

INTERNATIONAL RESEARCH JOURNAL OF MANAGEMENT SOCIOLOGY & HUMANITIES

ISSN 2277 – 9809 (online)

ISSN 2348 - 9359 (Print)

An Internationally Indexed Peer Reviewed & Refereed Journal



**Shri Param Hans Education &
Research Foundation Trust**

www.IRJMSH.com
www.SPHERT.org

Published by iSaRa Solutions

AN OVERVIEW ONVOLUNTARY EMPLOYEE TURNOVER IN PORGERA GOLD MINE, PAPUA NEW GUINEA

KAISH ISAAC PHILIP,

B/ARTS (UPNG), MHRM (UNDIP- INDONESIA)

SENIOR LECTURER, INTERNATIONAL TRAINING INSTITUTE,

PORT MORESBY, PNG

Abstract. Voluntary Employee Turnover is an employee ends employment relationship with one company for another, on their own personal reasons. This survey was conducted to investigate why employees quit their employment using Porgera Barrick Gold Mine (PJV) in Enga Province Papua New Guinea as a research field. The employees quitted between years 2008-2012 were surveyed with a total sample of 50 from population of 300 employees. The data were collected using a survey questionnaire through an electronic base particularly e-mail, facebook and whatsapp. The study examines five (5) factors of voluntary employee turnover. These factors are *monetary reward*, *employee training*, *promotion*, *supervisory* and *working environment* as main variables being tested using Multiple Regression Analysis with SPSS program version 19.0. After analyzing, the findings indicate monetary reward and training demonstrated insignificant relationship between voluntary employee turnover, thus accepted null hypothesis. Meaning these variables have no effects on employee turnover. Promotion stipulated negatively significant relationship ($P < 0.021$) between voluntary employee turnover, and reject null hypothesis. Supervisory action also has negative significant relationship ($P < 0.004$) between turnovers, whereas final hypothesis work environment only demonstrated statistically significantly positive relationship (0.033) between voluntary employee turnover. This indicates promotion and supervisory actions both together can impact negatively to the Barrick Gold Mine employee turnover. However, work environment on other hand influenced positively to impact voluntary employee turnover in Barrick Gold Mine. The results from open-ended interviews also have an evident to signify an external work environment such as accommodations for Barrick was one of the contributing factors for Voluntary Employee Turnover.

Basing on these findings, it can be recommended that employee accommodation inside company camp must be fairly and equally distributed to its skillful and experience employees. Housing policies should also review so that family work life balance should be maintained. Other tough policies such as mobile phone restrictions should also be reviewed for employees to freely work. Furthermore, management may look into benefits and incentives to close the loophole for better rewards from the outside companies which attract employees to leave the PJV.

Key words: Voluntary employee turnover, monetary reward, promotion, training, supervisory, work environment.

CHAPTER ONE

INTRODUCTION

Porgera Joint Venture is an open pit and underground gold mine located at an altitude of 2,200-2,700 meters in the Enga Province of Papua New Guinea. The operation is roughly 130 kilometers west of Mount Hagen and 600 kilometers northwest of the capital Port Moresby. The Barrick Gold Mine in Enga Province, Papua New Guinea, is operated by Barrick (Niugini) Limited through an equal partnership between Barrick Gold Corporation and Zijin Mining Group Company Limited - which owns 95 percent participating interest in the Porgera Joint Venture (PJV). The remaining 5% in PJV is owned by Mineral Resource Enga (MRE) Limited Mine employs over 2,500 Papua New Guineans, and over the life of the mine has produced more than 20 million ounces of gold and contributed approximately 10% of PNG's total annual export

Porgera Gold Mine experienced steady rate of voluntary employee turnover for the past few years as surveyed. PJV provides the best world class training to all its employees since its operation as Placer Dome in 1990, hoping that it will provide an investment to the company, and later utilize trained employees to improve the production of the company. However, employee voluntarily turnover after given the best training is slap on the face for the company, and human resources managers have sleepless nights to do all over again to recruit and train employees wasting a lot of time and money. Therefore, one need to understand the factors of turnover and manage to control further turnover is paramount important for current PJV's situation.

Voluntary employee turnover refers to an employee leaves the company on his or her own wishes. It might be due to many factors that falls under many different ways according to their own personal needs. The existing job dissatisfaction relation to unlimited desires may be the driving force for ending employment relationship.

It's believed that high turnover causes and how to control remains a primary concern in the future. Many researchers already worked on the topic of voluntary employee turnover and located various causes and antecedents of employee turnover. Results of findings demonstrated promotion, training, supervisory actions, monetary rewards and poor working environment are some of the main causes of push factors. There were five factors have been identified and tested through Multiple Regression Analysis. When tested three variables out of five were found significantly positive relationship between voluntary employee turnover in Porgera Joint Venture (PJV). Meaning these three and other related factors positively causes employees to leave the company for another.

Papua New Guinea's major world class Natural Liquefied Gas (ExxonMobile) may be another factor for employee voluntary turnover. This directly stipulates manpower in mining sector is highly demanded, so the competition from similar sectors to attract, motivate and retain skillful

and talented employees is paramount important. The main focus remained on the factors which are contributing to the voluntary employee turnover in Porgera Gold mining in PNG.

PURPOSE AND SCOPE OF THE RESEARCH

Turnover is a common existing problem faced by many organizations around the world today. Many HR professionals explained high rate of employee turnover is a causal factor of low employee satisfaction. This leads to low work commitment and poor organizational performance result in decrease production and growth of organization.

As an Academic with an extensive knowledge on management related issues, the topic chosen is research to find out what really causes employees to leave PJV voluntarily. Although not being employed by the PJV, living close to the mining company has fair information and background issues to discuss why employees quit the employment with PJV.

Many employees of PJV gained extensive world class training since the operation of the mining. The company trained employees hoping that it's an investment for the company. The well trained and motivated employees will in return contribute something effective to improve production quality in long run for profitability.

However, voluntary employee turnover after imparting knowledge and skills is a waste of resources for the company and it's a major problem still exist today. The management having sleepless nights doing recruitment and training all over again, costing another considerable amount of money and time.

This is a major problem experience not only in Porgera Joint Venture, but it's also common problem existed in the world today. As HR is a growing field in this era, the readers of this researchpaper may understand the root causes of turnover and select PJV as an exploratory analysis in order to make policies to control the high rate of employee turnover in the future.

