing an agreement. After the finish of the agreement observing is expected to ensure that all terms and conditions are satisfied. In the event that slight changes are wished, the entire exchange process should be started once more. Or, on the other hand, to place it at the end of the day, Coase (1937), underlined that making contracts and obtaining resources and other property in business sectors brought about costs that were not represented by the "value system". People would consequently arrange firms and keep up them when the hierarchical element gave understood investment funds regarding assets, resources, and work inside.

This portrays circumstances in which advertise exchanges would demonstrate their relative firmness to re-contracting when changes in the current relationship emerge. Consistently repeating exchanges and long haul exchanges may be great illustrations. In such circumstances longer, fragmented contracts, which are run of the mill for firms, give substantially more adaptability to the gatherings in a universe of vulnerability. These agreements can be left open to be adaptable if there should arise an occurrence of an evolving situation (Hinkin and Tracey, 2005). Then again, dissimilarities of exchanges, the likelihood of changes in the market costs for the pertinent assets and additionally the spatial circulation of the significant assets and exchanges feature factors which increment the costs of utilizing a firm. One may contend in this setting exchange costs would be limited in a world without exchanges. This could be accomplished if rights and obligations would at first be doled out in the "right" way (Coase, 1937).

2.2. Turnover Costs

Delegate turnover isn't only an imperative unmistakable cost yet moreover a slippery or "covered" cost related with loss of aptitudes, inefficiency and substitution costs (Lashley and Chaplain, 1999). Lashley (2000) said that loss of enthusiasm for planning and loss of staff expertise are instances of turnover expenses and opportunity costs. A couple of makers highlighted more unimportant expenses of turnover related with various leveled direct and related "cleanliness factors", for example, work reutilization, part battle, diminished occupation satisfaction, low determination, reduced obligation, harming supervision/activity and a nonappearance of job advancement that effect laborer effectiveness, feasibility, quality and cabin organization standards (Deery, Iverson, and Ervin, 1994; Davidson, Manning, Brosnan, and Timo, 2001; Davidson, Manning, Brosnan, and Timo, 2001; Davidson, Manning, Timo, and Ryder, 2001; O'Connell and Kung, 2007).

Studies have demonstrated that loss of profitability caused by worker turnover represents more than 66% of the aggregate turnover costs (Tracey and Hinkin, 2008). As turnover raises, benefit quality falls apart as it requires investment to supplant leaving representatives, particularly at occupied inns (Lynn, 2002). Turnover is unsafe for different enterprises. For instance, in the lodging business, a decrease in worker turnover would be a critical factor in bringing down costs and improving work efficiency. Be that as it may, overseeing and representing turnover remain a troublesome test for lodgings as there is no single purpose of responsibility inside or between units. There is by all accounts various compelling systems to accomplish better representative turnover rate and the lodging responsibility setup remains similarly delicate. The HRM spending plan by and large incorporates coordinate costs of turnover (Davidson, Guiding, and Timo, 2006). This is most likely in light of the fact that the cost of worker turnover is barred from the ordinary bookkeeping hones inside lodgings. This training signifies the loss of responsibility and poor inner hierarchical perceivability for this cost. The loss of responsibility issue is strengthened when it is perceived that the cost starts from an alternate responsibility unit (i.e. the region of the association where the representative works) to the unit that causes a great part of the cost related with worker turnover (HRM).

As per Bliss (2007), the normal cost to supplant a fired worker is around 50 percent of that representative's yearly pay. Detachment costs are the costs a business brings about amid the way toward firing a worker, including severance pay, costs related with joblessness protection guarantees, the cost of proceeded with benefits and so forth. Allen (2008) holds that what numerous businesses neglect to incorporate into their appraisals of division costs, in any case, is the time different workers spend handling the representative's end, including expelling the representative from finance or advantages frameworks, leading post-employment surveys, and so forth. Along these lines, each worker that leaves an association, even the individuals who leave or resign, will make a business acquire at any rate a few costs identified with the partition.

