



REVIEW ARTICLE

ASSESSMENT OF FACTORS OF EMPLOYEE'S TURNOVER CASE STUDY: MY VILLAGE (MVi)

*Narith

PhD Candidate, the Tony Fernandes School of Business of the University of Cambodia

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ABSTRACT

Employee is the main resource for organization. Recently, there were many concerns of staff resignation within industries. High staff turnovers cause increase of costs of hiring workforces. Owing this issue, "Assessment of Factor of Employee's Turnover" was proposed for research with the objective of examination of factors causing staff resignation from MVi. In total 26 staff both women and men who resigned 2016 and 2017 was selected for interview. Quantitative data was used. Three main steps were done including research questionnaires and material development, sampling technique and criteria and data analysis and reporting. There were four main parts: the degree of staff satisfaction of each of the variables (1 to 12), the correlation between each of variable (1 to 12) with overall satisfaction, the causes of staff resign of the variable (13-27) and the correlation between each of the staff resign causes (variable 13 to 27). All those data have been transformed into non-parameter with the Spearman Rho. MVi staff members were appreciated working with MVi. The satisfaction of each variable were that the staff scored high for most factors like staff leave, communication with colleagues, staff capacity development opportunities and roles and responsibilities. Former staff who worked in 2016 and 2017 was most appreciated with the factors above. Three factors which scored by respondents were very low in comparison with other factors. Those are work overload, job security and salary. All those factors were located between score 3 (neutral and score 4 (satisfied). Among 12 satisfaction variables, three of them were most significantly positively related to staff motivation. For internal factors, the average score was 3.19 which represents mostly true of the statement above. The variables which were significantly related to staff resignation were communication with superiors, finding higher position with new agencies better salaries and benefits from new agency. The recommendations were produced including awarding for staff, review salary scale, tasks, maintaining staff. Qualitative research to explore what job security, salary, and work-overloads are not significantly related to staff satisfaction should be done. The qualitative research on factors of staff resign should be done.

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INTRODUCTION

The importance of employees to an organization has been acknowledged for a long time, as they play a pivotal role in creating and maintaining a competitive advantage for their organizations. According to Herzberg (2005) cited in Azzeh (2015) that the issue of attracting and retaining highly qualified employees stems from a managerial perspective that is more important than ever previously. Furthermore, the issue of motivating, keeping, and sustaining employees is considered to be a smart strategy for maintaining organizational performance and carving out a place in the market in the long term, as it invests in the valuable resource of human capital. As employees are vital for the functionality of performance, employee turnover is a subject matter that is considered to be one of the most serious obstacles to face organizations.

Anca-Ioana (2013) cited in Albaqami (2016) showed that there are certain factors which maximize the significant importance of the employee, such as in the process of changing the world of work, technological development and globalization. Moreover, employees are at the forefront of business agendas, which ensures an organization's competitive sustainability. The organization's competitive advantages are ensured when they pay attention to talented management and guarantee that the right staff members are hired for the right positions, and are developed, well-administered and retained from that point on. Huang *et al.* (2006) asserted that the practices of human resource management are reflected in the behavior and attitudes of employees. It is a well-recognized fact that any organization is only considered to be as successful as its employees are. Employees are an organization's main source of development and prosperity. Therefore, organizations are obliged to establish and keep long-term relationships with their staff members. This includes recognizing employees' intentions to leave, and using preventive methods that forecast factors or causes, to limit them before they occur.

*Corresponding author: Narith,

PhD Candidate, the Tony Fernandes School of Business of the University of Cambodia.