CHAPTER TWO

LITERATURER REVIEW

There are well established traditional theories about turnover behavior. Several theories and key models need to be discussed to examine causes of turnover, how they describe and explain reasons for turnover. Here are five (5) traditional theories which explain briefly why employees voluntarily decide to leave the current job or organization. These studies have been done by various scholars formulated under Annuradha (2007) described such as Theory of Organizational Equilibrium (March & Simon, 1958), Met Expectation Model (Porter & Steers, 1973), the Linkage Model (Mobley 1977; Mobley et al, 1978), The Unfolding Model of Turnover (Lee and Mitchell 1994: Lee et al, 1999) and the model determinant turnover (Price 1977) which are related to current studies as shown below in brief discussion

Met Expectancy Theory

This theory suggested by Porter and Steers (1973) in Paula (2001) stated “ the discrepancy between what a person encounters on the job in a way of positive or negative experiences and what he expected to encounter. An employee’s expectations may include rewards, advancement and good relationship between supervisors and co-workers that would motivate him/her to be part of organization. The basic theme of this theory is that when an employer fail to fulfill and meet an employee’s expectations, that will lead to voluntary employee turnover.

Linkage Model

The Linkage Model according to Mobley’s (1977) in Anuradha. R (2007) a series of interrelated links between job satisfaction and voluntary employee turnover. In this model one major factor is considered by job dissatisfaction, which leads to a series of withdrawal intentions like thoughts of quitting, job search intention and fringe benefits comparison, this behavior ultimately cause high voluntary employee turnover.

Unfolding Model of Turnover

During the recent research on employee turnover, Thomas Lee, Mitchell, Terence R, Wise, Lowell, Freman, Steven, (1996) has presented unfolding model of employee turnover which specially focused on four psychological paths that an employee choose when he leave the job. Process of turnover starts from a shock that employee premeditated judgment about their jobs. This shock then directly link with employee’s system of belief and images. The ultimate result of this shock employee has to quit their employment without considering emotional attachment with the organization or job alternatives. Alternatively, employees consider other cognitive planning for instance comparison of job satisfaction with other similar company and eventually have intention to leave the job.

Organizational Equilibrium Theory

In the study of voluntary employee turnover the organizational equilibrium theory by (March & Simon 1958 in Zheng et al, 2010) has a great influence. March and Simon stated that; ‘Turnover occurs when individuals perceive that their contributions to an organization exceed the inducements they received from the organization’ this incentive effects on two things like intent to leave and employee’s ease of movement is more related to individual level factors.

The theory link with the satisfaction and alternative served as the origin for the much of the literature on voluntary employee turnover (Hulin et al.1985) in Hurley (2007). According to this theory an employee has been faced two sides reactions ‘push & pull’ that impact on turnover decision like high salary, bad attitudes of supervisor, better job opportunities, unfair promotion and training etc.. These things dissatisfy employee as “pull” away from the organization. There are also some psychological forces that can always “push” employee towards new employment (Josefek& Kauffman 2003 in Zheng, et al 2010).

Price Model Turnover Determinants

Price (1977) model in Anuradha.R (2007) identified five (5) primary determinant factors of turnover namely; paylevels, integration(defined as the involvement one has in one’s relationship with asupervisor or coworker), instrumental communication(defined as how clearly thework role is communicated to the employee), formal communication (defined as howwell the organizational communicates practices and policies). He suggested that these four determinants lead to jobsatisfaction, and the relationship between satisfaction and turnover is mediated by theavailability of other job opportunities.Price andMueller (1981, 1986) in Anurandha (2007) also added other determinant factors, such as employer to employee relationship, fair compensation, kinship responsibility,training and inclusive of more than 15 determinant factors ofturnover. However, his model explained only about 13% of turnover variance (Hom &Griffeth, 1995) in Anurandha in (2007). As such, this research paper will focus on the most affective causes of employee voluntary turnover in Porgera Gold Mining and their factors are further described below.

CHAPTER THREE

FACTORS OF EMPLOYEE TURNOVER

Employee Turnover

The paper already defined and described the roles and responsibilities of employees in various organizations. As mentioned, employee's main motive is to take in resources and give out efforts for the effective progress to attain organizational goals. This is driven by an expectation and managers should understand to find out what are their expectations and satisfy them to retain skillful employees.

Employee turnover is widely considerable issues for the most organizations (Joseph, 2011). That means when a person quit from his current job for some important reasons. When the employee quit the job for their own wishes, it is called as "*employee turnover*" (Ghee, 2010). According to Macy and Maris (1983) in Robert Hurely (2007) "A permanent movement beyond the boundary of an organization". It's a continuous process of hiring new candidates and training them but leaving the job on their own reasons.

There are six (6) types of employee turnover happens in many organization (Ghee et al, 2010). Among these *employee voluntary turnover* involves employees have their own wish to quit their job and join other companies or intention to resign from their current job due to their personal reasons (Fisher, 1992). It can be due to better job opportunity elsewhere, a bad attitude towards supervisors, poor working conditions, unfair promotions, job dissatisfactions and fewer chances of growth and advancement.

Whereas *involuntary employee turnover* occurs when an organization fire employees by itself (Anurandah (2007). These includes retirement cases, organization need to cut cost, restructure or downsizing ,low performers dismissal from work (Ghee Soon, Robert Martis& John Jackson (2010) , permanent disability or employee death cases. When employee leave their job it does have an immediate effects not on only the organization but also have an impact on the employees themselves and the societies as well.

Table 2.1.

Shows different types of employee turnover

No	Types of Turnover	Definition of Turnover types
1	Involuntary Turnover	Employees terminated for poor performance/ contract expires
2	Voluntary turnover	Employee leave by their own choices
3	Functional turnover	Lower-performance or disruptive employees leave

4	Dysfunctional turnover	Key individuals and high performers leave at critical time
5	Uncontrollable turnover	Employees leave for reasons outside the control of the employer
6	Controllable turnover	Employees leave for the reason that could be influenced by the employer

Source: Ghee Soon et al, (2010)

The employee leaving more frequently when company makes more problems (Michael. A, 2007) for the employee. Many findings from scholars such as (Barrick Murray, et al, 1995) indicate job dissatisfaction is major contributing factor for turnover. The intention to remain in the firm found significantly positive relationship between job satisfaction and turnover in a firm (Sweeney, 2005) findings stipulated.

Job Satisfaction

The key drivers of employee retention for particular organization depends on employee job satisfaction. Therefore, the primary research needs to enlighten the role of job satisfaction and impact over turnover for the past results of findings from most scholars. Although job satisfaction is not selective variable in this survey, the brief description required to highlight the roles of job satisfaction impact over turnover.

Job satisfaction is defined as (Sweeney, 2005) a function of discrepancy between what the worker expects or thinks should get what actually experience in work situations. This is because satisfied employees contribute effectively for the effective progress of the company and turnover rate is being reduced. Whereas dissatisfied workers lack commitment lead to quit the job and join other similar mining companies. Therefore, it's important to investigate more for the factors that contribute to influence the job satisfaction as organizations can apply the skills to satisfy their employees.

A job satisfaction is a complex construct that includes employee feelings about different extrinsic and intrinsic job elements (Randi, 1994). The most employees come to work with high expectation to fulfill their unlimited desires such features as pay, promotion, training, autonomy and extra (MasibuleleTheophilus Mrara,2010). According to most studies (John M & Richard M,1981), numerous factors influence job satisfaction and these include; working condition, bad attitudes of supervisor, type of work, promotion, autonomy, the nature of task to be performed, better job opportunities and outside factors such as domestic problems. In relation to Joseph J (2011), employees fundamental goals are to attain high wage,comprehensive benefits, safe and healthy working environment and job security.