There are immediate and roundabout costs related with contracting a substitution for a representative who has cleared out. In the event that few workers have left, there might be some little funds in specific classes from economies of scale, however that is a little piece of the aggregate cost. The association should bring about enlistment costs incorporate Fees paid to outside spotters, Advertising costs to be acquired for arrangement of adverts for particular positions or notwithstanding for the organization itself while selecting for a few positions (Hinkin and Tracey, 2005). Different costs incorporate meeting costs related with going to enlistment reasonable by staff to hotspot for appropriate competitors. There is additionally the component of time lost during the time spent enrollment by the human asset office. The firm will likewise acquire post talk with costs that incorporate costs to check references and certifications from hopefuls who pass the screenings, Pre-work aptitudes testing that must be directed. There are additionally the work costs which incorporate the marking of rewards, movement costs for planned worker and their family (Bliss, 2007).

Enrollment costs are those that a business brings about searching for somebody to fill their recently empty position. This incorporates everything from the cost of building up a refreshed expected set of responsibilities to the cost of preparing the new worker, and everything in the middle of (Holtbrugge, et al., 2010). Simply consider it: each vacant position speaks to a really long time of work for enrollment specialists, HR experts and contracting supervisors, who need to deal with applications and continues, think and limit the candidate pool, plan and take part in meetings, and after that meet again to choose a competitor. What's more, that is a truly short procuring process (Shiundu et al., 2012). Numerous businesses additionally now utilize pre-work screenings to survey candidates' ranges of abilities and identities, and require that promising hopefuls meet with various individuals inside the association preceding making an offer. The more drawn out the contracting procedure, the more costly it progresses toward becoming (Hendricks, 2006).

Efficiency costs are somewhat harder to evaluate than detachment costs or substitution costs. Incorporated into this class are not just the hours of lost profitability that pile on as a position stays unfilled, yet additionally the time different workers spend endeavoring to get a move on (Bliss, 2007). However, bosses don't simply lose a laborer when a worker leaves, they additionally all the experience and skill that representative conveyed to their activity, and any costs related with boss gave preparing. Likewise included here is the time it takes for the new worker to get up to the level of creation and profitability of the past representative, which can go from only a couple of days to a couple of months relying upon the sort of position they're filling (Hinkin and Tracey, 2005).

2.3. Influence of Motivation on Turnover Cost

Laborer turnover is the level of improvement of agents inside and outside the affiliation (Reib, 2008). Turnover has both positive and negative edges; in any case, it is in light of a true blue worry for relationship to get rid of the negative

impacts and the extraordinary (negative) level of turnover that cripples data cognizance (Branham, 2005; Ertl, 2005; Reib, 2008; Zahorsky, 2010). Absurd turnover causes an undue weight for an association's money related arrangement and HR, i.e. time committed to delegate choosing, advertisements, interviews, beginning getting ready, supervision, inspiration, evaluation, acclimation to the new movement, mentoring, training, substitution while the position is void and so on (Armstrong, 2009; Bowes, 2010; Reib, 2008). Inspiration is the essential mechanical assembly to take out the negative specialist turnover rate inside affiliations; this is the establishment of human resource organization. The nonappearance of palatable human direct inspiration will provoke a nonattendance of clear goals and issues with fulfillment and also a nonattendance of various leveled efficiency; further, it isn't possible to envision that specialists will stay in the affiliation.

In a common authoritative workplace, it is basic for association to hold staff and guarantee their adequacy. Associations are constantly settled to accomplish particular objectives (Katz and Kahn, 1978) and such objectives are attached to different degrees on staff motivation, maintenance, and proficiency in addition to other things. Corporate elements particularly in the inn business are confronting a great deal of issues in specialist's turnover and adequacy (Agba, 2010). Notwithstanding the centrality of motivation as a fundamental instrument in specialist's turnover and efficiency, it is regularly underutilized by most supervisors in working environment (Bassel et al., 2009). Utilizing staff is imperative in any association yet their connection and efficiency is even the most critical. In this way there is have to look at the impacts of components that would guarantee laborers effectiveness and maintenance.