Scholars and researchers have developed a consensus concerning how intentions work, to analyses people's attempts to realize their desires and wishes. Intention is seen as the prototypical act of willing to execute reliably certain actions in a specific situation that is based on the concept of determination as a response to certain stimuli (Raabe *et al.*, 2007). Turnover intention is a silent danger that exists in every organization, regardless of the type or its activities. The educational institution is one such organization that comes under threat from this danger, when its employees and faculty members are exposed to thinking of leaving their jobs (Fengand Angeline, 2010). In recent time, there have been concerns on the reasons and consequences of employee resignation within the mining industry. Almost all researches on employee resignations and its corollary have focused on occupations and industries based in major population centers (SKAGGS, 1996). The staff turnover in ASIA increased in 2014. It was proofed that in consumer goods industries, the highest staff turnover is in Asia followed by American, Europe and Latin America closely aligned (David and Sue, 2015). The complexity of environmental changes forces firms to search more efficient operational exploration for their development process. This means, increasing the efficiency will play important role in accelerating the development of the organizations. One of many factors affecting organizational effectiveness is the employee satisfaction. Culture in encouraging employee satisfaction is considered in organization (Bulent, 2009). The high turnover of employees in the organization increases the cost of hiring new workforce and decrease the productively. An organization can gain the competitive advantage due to retaining of qualified, productive and loyal work force. The turnover is the most focused area by the scholars, academicians, researchers and the human resource managers. The employee retention is also considered the input for improving the financial performance of the organization (Muhammad and Alamdar, 2014). Achouian and Mansour (2007) report defines employee turnover as "the movement of employees out of an organization". It is a negative aspect, which is caused by failure of employee retention strategies in business organizations. Turnover as a result of resignation of employees disrupts teams, raises costs, reduces production, and results in lost knowledge. So, it is essential for the management to realize the importance of employee satisfaction.

Problem Statement: Most governments and organizations do not just seek to apply schemes for attracting new staff members. They also strive to value existing employees more, and thus try to decrease staff turnover as much as they possibly can. The majority of models for the justification of turnover intentions suppose that a work environment, and one's personal reaction to the job, have an effect on making a decision to remain in, or to leave a job. According to Pamu (2010), the rate of early leaving from the teaching profession is, approximately, an astonishing 30% among new entrants and, after the fifth year, falling to between 20-30%. Indeed, high employee turnover has become common. Downsizing and consequently long-term organizational commitment have caused employees' mobility decisions become (Huang *et al.*, 2006). Despite large numbers of staff leaving, the exit of low performing employees is actually good for organizations. However, the loss of valuable and significant employees from organizations results in the loss of the tacit knowledge owned by those leaving, and these losses have vast impacts on operating costs due to the

rising cost of filling vacant positions. Therefore, employee turnover negates the benefits that should have been gained by organizations, especially when they spend scarce resources attracting, selecting, socializing, training, and retaining high performing employees (Amah, 2009). Generally, there has been some discussion of turnover intention by scholars who have produced theories and models for discussing the issue. Nevertheless, there is a need for an extensive summary of the field. Over the last ten years, the issue of turnover has undergone a wide-ranging theoretical expansion. Staff turnover is now considered a serious issue in the field of human resource management (Albaqami, 2016, p 6). Zopiatis *et al.* (2014) have stated that turnover during the era of globalization is becoming a persistent issue within every organizational level, whatever the type or size. As a consequence, human resources experts must work on solving this problem by providing training courses and incentives, and by increasing empowerment and motivation in order to increase employees' organizational commitments and job satisfaction, as well as by reducing any job stress employees might subsequently encounter. From a financial perspective, Nienaber and Masibigiri (2012) demonstrated that the process of employee turnover is followed by negative consequences, such as the hidden, unidentified, uncalculated, and unreported costs from managers' planning. The staffing costs that are associated with the loss of knowledge and the loss of some customer services are very difficult to overcome for organizations. Moreover, turnover negatively influences the financial profits of an organization. Previous researchers have estimated that hiring and training a replacement worker costs 50% of that employee's yearly salary, and the expenditure does not stop at that point there (Bousheyand Glynn, 2012). Each case of employee turnover in an organization negatively affects its overall productivity because of the learning curve involved in understanding the tasks associated with both the job and an organization's strategies.

Recently, the cost of turnover has become an important issue due to it being a substantial drain on the operating profits of an organization. While turnover cost can be calculated at between 50-100% of an employee's annual costs, this figure does not factor in the value of the tacit knowledge that is owned by leavers. What is more, a high rate of employee turnover is found to result in low productivity, and weak future revenue development (Amah, 2009). Thus, it appears that turnover in general and turnover intentions become critical problems in many organizations and institutions which need support and attention due to its impact on performances cost. In education, the case does not seem to be different from other businesses in terms of the danger of turnover, especially in the field of higher education institutions. Bearing this in mind, it is interesting that hardly any studies have tackled these problems through the lens of Saudi higher education establishments, which generally depend heavily upon their excellent staff members for their development. According to Harrigan (1997), turnovers of retirees, and other terminations, are a necessity. They are healthy for any institution, and can provide opportunities for change, development and expansion of academic programs or new curricular areas. Nevertheless, a significant rate of employee turnover may result in excessive costs, on top of any costs that are related to employing temporary substitutes until a faculty place can be filled. Invariably, especially at a research institution, the costs of employing a new faculty member can