In addition, Ghee Soon (2010) stated why employees decided to stay or leave and outlined the drivers of retention as stipulated.

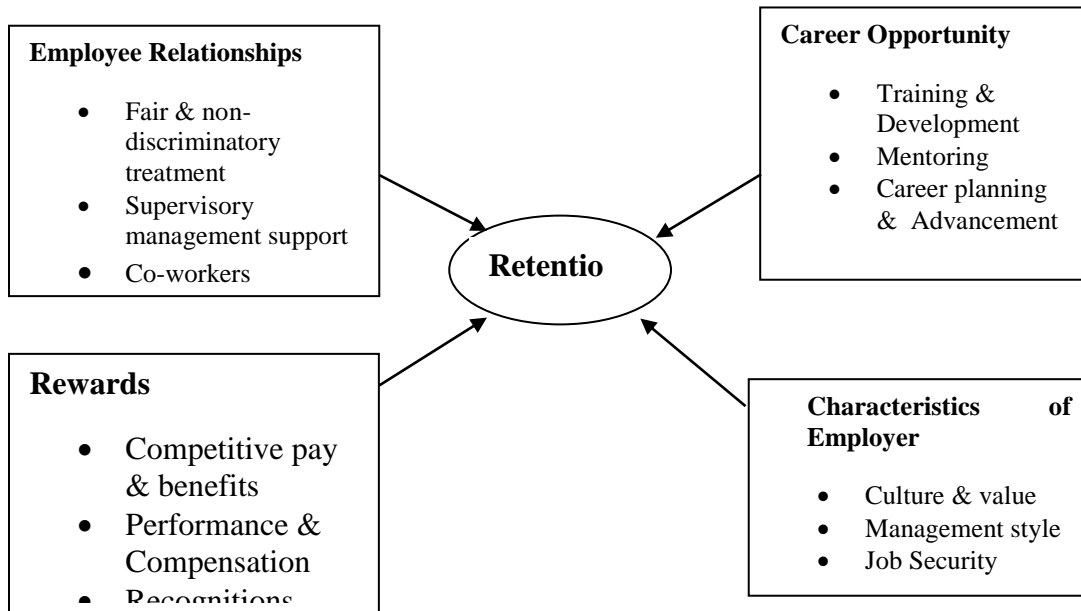


Fig 2.1. Retention drivers, Source: Ghee Soon et al, (2009)

The studies have further indicates that job satisfaction is influence by one's feelings or state –of-mind regarding the nature of the work (Mutuara,2005), quality of one's relationship with the supervisor, the quality of physical environment in the work place and the degree of fulfillment in the work (Michael ,2006). Increasing job satisfaction is important for its humanitarian value and for job retention have always been important issues for employers seeking better job performance (Randi, 1994). Job satisfaction and turnover intention studied (Mutuara.P, 2007) also postulated employees leave due to job dissatisfaction. The job satisfaction and turnover found negatively significant relationship between turnovers (Sweeney.et al, 2005). So satisfied employees are immovable.

In order to increase job satisfaction, the focus should be on professional support and recognition, balance workload, appropriateness and quality of technical equipment, physical work environment for mining sectors if it's mining sector (Barrick. M, 1994). According to traditional motivational theory, (Maslow, 1943) severely emphasis should be also on professional and technical development opportunities and improve team work, leadership and better communication network among the employer to employee relationship. The result obtained indicated (Mondy, 1992)organisational culture andvalues emerged as very strong motivational drivers, and a manager's relationship with theirline manager had a powerful impact on job satisfaction and related measures which lower the rate of employee turnover

Variables Identified

There are five independent variables have been identified for the research to be tested as follows:

Monetary Rewards

Financial reward is one of the determinant factor most studied variable in turnover from various scholars. Its payment received by an employee, whether this is salary, wage, in financial benefits, incentives or in the form of allowances. Employees come to work with unsatisfied needs and money serves them as a motivating factor²¹. There is much speculation among academic and practitioners about the real influence that money has a motivator⁷. Money cease to be a motivator, if a person got sufficient funds and in this case people may not be attracted to the organization or retained. So the reward is payment that employees receive in exchange for the services rented and effort applied.

The aim of the compensation is to attract, motivate and retain competence, skillful and experience employees to achieve organizational goals. When employer fails to maintain its satisfactory level with monetary reward, employees' intentions to leave the organization become an option. Poor performance, late for work, leave home early and increase absenteeism are an indication of labor turnover¹⁹. Many traditional theories such as Expectancy theory, Instrumentality Theories findings demonstrated positive significant relationship between monetary reward and voluntary employee turnover. Further findings stipulated financial rewards have positively coordinated with job satisfaction but negative significant relationship with turnover. The traditional model⁴ also reveals negative relationship between voluntary employee turnovers. Herzberg's 2 factor traditional model supports Price model, monetary reward are short-lived satisfaction compared with work itself which as long-life satisfaction⁸. Basing on these traditional theories of turnover, the hypothesis for *monetary reward* can be formulated as.

H1. Monetary reward has negatively significant relationship between voluntary employee turnovers.

Employee Training

Training is one of the aspects of investment and commitment¹². Training motivates employees when they receive the best training. The most researchers argued training is one of the negative relationships with turnover and their findings were summaries to debate their results.

The company that continues to pay employees training will waste its cost as trained employee will easily quit the company for another. Scott's studies with Becker's model supported general training would lead to an increase in turnover and that companies have little reason to invest in it¹⁰. Ghee also added that training employees only leave the company and trained for other companies. According to research data from Lowenstein and Speltzer² found that 63% of employees that received training reported majority of the skills obtained were transferable to other organizations.

The level of training has positive relationship between turnover suggesting more trained and well educated employees have more chances of quitting. Also Daniel's finding reveals positive relationship between training and turnover, employee leaves when not meet their expectation².

Several studies lately examined the “cherry-picking” phenomenon, where companies wait until employees are trained and these trained employees hired away to other companies³⁰. The company that pays for the training though is the one that loses its entire investment through employee being “stolen”. In the end, it is non-portable specific training that is much more attractive to organizations as it eliminates the chance that the trained employee will be “hired away”.

However, Gary Becker’s argued training has less likely to cause turnover. The skills obtained are non-portable and non-transferable to other organizations. Barlet also stated trained employees are motivated workers and can’t be able to turnover. According to Scott “general skills” training program which was paid completely by the employer essentially led to less employee turnover. There are many recent scholarly journals that have defended Becker’s position that specific training leads to decrease in turnover. Scott found young workers participated in formal and specific on-the-job training was much less likely to terminate the employment relationship than workers that received off-the-job generalized training⁶. Therefore, basing on above findings, research hypothesis for the training can be formulated as:

H2. Training has negatively statistical significant relationship between voluntary employee turnover.