The outcomes of large amounts of representative turnover are twofold, as they influence both monetary and nonfinancial parts of the manufacturing ventures. A high size of worker turnover can posture huge obstacles with regards to efficiency, benefit, and quality in manufacturing firms (Kiebusch, Price and Theis, 2012). Littler manufacturing companies might not have enough workers to do everyday capacities therefore (Johnson, 2009). As per Raines (2013), turnover can be an imperceptible foe for new companies. He affirmed that the marvel is undetectable on the grounds that the costs related with it can't be ordered in the monetary articulations or revealed toward the finish of each financial year.

Heneman and Judge (2009) ordered the negative outcomes of turnover as substantial factors, for example, enrollment, preparing, choice, and loss of profitability. Conversely, the elusive parts of turnover incorporate the impact on resolve, the workload impact, and the disturbance of group execution. Furthermore, other negative costs incorporate partition, high time utilization in preparing substitutions, and money expenses. The analyst finished up by saying that alternate costs can be less perceivable and harder to gauge yet include more prominent results, for example, client misfortune, mark picture decimation, and low spirit.

Breaking down the financial impacts of worker turnover, Jehanzeb and Rasheed (2013) expressed that the figures can stun. For instance; the normal cost of turnover for a manufacturing organization in Saudi Arabia is \$200,000 per representative (Jehanzeb and Rasheed, 2013). As pharmaceutical maker, Merck evaluated that its aggregate turnover costs around 150% of the representatives' yearly pay rates (Zimmerman and Darnold, 2005). In the United Arab Emirates, the cost is around \$7,564 every year. As per Paradise, (2009), the normal yearly learning consumption, is the preparation cost, per worker in 2008 to be \$1,068. An across the board confidence in numerous nations is that because of absence of labor workers have grown awful practices. Lamentably, regardless of the turnover of representatives is such a major issue the world over, there are many examinations to explore this, yet the worker turnover has not diminished. There are three arrangements of past encounters of turnover expectations in companies, i.e., controlled, uncontrolled and statistic. The outcomes suggested that the degree of controlled turnover is substantially more prominent than uncontrolled turnover and primary wellsprings of representative turnover are the poor administration rehearses.

While useful turnover (that is, awful entertainers leave, great entertainers stay) can help decrease imperfect authoritative execution (Stovel and Bontis, 2002), high turnover can be inconvenient to the association's profitability. This can bring about the loss of business support and connections, and can even risk the acknowledgment of hierarchical objectives. Then again, Abassi and Hollman (2000) contend that broken turnover (that is, great entertainers leave, awful entertainers stay) harms the association through diminished advancement, deferred administrations, despicable execution of new projects and deteriorated efficiency. Such exercises can fundamentally influence the capacity of associations to thrive in the present focused economy, leaving even the most eager associations unfit to prevail because of their powerlessness to hold the correct representatives (Stovel and Bontis, 2002).

Existing writing Sherman et al., (2006) feature purposes behind worker turnover in the associations: employing rehearses; administrative style; absence of acknowledgment; absence of aggressive pay framework; lethal work environment conditions. Others incorporate absence of fascinating work; absence of employer stability; absence of advancement and insufficient preparing and improvement openings, among others. These are characteristic and extraneous motivational components which can help administrators to impact worker maintenance in their associations. The issue, nonetheless, is that supervisors have flopped in distinguishing and legitimately utilizing these factors as maintenance systems subsequently bringing about the predominant high turnover rate in the associations (Sherman et al., 2006).

2.4. Motivation Strategy

Motivation is a mental procedure. Alongside recognition, identity mentalities, and learning, motivation is an imperative component of conduct. By the by, motivation isn't the main clarification of conduct. It associates with and promotions in conjunction with other subjective procedures. Directors today are utilizing workplace as a methods for

adequately enhancing laborers execution (Robertson, 2006). They are additionally utilizing fiscal and non-financial impetuses to cultivate staff maintenance and adequacy (Kepner, 2001). Financial and non-money related motivating forces are both basic in staff turnover and efficiency (Nelson, 1999; Kepner, 2001).