Employee Promotion

In most organizations dissatisfied employees argue for unfair promotion. Promotional issue is one of key factor that also contributes to voluntary employee turnover. Promotion according to research from South Africa Labor guide defines an elevation to a higher post - usually with an attendant increase in salary and/or benefits - and probably an increase in duty and responsibility as well as an elevation in status¹⁷. When employers follow improper procedure to measure the criteria when considering promotion, then employees motivation towards their roles began to decrease and intention to seek other jobs increases.

The research findings also reveals lack of meaningful work and opportunities for promotion significantly affected employees' intentions to leave an organization⁴⁴. According to Mondy employees please with promotion may remain, while others who are not being promote intention to leave the job²⁴. Organizations could improve their employees' retention rate by adopting job enrichment programs and enhancing their advancement opportunities¹⁷. Besides promotional opportunities, the evaluation criteria used in the promotion and reward system also had significant effects on employees' turnover intentions. Ineffective performance appraisal and planning systems contributed to employees' perceptions of unfairness, and they were more likely to consider leaving the organization. The traditional Price models also affirm negative relationship between promotion and voluntary turnover. Based on these findings, the third hypothesis can be proposed as:

H3. There is a negative significant relationship between promotion and voluntary employee turnover.

Employee Supervisory

Supervisory action is a fourth variable will be tested in this survey. Supervision affects organizational results and the overall work environment. A strong supervisory team contributes to a positive work environment¹¹ and enables employees to contribute successfully to the organizational success and competitive advantage. The effective supervisory action is critical in a sector that faces challenges in recruiting and retaining top employees.

Many traditional theories and recent researches investigated supervisory actions that contributed to voluntary employee turnover. The leadership roles and attitudes presented towards employees were basic fundamental determinant factor either to retain or turnover³⁰. This particularly depend on integration and instrumental communication, how clearly work role is being communicated to employees. Formal communication how well the organizational communicates practices and policies. All these abusive roles of communication are factors that lead to “push” away from organization postulated also in traditional Organizational Equilibrium Theory of turnover²⁷. Confusing task and duties result in verbal harassments, firing, reporting negative to the management and poor time keeping will lead employees to build frustration and intention to turnover likely to appear. Many literatures from past research revealed that the most employee voluntary turnover was related to the supervisory issue. Firth in Anuradh R, (2007) found that emotional support from supervisors and self-esteem mediated the impact of stressors on stress reactions, job satisfaction, commitment to the organization and intention to quit.

Many findings from traditional and recent research indicate supervisory actions may likely to cause voluntary employee turnover. According to Cotton and Tuttle (2008) Survey results reveal perceptions of a lack of fairness in management practices and dissatisfaction with supervision lead to higher levels of abrasion. Daniel (2008) interpersonal conflict with superiors and co-workers removed employees from in their organizational. However, Daniel Michael (2008) findings indicate supportive communication from the leader plays vital roles in employees and that leads to employee commitment. Supportive Communication has been described as discourse that builds relationship, and demonstrates sensitivity to others. support for their professional development, demonstrating concern for their feelings, actively listening to their opinions, and expressing empathy and sensitivity can bind relationships³⁰. Recent findings on Leader-Member exchange turnover³⁰ indicates ($p < 0.05$) reveals statistically significant negative relationship between leaders and turnover. Also Wee Yu citizen behavior toward intention to turnover shown negative related to turnover. Basing on all those previous findings, hypothesis for above supervisory actions can be proposed as:

H4. There is a negative statistical significant relationship between supervisory actions and voluntary employee turnover.

Employees' Working Environment

Work environment in this study taken as one of the variable that will be tested to investigate the relationship between voluntary employee turnover. Many traditional theories and recent researchers such as Price¹² determinant factors of turnover, Unfolding model of turnover and Job Embeddedness Theory wrote much about working environment is one of factor of turnover.

The people's preference to work in safest and conducive working environment link with satisfaction. An existing environment forces are one of the factors for turnover¹⁷. Employees realize their life is in danger, they quit the job and seek employment elsewhere. Hurely's findings from working condition and turnover intention has negative relationship. Employee dissatisfied with work environment may voluntarily cease the employment. As from Textile industry turnover result shown²⁷ demonstrates 90% dissatisfied with work environment. These are the most common reasons why employees move from one company to another company.

"If working conditions substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long (Jackson, 2009)." If an employee finds an appropriate work environment it encourages stay long.

The employees also believe their health, safety and securities are important at workplace. When they find poor working environment, it may cause discomfort to some employees and end up being attracted to other organizations with better working conditions¹⁸.

If they find an appropriate work environment in a specific company, they may work in the same organization for several years¹³. According to Amy Hissom (2009) employees mobility dependent on the working environment. The best-fit working environment between personalities was researched extensively by many scholars.

Lack of working of environment fit was casual factor in decrease performance, stress and dissatisfaction. The most traditional researches such as Pervin's theory postulated strong positively relationship between environment-fit and employee when failed to maintain. The environment types and interested personality were studied⁴⁰ and proved significantly more satisfied. Satisfaction with working environment and intention to turnover under regression analysis found significant negative relationship. Basing on all these findings, the hypothesis for work environment will be formulated as:

H5: There is negative statistical significant relationship with work environment and voluntary employee turnover.

Hypothesis Formulation

The most scholars investigated the causes and antecedents of employee turnover and concluded with two (2) possible relationships, positive and negative likelihood of turnover over time. The

results of more than one findings appeared similar supporting ideas were formulated as hypothesis to be tested again for this research. Based on the above table, the hypothesis for five (5) factors (variables) can be formulated as follows:

H1: Monetary Rewards have negative link to likelihood of employee turnover over time.

H2: Promotion has negative link to likelihood of employee turnover over time.

H3. Supervisory has negative link to likelihood of employee turnover over time.

H4. Training has negative relationship to likelihood of employee turnover over time.

H5. Working Environment has positive related to likelihood of employee turnover over

Conceptual Framework

The model for this research is adopted from Price (1977) model of determinants turnover. It partly matches the conceptual framework for this current research on voluntary employee turnover for Porgera Joint venture (PJV) . Therefore, the model has been formulated as:

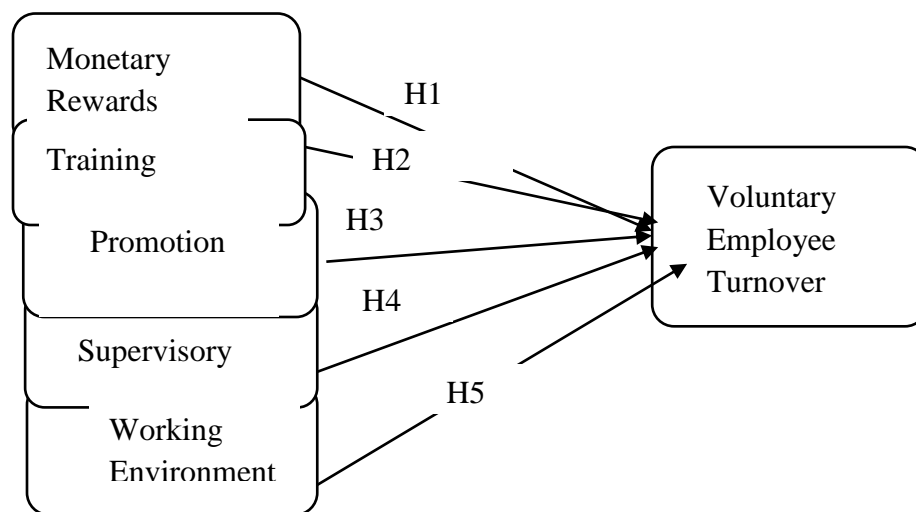


Figure 2.2. Conceptual Frame work

Source: Adopted from Price Model (1977) Turnover Determinants.

CHAPTER FOUR

FINDINGS AND DISCUSSION

As mentioned, the purpose of this study is to investigate the causes and antecedents of voluntary employee turnover in Porgera Joint Venture. The factors of turnover studied were tested using Multiple Regression Analysis in SPSS Software for the five (5) hypothesis and their results are summarized hereunder.

Table 4. 8
Factors influence employee voluntary turnover

Factors influence Voluntary Turnover	Highest influence		Middle level influence		Low influence	
	n	%	N	%	n	%
Monetary reward	24	48	3	6	4	8
Training	5	10	4	8	1	2
Promotion	1	2	16	32	17	34
Supervisory	5	10	7	14	20	40
W/Environment	15	30	20	40	8	16
Total	50	100	50	100	50	100

Source: Result of analyzing primary data (2013).

From the table, the most factors that influence employees to quit their employment with PJV was monetary reward with a total 48% (n=24) followed by the working environment 30% (n=15). Training and supervisory 10% (n=5) and promotion has less effect only 2%.

The most respondents expressed monetary reward for PJV was quiet an acceptable salary and benefits, however other companies employed them have rewarded much more better than PJV. This has driven them to pull off out of the PJV and joints others. Working environment in PJV was second highest factor that influence them to quit their employment. Some respondents also explained internal working environment was quiet pleasing but external environment such as housing was one of the major factors that pushed them out of the company. The most respondents concluded communities around the mining areas were unsafe for them to live and work. This also results supports the table 4.8, result from hypothesis (H5) having positive

significance relationship between working environment and turnover. The working environment outside mine had an extreme impact on voluntary employee turnover.

Also training was 10% highest influence employee voluntary turnover which table 4.4 provided contradicting explanation. This is because the most participants when second interviewed described, the best training they received, made their brain marketable for other companies. They used their skills obtained as good references on their CV to find higher positions outside Porgera Joint Venture.

Hypothesis Testing

In a multiple regression, hypothesis testing was carried out to determine the results of standardized coefficients which provide measure for the contribution of each variable to the model. Below table 4.14 illustrate the results of the test.

Table 4.14

The Results of Hypothesis Test

Variables	Unstandardized Coefficient		Standardized Coefficient	T	Sig
	B	Std. Error	Beta		
1 (Constant)	17.849	3.217		5.548	.000
M/ Reward	-.170	.163	-.145	-1.042	.303
Training	-.033	.211	-.019	-.157	.676
Promotion	-.303	.126	-.302	-2.401	.021
Supervisory	-.360	.120	-.433	-3.006	.004
Working Environment	-.360	.163	.289	2.206	.033

Regression Model

a. Dependent variable: Voluntary Employee Turnover

Source: Result of analyzing primary data (2013).

After ValidityTest, Reliability Test, Classic Assumption Test, Normality Test, MulticollinearityTest, ANOVA Test and Heteroscedasticity Test shows that the coefficient and the probability value –p value, is consistent with the direction of the hypothesis and three (3) out of five (5) independent variables are significant, value less than 0.05 (p-value < 0.05). From the guideline of regression stating, if half of the variables tested meet p-value less than 0.05, then the model is accepted. Basing on this guideline, it clearly shows three (3) variables meet the guidelines so the hypothesis is being accepted. Therefore, it may explain each hypothesis as:

1. **Hypothesis 1** and 2 (monetary reward and training) have no either negative or positive effect, they both have p-value greater than 0.05, so accept null hypothesis.
2. **Hypothesis 3** (promotion) demonstrated negative effect on voluntary employee turnover as table 4.8 shows, the value of negative regression coefficient of (-0.302), with an acceptable significance value of 0.021 (p-value < 0.05), so the hypothesis is accepted, meaning promotion does has negative statistical significant influence over voluntary employee turnover.
3. **Hypothesis 4** supervisory actions also demonstrate negative regression coefficient of - 0.433 and had an acceptable significant value of 0.004, which is less than probability value of 0.05 as above table 4.8 shows. This means supervisory has negative relationship between voluntary employee turnover.
4. **Hypothesis 5** working environment with result from the test reveals positive (+) 0.289 regression coefficient and significant value of 0.033 which is less than p-value of 0.05. Therefore, reject the null hypothesis and conclude that working environment does have positive significant relationship over voluntary employee turnovers.

Monetary Rewards

The hypothesis test results for *monetary reward (H1)* failed to demonstrate statistical significant, signifying there is no relationship between voluntary employee turnovers. Although the theory of the turnover affirms they have negative relationship between turnovers, the test results did not proved any important relationship. However, open-ended interview indicated most employees satisfied Barrick's monetary reward system. The satisfied employees also influence and attracted by other similar industries which rewards better than Barrick Gold Mine in Porgera.

- Little better salary from other companies than Barrick Gold mining PNG.
- Better Benefits and Incentive packages from other companies than Barrick Gold Mine, eg, gain sharing, share in Success particularly from Okedi Gold Mines.
- Employees Fly-in and Fly-out basis, on company Charter planes attracts employees.
- Best Accommodation onsite - family –work life balance attracts most employees.

It has been discovered an employment outside Barrick Gold Mine was better in term of monetary rewards. The salary comparison was the leading role caused employees to voluntarily turnover. Other similar mining industries rewards better than an attractive salary from the Porgera Barrick Gold Mine was the contributing factor for PJVs employee voluntary turnover. This reveals there was a pull and push factor that lead to quit from the good to better Rewards.

Employee Training

The second *hypothesis (H2) Employee training* demonstrates insignificant relationship ($p\text{-value} < 0.676$), with voluntary employee turnover, meaning training has no effect on voluntary employee turnover. In other words, it cannot be able to explain training directly causes voluntary employee turnover in this research. This is because Barrick's training program was an excellent and most employees were being satisfied with Training. It also explicitly described by most respondents on open-ended interview, that training satisfied almost every participants (98%). Trained employees are motivated worker, non-portable and non-transferable (Beckers, 1993). This indicates training does not influence turnover, other factors apart from training may be the causes and antecedents of voluntary employee turnover. If 98% of participants expressed satisfaction, indicates Barrick's training program was an excellent.