Motivation expands laborers execution. Pay, discipline or acclaim are outside impetuses or motivational elements that should be disguised keeping in mind the end goal to wind up noticeably compelling. Inward motivations then again, are inner self needs of the worker. It incorporates work fulfillment, work achievement and renowned (Dhameja, 2009). Motivator guides action toward the objective. Money related motivating force incorporates remunerating specialists for brilliant employment execution through circumstances, for example, preparing, adaptable work hours, and positive workplace among others.

Inspiration is something that can travel all over in a minute. The workplace frequently can be a fun and charming spot, however other time can be a pit of perdition. Inspiration is passed on in an extensive variety of ways. Each individual may be remarkable, however generally we share comparative sorts of inspiration with Luthans (1998) states that inspiration should not be thought of as the primary elucidation of direct since it partners with and acts in conjunction with other mediating methodology and with the earth. Like other scholarly process, inspiration can't be seen. All that can be seen is lead, and this should not be contrasted and purposes behind direct (Luthan, 1998). While seeing the central piece of inspiration, Evans (1998), states that, various current theories of definitive direct believe that it's crucial for the field to reemphasize lead. Lutham (1998) describes inspiration as a "strategy that starts physiological inadequacies or need that starts a direct or a surmise that is away for a goal driving force". A clear importance of inspiration is the ability to change lead. If is a confirming that powers one to act since human lead is composed towards a couple of destinations.

Motivational impulses are key basic in light of the fact that most agents leave their business to another for better pay or greener fields. Masters may stay if their capacities are totally utilized and are adding to the achievement, of the general goal of the affiliation. In case specialist's upkeep and productivity is built in a general sense in light of cash related propelling power free wander in the cabin business would over the long haul lose their staff (Kohn, 1993). Confined work drive in some specific regions, for instance, information development, hotel organization, accounting and looking at may add to workers' turnover. This is because there is advance when all is said in done society and private parts for pros in these zones. In addition, since supply is lacking the best bidder takes the day, and when another high director comes up, the past organizations lose their staff. This infers, for any business to get by under such condition, powerfully enrollment and upkeep procedures are fundamental. These frameworks need to abstain from bothersome turnover (Madison, 2002). Business support and productivity can similarly be expert through adequate stream of information from organization to workers and negative behavior pattern visa.

Supervisors the world over are always scanning for motivational factors that would empower specialists to perform at ideal levels to fulfill hierarchical objectives. They are utilizing money related and no it fiscal motivating forces to guarantee utilized viability at working environment (Ushie, Agba, Agba and Best, 2010) staff adequacy incorporates objective accomplishment, readiness to carryout doled out obligations, satisfaction with the activity, inventiveness and disclosure, increment in efficiency and benevolence (Onyene, 2000). There is a utilitarian connection amongst motivation and laborers' adequacy (Armstrong, 2004). There is a critical connection between laborers viability and pay or cash (Holley, Jennings, and Woltrcs, 2005).

To upgrade execution of laborers, the wage advancement and different advantages appreciated by their associates in other calling must be guaranteed. But this is done the resolve of such specialists will fall, and this could prompt high occupation turnover (Akpamma, 2000). The workplace: assumes critical part in laborers adequacy (Robertson, 2006). The accessibility parched reasonable administration of" the workplace decide the item and administrations of an association and additionally its staff execution or adequacy (Mbipom, 2001; Apka, 2001). Preparing of staff constitutes yet another non-money related spark. Preparing alludes to an arrangement of exercises that, empowers a worker to procure more required abilities, information and mentality for successful employment per per perniciousness. It upgrades the execution of existing laborer.

Spurring specialists for successful occupation execution through satisfactory acknowledgment incorporates among others, perceiving and adulating workers when an allocated undertaking is finished. Perceiving utilizes staff little change a work environment and acknowledgment of other passionate needs of representatives in and outside the working environment (Kepner, 2009). Motivational procedures are strategies, systems, or ways to deal with urge representatives to work past desires. As indicated by Clark (2010), work motivation is the procedure that starts and keeps up objective coordinated execution. Proof demonstrates that giving money or other substantial motivators to grown-ups for expanded work really builds their enthusiasm for their occupations (Condly, 2010). While choosing a motivator framework, factors, for example, self-sufficiency, authority and reason for existing are vital to worker motivation. In any case, associations ought not instantly accept that cash is the main propelling variable; associations should tailor motivating force projects to consider what representatives need or require and if the association has the capacities to give them (Frumkin, 2010).