However, the excellent training produced skillful, knowledgeable and an effective employee. The best training cause employees to be competitive and marketable brains for other companies to buy at much higher price. The training was one of the key causes of an employee high rate of turnover by selling their skills and knowledge at much higher prices for the other similar industries to hire their brains. The training employees indirectly affect the employee voluntarily turnover in Porgera Barrick Gold Mine.

Employee Promotion

The third *hypothesis (H3) Employee promotion* when tested shown negative significant ($p < 0.021$) relationship between promotion and voluntary employee turnover. This has negatively impacted on the turnover, which also supports Carls (2003) results, unprompted employees compensate with career advancement and rewards to motivate employees to retain. The promotion criteria for management were satisfied by most participants of this survey. Therefore, be assumed that satisfaction for promotion is also enjoyed by current employees of Barrick Gold mining in PNG. Thus, it can be concluded that promotion is not one of the factors of voluntary employee turnover in this research. However, management should also further improve on its

promotion criteria, although promotion appears significant relationship between employee turnovers. Some participants on open-ended expressed Barrick's promotion policy allows every three (3) years to promote an employee. This means an employee's completed three (3) years of working with Barrick will be given promotion. This can lead to employee discontent and quit the employment, thus management should change this policy for better via promote on performance bases, experience and qualification, although most employees are satisfied as result demonstrates.

Supervisory Actions

The fourth *hypothesis (H4) supervision* focused on relationship between supervisory actions and voluntary employee turnover indicates negative significant ($p=0.004$) relationship. This finding was supported by many recent researches such as Neuman and Keashly's (2007) supervisory roles has negative link between turnover, supervisors oriented and supportive lead to job satisfaction. So the test results as an evident to postulate Barrick Gold Mine employees have negative relationship between supervisory actions and turnover. This indicates employee to employer relationship in Barrack Gold Mining in PNG is harmonious and satisfactory. There is co-cooperativeness and good communication link between leaders to employees at all levels. The supervisory actions being superior and roles applied in carrying out activities to generate production. Based on this, we can draw conclusion here that supervisory actions conducted by the Barrick leaders were an acceptable and satisfactory. According to open-ended interview found 66% satisfied with PJV leaders by the participants. This demonstrates that negative relationships is being proved and conclude that the supervisory actions in Barrack Gold in PNG do not have any positive linkage in order to impact on employee turnover. Thus, it's an evident that supervisory actions for most leaders in PJV were not one of the factors for employee turnover between the periods of 2008 – 2012 although a few complaints of abusive supervisory actions for some section of Barrick.

Working Environment

The test result for fifth *hypothesis (H5) working environment* stipulates an acceptable positive statistical significant ($p=0.033$) relationship been working environment and voluntary employee turnover. The demonstration from the final hypothesis test under multiple regression coefficient results revealed sufficient probability value to confirm vital link. This explicitly signifies that area either internal or external within the vicinity of mining were not extremely conducive for the Barrick employees to freely live and work. The safety is vital for the employees although internal working environment seems so perfect. The positive significant relationship indicates participants have been dissatisfied and consequently quit their employment

Therefore, it can be understood here that working environment for Barrick gold mining is one of the factor that contributed to high voluntary employee turnover. Although findings failed to demonstrate traditional model of turnover and other theories, the result from test and open-end

interview together confirm that working environment is one of the factor of employee turnover, particularly for housing. Many interviewees described themselves into three (3) categories regarding an accommodation:

Firstly, many local employees were not given accommodation to reside at the company camps and work. Living outside together with local communities was unsafe and discomfort, landowner unfriendly and safety not guaranteed. For example five (5) former employees explained, they quit employment for the safety as they lived outside of company camps for five years.

Secondly interviewees who had accommodated in company camps also expressed family distances. In other words they complained, they had not been together with their family in the company accommodation. This led to family breakdown.

Thirdly, those who live in company family houses were the management team, and leaders, and most complained senior employees should be given the same accommodation.

Finally, climate, too remoteness and aggressive local landowners were some contributing external factors contributed to seek new employees which became push factors.

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSION

Based on the findings from the test results, it can be recommended that Barrick Gold Mine PNG should consider firstly working environment boldly on the following points.

The working environment is prioritized. Company should provide accommodations for local employees of Porgera and pick up and drop off points at their residence. The policies for the housing should be reviewed so that employees can live with their family at the company accommodation, as most expressed dissatisfied explanation on family distances. The external environment safety for the employees outside of working environment must be properly guaranteed at the place of work. The security particularly police force should be engaged always to be vigilant up for protecting employees from surrounding local harsh communities during drop off and pick up points.

Management of Barrick should be adjust and improve on fatigue management so that employees can be given sufficient time to rest and work. The fatigue caused decrease performance and also leads to injuries and company should consider this issue so that employees can effectively contribute to the progress of the company.

The company tough policies should also be amended and reviewed to give employees flexible time to work with the company, example mobile phone call restriction.

Barrick's training program over the rolling year is satisfactory, company should further review the training policies to limit skillful employee turnover. Human Resources department should sit together and collect views of employees' dissatisfaction for the adjustment of retention. Such as cases of housing and other little frictions that pave a way to leave the employment.

Recruitment must be carefully done for the right employees who can fit the right position for further minimize turnover. The team leader or the supervisors should assigned responsibilities according to their specialization, qualifications, interest as well as experience. The problems crop up whenever; there is a mismatch of role as employee do something out of compulsion, although results seems satisfied supervisory.

PJV should strategies reward system to combat with better rewards from the outside attract the existing employees of PJV in long run. Review of incentive and benefit system may retain and attract most experience and knowledgeable employees.

The most employees were quitted for better job and management should change their focuses on accommodations for employees. Although it's too costly, provide accommodation for the senior local workers who worked more than 5 years. The family man should also be given first priority in housing so that family works life balance. Fairness in all distribution of accommodations and proper policing the mining areas for safety must be guaranteed at all times for external work environment. Internal workplace although described quiet pleasing, the management need to further improve more on fatigue management as most complaints, workload and insufficient time for resting may cause much incident at workplace.

SUGGESTION FOR FURTHER RESEARCH

The dataanalyzed and tested appeared 32% explained the turnover model. Other remaining 68% of turnover unexplained in this research and need to be done future research by using more in-depth methods of data collection such as interview to examine the range of variables that impact the voluntary employee turnover in Barrick Gold Mine in Porgera.

1. Much of the researches need to be conducted by interviewing local employees of the company under intention to turnover associated with the external environment.
2. The future research suggests to be done on training and turnover by collecting large number of sample size.
3. The research undertaken in this survey reveals no effect on training against the turnover and further research need to carry out with large sample size to find out why employees quit their job when Barrick provided excellent training as participants described.
4. Finally, further research can also be done with in-depth interviews for family-work balance and work-family life balance

CONCLUSIONS

When studying PJV employee voluntary turnover, it has been discovered that high rate of turnover causes were on promotion, training, supervisory actions, monetary rewards and poor working environment. PJV's involuntary employee turnover were not taken in this research,(for instant employees terminated by PJV for other reasons).There were some important causes have been identified and there are: *First* PJV's world Class Training was indirectly causes of voluntary employee turnover. This is because Barrick's training program was an excellent and most employees were being satisfied with Training. Trained employees are motivated worker but company trained to market their brains and they can be easily employed by other similar industries. *Second* employees leave the company for the safety. Many respondents responded their safety at work and living out camp was at high risk. *Third* employees mentioned PJV's salary is competitive but other companies an additional incentives and fly-in and fly-out motivated them to leave their former employer.

Other moderating factors were also causes of the turnover, but not being used as one of the variable in this research. With many work sections in PJV, the research may not bring conclusion from above results depicted. This research only accounts for voluntary employee turnover within five years periods with a sample size of fifty only and there are many things need to be investigated for the causes of employee turnover for the future.

CHAPTER SIX

REFERENCE

1. Amy Hissom (2009) . *Understanding and Controlling Employee Turnover. Human Resource Management*. Kent State University. Available at: <http://www.amyhissom.com/pdf>. [Accessed on 27/02/2013]Armstrong Michael (2007)
2. *A Handbook of Employee Reward Management and Practice 2nd Edition*. Great Britain and the United States Kogan Page Limited.
3. Armstrong Michael (2006) *A Handbook of Human Resource Management Practice 10th Edition*. Great Britain and the United States Kogan Page Limited.
4. Albrecht C.Annette and Dennis G. Jones (2007). *Web-Based Research Tools and Techniques Article 30. Paper based on a program presented at the 2007*
5. *Associates for Counselor Education and Supervision Conference*, October 11-14, Columbus,Ohio. [online] available at: <http://www.counselingoutfitters.com/vitas/pdf/> [Accessed on 14/03/2013]

6. A.H.Maslow (1943). *A Theory of Human Motivation*. Originally Published on Psychological Review, 50. 370-390. [Online] Available at: www.Abika.com/pdf. [Accessed on 25th February 2013]
7. Brum Scott (1994). *What Impact Does Training have on Employee Commitment and Employee Turnover?* University of Rhode Island.
8. Caliguri Paula et, al (2001). *The Theory of Met Expectancy Applied to expatriate adjustment . The role of cross Cultural Training*. Journal of HRM 12.3 May 2001 357-376. [Online] Available at: [http:// www.culturalagility.com/pdf/](http://www.culturalagility.com/pdf/) [Accessed on 02 February,2013]
9. Creswell. John W. (1994). *Research Design, Qualitative & Quantitative Approaches*. Sage Publications. International Educational and Professional Publisher. London- New Delhi
10. David K, John M & Richard M. Steers (1981). *Journal of Supervisory Behavior and Employee Turnover*. A Fried Experience. Vol.24. No2.240-259. University of California. Irvinia USA.
11. Hussein Ashatu, (2009). *The use of Triangulation in Social Sciences Research: Can Qualitative and Quantitative Methods be Combined?* Journal of Comparative Social Work 2009/1. University of Agder, Norway/Mzumbe University, Tanzania.[Online] at: Triangulation/ <http://jcs.w.no/local/media/docs/jcs.w-issu2/> [accessed 20/02/13]
12. Holtom C. Brooks, Terence R. Mitchell, Thomas W. Lee, Marion B. Eberly (2008) *Turnover and Retention Research*. Routledge Taylor & Francis Group. The Journal Academy of Management Annual Vol.1, 231-274.
13. Jeffrey A. Richard L, & et al (1997) *A Causal Model of Voluntary Turnover Among Nursing Personnel in Long-Term Psychiatric Settings*. University of Michigan, School of Public Health, Department of Health Management and Policy, Research in Nursing & Health, 1998, 21, 415–427.
14. Kaupa Francis (2001) *Porgera Mine Site Overview*. Porgera Mine Sustainable Report No. 16. 2001. Paupa New Guine.
15. Lee and Mitchell, et al (1996) *A unfold Model of Voluntary Employee Turnover*. Academy of Management Journal 39.1 (Feb 1996):5.

16. Long Choi Sang (2012). *The Impact of Human Resource Management Practice on Employee Turnover Intention. A Conceptual Model*. PannirukyPerumal Centre for Graduate Studies, Wawasan Open University in Malaysia. Interdisciplinary Journal of Contemporary Research in Business .Vol.4,No2. Ijcrb.webs.com.
17. L Randi et al (1994). *Of ethical fit on employee satisfaction, commitment and turnover*. JBE . Journal of Business Ethics 13.12 (Dec 1994).939.
18. MaertzP.Carl,Michael J. Stevens and Michael A. Campion (2003). *The Turnover Model for the Mexican Maquiladoras..* Department of Management and Information system Mississippi State University. USA. Journal of Vocational Behavior 63 (2003) 111-135.(3rd Edition). South West, Sengage Learning.
19. Martocchio.Joseph J. (2011) . *Strategic Compensation*. A Human Resource Management Approach. Sixth Edition. University of Illinois at Urbana – Champaign.
20. Mas'udFuad (2004) .*Survival Diagnosis OrganisationalKonsep&Aplokasi*. BadanPenerbitUniversitasDiponegoro.
21. Mello .Jeffrey A. , (2006). *Strategic Management Humana Resources. International Edition*.
22. Michael Daniel(2008). *Supportive Supervisor Communication as an Intervening in the relationship of employee job satisfaction, turnover and performance*. Journal of behavior Business. Troy University
23. Milkovich .George T. Jerry M. Newman Barry Gerhart (2011).*Compensation..Tenth Edition* McGraw-Hill International Edition. University of Wisconsin –Madison.
24. Mondy,R.Wayne (2012) .*Human Resource Management*, Twelve Edition. McNeese State University. London (pp.399-400)
25. Mondy,R.Wayne (1992) .*Human Resource Management*, Fifth Edition. McNeese State University. London (pp.442-445)
26. Morrell Kevin (1999). *Mapping the decision to quit: A refinement and test of the unfolding model of voluntary turnover*. The Local Government Centre Warwick Business School. University of Warwick Coventry United Kingdom. [Online] available at: <http://www98.griffith.edu.au/pdf>. [Accessed on 16th January,2013]