An unusual condition of specialist inspiration is gotten from effective organization practices (Armstrong, 2010). To make prodded delegates, an executive must view people as individuals, empower experts, give a convincing prize system, refresh occupations, and make a versatile workplace. Page (2008), in his article on non-financial sparks in the workplace portrayed inspiration as the system that records for a man's energy, course and enthusiasm of effort toward accomplishing a target. As showed by Koesmono (2014), a need is an internal express that makes certain outcomes appears to be engaging and an unsatisfied need makes weight that stimulates drives inside a man. These drives create look for direct to find targets that if finished, will satisfy the need and provoke the abatement of weight (Koesmono, 2014).

Past examinations have uncovered that agent turnover could speak to a bona fide threat to the improvement and proficiency of any business affiliation (Tettyey, 2006; Ally, 2011; Mrope and Bangi, 2014). In reality, Armstrong (2009) sees that delegates' turnover rates are believed to be one of the persistent issues in affiliations. From the composition, the chief fundamental issue for specialists today in all organizations is contracting and keeping qualified and talented delegates. It is basic to observe that for assembling organizations to stand the trial of time in an exceedingly engaged condition, the issue of specialists' turnover must be steered to use on the expenses, notwithstanding the way that it may not be commonsense for any relationship to completely take out delegates' turnover in light of a couple of reasons, everything thought of it as could be lessened to the barest minimum.

2.5. Research Methodology

The study adopted a correlation research design to find out relationship among variables in the descriptive research process is labeled as correlation study which, according to Cooper and Schindler (2003), is a subset of descriptive study. A correlational report is directed in the common habitat of the association with least obstruction by the analyst with the ordinary stream of work (Hair et al., 2007). Causal investigation is an examination in which scientist needs to portray the reason for at least one issues. In thinks about directed to set up circumstances and end results connections, the scientist tries to control certain factors to consider the impacts of such control on the needy variable of intrigue (Sekara and Bougie, 2011). The present examination was of connection sort of examination as we inspect the relationship among factors of maintenance procedure on turnover expenses of assembling organizations utilizing authoritative culture as an arbitrator.

The exploration was situated in Eldoret town focusing on 13 fabricating organizations. Eldoret is an essential city in western Kenya which additionally fills in as the capital of Uasin Gishu County. Lying south of the Cherangani Hills, the neighborhood rise fluctuates from around 2100 meters above ocean level at the airplane terminal to more than 2700 meters in adjacent zones (7000– 9000 feet). The populace was 289,380 in the 2009 registration, and it is as of now the quickest developing town in Kenya. It is additionally the second biggest urban focus in Midwestern Kenya after Nakuru and the fifth biggest urban focus in the (Kenya | U.S. Organization for International Development, 2013).

The investigation focused on 130 respondents including the administration group. The objective populace is composed as appeared in table 3.1. Yamane's equation is utilized as a part of measurable examination as an apparatus to decide the specimen size of a populace that must be taken for a particular report. This recipe is just utilized when the specimen measure is obscure; for instance, since things like IQ scores have a tendency to take after an anticipated conveyance design, it is anything but difficult to locate a proper example estimate for concentrate this point (Yamane, 1967). Utilizing the equation, analysts can think of a dependable specimen size to contemplate a given populace without studying the whole populace exclusively. To choose how the specimen measure, the specialist embraced the Yamane formulae. Yamane's equation is utilized to ascertain the example estimate (n) given the populace measure (N) and a room for give and take (e). It is figured as;

$$n = N / (1 + N(e)^2) \text{ (Yamane, 1967).}$$

Where; n = the number of samples needed, N = total population and e = error tolerance.

$$130 / (1 + 130 \times (0.05)^2) = 98.113 \text{ thus } 99 \text{ respondents will be sampled.}$$

The research adopted a random sampling technique to select the respondents. Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample (Cochran & William, 2007).

Primary data was collected by use of questionnaires. Self-administered questionnaires with both closed ended and open ended questions were used. This is because the study is concerned with variables that cannot be directly viewed or observed like views, opinions, perception, feelings and attitudes of the respondents. Such information is best collected through the use of a questionnaire. The data gathered was prepared for analysis by editing, coding, categorizing and recording and analyzed using descriptive and inferential statistics then presented using frequency tables, percentages and pie charts. These methods ensured easy understanding of presented data and information.

3. Results

3.1. Descriptive Results on Motivation Strategy

The study sought to find out from respondents the extent to which their organizations view the effect of motivation strategy on turnover costs. Motivation strategy was measured using 14 items. The statements that the company has good leadership, company has ensured job security, company provides for family friendly HR practices, company offers job related

training and company has good working environment had the highest mean of over 3.0 as shown in Table 1. The descriptive results for motivation strategy indicates that the employees of manufacturing firms neither agreed nor disagreed with mean and standard deviation values of (M = 3.02, SD = 0.794) respectively and was remarkably consistent. The employees of manufacturing firms neither agreed nor disagreed on motivation strategy. This agrees with Contiu *et al.* (2012) that motivated members of an Organization are likely to be persistent, creative and productive whereas non-motivated members are inefficient and costly.

The fulfillment of representatives in the association is associated with interior hierarchical practices and individual inclinations. The subsequent components demonstrate a connectedness of turnover and view of equivalent and reasonable treatment. An apparent lopsidedness between associates at the same various leveled level in the expressed factors regularly prompts propensities to leave the work. Worker turnover is additionally affected by out of line inner hierarchical practices. The reviewed workers preferably leave their activity positions early than see the absence of moral activity by the firm, intrigues with accounts and a vague vision and future.

	Mean	Std. Dev	Skewness	Kurtosis
The company has good leadership	3.74	1.17	-0.81	-0.22
The company has ensured job security	3.46	1.33	-0.31	-1.21
The company provides for family friendly HR practices	3.40	1.14	-0.43	-0.63
The company offers job related training	3.53	1.11	-0.83	0.04
The company provides career development	3.01	1.22	-0.20	-1.06
The company has provided pension scheme for staff	2.95	1.35	0.02	-1.37
There is good management of employee expectation	2.82	1.28	0.04	-1.12
The company has good induction process in place	3.17	1.15	-0.61	-0.75
The company offers a good salary structure	2.58	1.27	0.29	-1.14
The company has a good employee welfare plan	2.58	1.19	0.28	-1.07
The company has good staff medical insurance plan	2.39	1.23	0.67	-0.51
The company has good working environment	3.23	1.22	-0.63	-0.75
The company has staff provident fund	2.43	1.23	0.63	-0.73
The company has a timely payment process	3.06	1.37	-0.25	-1.29
Overall mean	3.02	.794	.143	-.722

Table 1: Descriptive results on motivation strategy

3.2. Descriptive Results on Turnover Cost

The dependent variable during the study was the turn over costs. According to the findings the majority of the respondents strongly agreed company incurs lost production costs as accounted by a mean of 4.13 and standard deviation of 1.07 as shown in Table 2. The company incurs lost sales costs and incurs lost sales costs since majority of the respondents agreed as shown by a mean of 4.05 and 4.03 respectively. From the 5 statements used to explaining turnover cost had an overall mean score of 4.00 indicating that respondents agreed on its turnover cost measures.

	Mean	Std. Deviation	Skewness	Kurtosis
The company incurs training costs	3.87	1.15	-0.96	0.17
The company incurs lost production costs	4.13	1.07	-1.37	1.26
The company incurs lost sales costs	4.05	0.98	-1.24	1.27
The company experiences lost opportunity costs	4.03	1.08	-1.18	0.75
The company has to content with recruitment costs	3.92	1.14	-0.92	-0.13
Overall mean	4.00	0.88	-1.06	0.71

Table 2: Descriptive results on Turnover cost

3.3. Correlation Results

The study sought to find out the strength of the relationship between establish the relationship between motivation and turnover costs of manufacturing companies in Eldoret, Kenya. To achieve this Pearson's moment correlation was used. It was appropriate because all the variables were in ratio scale. There is a significant positive relationship between motivation strategy and turnover costs ($r=0.788$, $p\text{-value}=0.00$) as shown in Table 3. Therefore, an increase in motivation will lead to an increase in turnover costs.