27. M .Forshaw, (200). *The Research Methods Server in the Divison of Social Science,School of Law and Social Science*, Glasgow Caledonian University, Glasgow. [Online] Available at: <http://www.socialsciencet.stow.ac.uk>. [Accessed on 12/02/2013]
28. Nawaz Yasir et al ,(2009) *.Role of Voluntary employee Turnover in Textile Industry. of Pakistan*.Blekinge Institute of Technology School of Management.
29. Noe A Raymond (1999).*Employee Training and Development*. International Fifth Edition 2010. The Ohio State University.
30. Pangaea Mutiara (2007). *The Relationship among Justice in Compensation, Job satisfaction and Organization Commitment of Employees at Contractor State-Owned Companies* in Indonesia.
31. Paula Morrow, C et al (2005). *The role of leader-member exchange in high turnover environments*. Journal of Managerial Psychology. Vol. 20.8. 681-694.
32. Peter Neilans (2008) Mine General Manager *.Porgera Mine Reports* .Papua New Guinea. [Online at: www.barrick.com/ Accessed on 23rd June,2013]
33. Ramesh Annuradha (2007). *Replicating and Extending Job EmbednessAcross Cultures: Employee Turnover in India and The United States* .PhD Thesis. Department of industrial/Organizational Psychology, University of Maryland, College park. [Online] Available at: [http:// drum.lib.umd.edu/pdf/](http://drum.lib.umd.edu/pdf/) [Accessed on 03/03/2013]
34. Randi L, Sims,Kroeck, K Galen (1994). *Of ethical fit on employee satisfaction, commitment and turnover: JBE* . Journal of Business Ethics Vol.13.12.939.Course & Workshop (14 Jan 2013) *Unfair Labour Practice . South Africa Labour Guide*. <http://www.laborguid.com.za/>
35. Robert Hurley, Estelami, Hooman(2007). *An exploratory study of employee turnover indicators as predictors of Customers Satisfaction*. Journal of marketing 21.3:186.
36. Schuler Jackson..Werner (2009). *Managing Human Resources,10e*. International Student
37. Sekaran Uma & Roger Bougie (2009). *Research Methods Business Fifth Edition, a skill Approach*.The Atrium, Southern Gate, UK.Edition.
38. Shaw Fisher Schoenfeldt (1992). *Human Resources Management*. (746-748) Second Edition. Houghton Mifflin Company Boston New Jersey.

39. Soon GheeLim.RobertL.Mathis .John H.Jackson, (2010). *Human Resource Management* , An Asian Edition. Cengage learning. (P-93)
40. Students (2012) *Employee Turnover*.UK Dissertation Writers Project –management. [Online] Available at: <http://www.ukdissertation.com/> [Accessed on 28th February,2013]
41. Suhr.D,(2005) *Step your wayr through Path Analysis*.University of Northern Colorado. Availble at: <http://www.wuss.org/process>. [Accessed on 26th April,2013]
42. Sweeney. Breda, (2005). *Supervisory Actions, Job Satisfaction and Turnover Intention of Irish Trainee Accountants*. The Irish Accounting Review; Writer 2005;12;2;ABI/INFORM Complete pg.47. National University of Ireland, Galway.
43. Teachers Vision. *Displaying Data. Teaching Method and Management Strategies*. [Online] Available at :<http://www.teachervision.fen.com/skil-builder/>. [Accessed on 26th February,2013]
44. TheophilusMasibulele Mara (2010) *An Investigation of Turnover and Retention Factors of Health Professionals Staff within the Eastern Cape Department of Health*.Masters Thesis. School of Business Administration. Rhodes University. [Online at: Armstrong <http://eprints.ru.ac.za/> [Accessed on 23rd February 2013]
45. WeiBo Zheng Sharan Kaur² and Tao Zhi(2010),*critical review of employee turnover model (1938-2009) and development in perspective of performance*.African Journal of Business Management Vol. 4(19), pp. 4146-4158, December Special Review, 2010Available online at <http://www.academicjournals.org/AJBMISSN1993-8233> ©2010 Academic Journals.
46. William.H et al (2007). *Causes of employee turnover in Sheriff Operated Jails*. Public Personnel Management.36.1
47. William Price ,Kiekbusch Richard & Thesis John (2007). *Causes of Employee Turnover in Sheriff Operated jails*. Public Personal Management 36.1 (spring 2007): 51-63
48. Yew Lew -Tek (2010) *Affective Organizational Commitment and Turnover Intention of academics inMalaysia*.2010 International Conference on Business and EconomicsResearchvol.1 (2011) © (2011) IACSIT Press, Kuala Lumpur, Malaysia. [Online] Available at: <http://www.ipedr.com/vol1/24/B000.pdf>

49. Yu Ghee Wee, Fen YapSheau, Ahmad, KamarulZaman (2012) . *Promoting Organisational Citizenship Through High Involvement Human Resources Practices .An attempt to reduce turnover*. GSTF Journal of Law and Social Science (JLSS) 1.1 (Jan 2012)

ABBREVIATIONS:

PNG: Papua New Guinea

HR: Human Resource

PJV: Porgera Joint Venture

CV: Curriculum Vitae



EARN YOUR MBA

WWW.IIMPS.IN



Accreditation & Ranking



UGC / NCTE Approved.

INFO@IIMPS.IN

☎ 011-41005174

RESEARCH
GATEWAY

STOP PLAGIARISM



Arogyam Ayurveda
Holistic Healing through herbs



AROGYAM
ONLINE

PARIVARTAN PSYCHOLOGY CENTER

परिवर्तन

COLOR PSYCHOLOGY : HOW COLOR AFFECT YOUR CHILD



BLUE

Calms your Child's
Mind & Body

YELLOW

Promotes Concentration,
Stimulates the Memory

PINK

Evokes Empathy,
makes your Child Calm

RED

Excites and energizes
your Child's body

GREEN

Improves Reading speed
and Comprehension

www.parivartan4u.com



परिवर्तन

Confuse about your children's future?



Explore Innovate Educate

Shri Param Hans Education & Research Foundation Trust
www.SPHERT.org

भारतीय भाषा, शिक्षा, साहित्य एवं शोध

ISSN 2321 – 9726

WWW.BHARTIYASHODH.COM



**INTERNATIONAL RESEARCH JOURNAL OF
MANAGEMENT SCIENCE & TECHNOLOGY**

ISSN – 2250 – 1959 (0) 2348 – 9367 (P)

WWW.IRJMST.COM



**INTERNATIONAL RESEARCH JOURNAL OF
COMMERCE, ARTS AND SCIENCE**

ISSN 2319 – 9202

WWW.CASIRJ.COM



**INTERNATIONAL RESEARCH JOURNAL OF
MANAGEMENT SOCIOLOGY & HUMANITIES**

ISSN 2277 – 9809 (0) 2348 - 9359 (P)

WWW.IRJMSH.COM



**INTERNATIONAL RESEARCH JOURNAL OF SCIENCE
ENGINEERING AND TECHNOLOGY**

ISSN 2454-3195 (online)

WWW.RJSET.COM



**INTEGRATED RESEARCH JOURNAL OF
MANAGEMENT, SCIENCE AND INNOVATION**

ISSN 2582-5445

WWW.IRJMSI.COM