		Turnover	Motivation
Turnover	Pearson Correlation	1	
	Sig. (2-tailed)		
Motivation	Pearson Correlation	.788**	1
	Sig. (2-tailed)	.000	

Table 3: Correlation Analysis

** . Correlation is significant at the 0.01 level (2-tailed).
 b. Listwise N=93

Motivation increase leads to an increase in turnover costs. This agrees with Shah and Shah (2010) that to say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner. Also it concurs with Condly (2010), that higher levels of motivation can translate into a 53 percent reduction in employee turnover.

3.4. Effects of Motivation on Turnover Costs of Manufacturing Companies

Linear regression was used to explore the relationship between one continuous variable and independent variables. The model was used to predict turnover costs of manufacturing companies using motivation in the study. From the regression results, the R coefficients were .788, and the R-square is .620. Thus, the predictor variables have explained 62% of the variance in the dependent variable turnover costs as shown in Table 4. This suggests that the predictor’s investigated determined 62% of the turnover costs.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.788 ^a	.620	.616	.53800	.620	148.728	1	91	.000

Table 4: Model Summary

a. Predictors: (Constant), Motivation

The analysis of variance used to test whether the model could significantly fit in predicting the outcome of turnover costs (Table 5). The F-ratio was 148.728 which was likely to happen by chance and was significant (P < 0.05). The model was found to significantly and able to predict turnover costs, leading to rejection of the null hypotheses.

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	43.049	1	43.049	148.728	.000 ^b
	Residual	26.340	91	.289		
	Total	69.389	92			

Table 5: ANOVA^a

a. Dependent Variable: Turnover cost
 b. Predictors: (Constant), Motivation

3.5. Coefficients of Turnover Costs

The coefficient shown in Table 6 presents the standardized Beta coefficients between the predictor variables and the dependent variable turnover costs. The β value explains about the relationship between turnover costs and predictor. The positive β values indicate the positive relationship that exists between the predictors and the outcome. The β value for motivation strategy had a positive coefficient thus positive relationship with turnover costs as summarized in the model as:

$$\text{Turnover costs} = .148 + 1.068M_s + \alpha \dots \dots \dots \text{Equation 1}$$

The Beta coefficient (β) of the process (=1.068) was significant (p<0.05). This indicates that the motivation strategy significantly predict turnover costs. The β coefficients for independent variable generated from the model was subjected to a t-test, in order to test each of the hypotheses under study. The value of β = 0.301 (p < 0.05) which implies that we reject the null hypothesis stating that there is no significant relationship between motivation strategy and turnover costs.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.148	.316		.469	.640		
	Motivation	1.068	.088	.788	12.195	.000	1.000	1.000

Table 6: Coefficients^a of turnover costs

a. Dependent Variable: Turnover cost

The study findings depicted that there was a positive significant relationship between motivation strategy on turnover costs ($\beta_1=1.068$ and p value <0.05). Since the p value was less than 0.05 the null hypothesis (H_0) was rejected and the alternative accepted. Therefore, we can conclude that motivation strategy has a significant influence on turnover costs. The findings agree with Koesmono (2014) that initially an employee may be satisfied and motivated by the monetary compensation he/she receives, but over time other factors need to be considered to keep the employee motivated. This agrees with Contiu *et al.* (2012) that motivated members of an Organization are likely to be persistent, creative and productive whereas non-motivated members are inefficient and costly.

4. Conclusion

The motivation strategy had a significant influence on turnover costs. The motivation strategy predictor used in the model captured the variation in the turnover costs in manufacturing companies. Motivated members of an Organization are likely to be persistent, creative and productive whereas non-motivated members are inefficient and costly.

5. Recommendation

- There is need for manufacturing firms to enhance the career development of their employees in order to reduce and develop their employee's talent.
- The management firms should increase the motivation strategies of their employees by adopting both intrinsic and extrinsic motivation practices in order to improve their productivity by reducing their turnover.

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