be particularly severe, and there is often a need for laboratory equipment and funding for postgraduate assistants as components of a start-up package. The Cambodia NGO Database (2014) showed that there were 1295 NGOs in Cambodia. Of those 443 were international NGOs while 852 were Cambodian NGOs. Of those, 219 NGOs were active (RGC, 2014, p.3). My Village (MVi) is a local NGO which starts its projects in 2006 focusing on natural resource management, good governance and climate change adaptation (MVi, 2017). The turnover employee of My Village (MVi) increased in 2016 (MVi report, 2017). In 2015, the staff turnover was around 14 percent (four of 28 staff). It is remarkably noticed that the staff turnover in 2016 is 28 percent or eight of 28 staff (MVi report, 2016). This issue is the big concern and more discussed in management team and board of director. If such trends of staff turnover and resignation are high, it might negatively affect the cost for MVi and the impact of MVi program. Moreover, such issues can affect the meet of the requirement of doors in particular contract between MVi and its partners/donors. As stated the problem statement above in relation to high staff turnover and many factors that affect staff turnover, the research focuses on "Assessment of Factors of Staff Turnover" in order to know what factors they have decided to resign from MVi.

Research Purpose: The research aims to examine the factors causing staff resign from My Village Organization (MVi). To answers to the questions above, the research proposes four research questions as below

- **Question 1:** What is the degree of staff satisfaction?
- **Question 2:** Are the variable factors significantly related to staff satisfaction?
- **Question 3:** What are the factors for staff resignation from MVi?
- **Question 4:** Are variable factors related to staff resign from MVi?

Scopes of Research: There are some gaps of this research. First, the research has not been focused on qualitative data. All of the parts of the research, the quantitative research has been applied for this research. This approach causes barriers for researchers to explore deeply information of factors for staff resignation. Second, only the staff members who had resigned from MVi in 2016 and 2017 were selected for interview. As in that period, most of staff resigned in comparison with other period. With this issue, management team of My Village (MVi) has concerned the staff resignation has from the organizational leadership. Third, totally, 16 staff members have been resigned from MVi. The numbers of resigned staff in that period could be interviewed within available time offered by lecturer. Forth, after review all documents in relation to factors for staff resignation; many factors have been identified who caused staff to resign their agencies. The researcher has reflected those factors which have been identified in comparison with the situation of MVi. Then some of those factors have been selected for this study. This research has been scoped down only salary and benefits, roles and responsibilities, staff promotion, awarding, work-overload, grievance resolution, staff annual leaves, location of working place and health problems.

Significances of Research: The research finding and recommendation are important for stakeholders to understand staff turnover. First, this research provides benefits for private sectors in particular NGOs to understand the factors and staff resignation. All of those NGOs can learn from this and set up the direction in their agencies to maintain good staff members who commit working with their agencies for long time. Second, this research can be step forward or opportunity to scale up their research in particular factors for staff resignation. Thirdly, the research finding will help management to understand the causes of staff turnovers from MVi. Additionally, the finding will be used to improve the policy and staff motivation in organization which can maintain staff for long time. This approach will contribute the reduction of staff recruitment costs and increase the productivities of MVi which can help at least 20,000 poor people and indigenous people.

RESEARCH METHODOLOGY

Target group: All of the employees of MVi who resigned in 2016 and 2017 have been selected for interview. There were 28 staff members in 2016 (MVi Report, 2016) and 26 staff members in 2017 (MVi Report, 2017). Within two years, 16 staff members (about 28% of all staff member) were resigned (MVi Report, 2016). Owing to the numbers of staff who resigned in 2016 and 2017 who can be managed in timeframe of the research, all of the staff members who resigned in 2016 and 2017 have been interviewed as the plan. Quantitative data has been used in this research. This application was because the researcher has wanted to test the level of satisfaction of employees who have resigned from MVi on each of the factors. With this approach, the researchers could be aware of the degree of their satisfaction on each prioritized factors. Additionally, the correlations between the factors and overall satisfaction have been tested. Similarly, the causes of staff resigns have been tested. The correlations between causes of staff resign factors and overall causes of staff resigns from MVi have been tested. Researcher has identified the factor variables for staff turnover before during literature review. So the staff members who are selected for interview just select which factors in relevant to their condition.

Procedure and techniques

Research questionnaires and material development: Three steps of research questionnaires and materials developed are proposed as below. First, the questionnaires were developed based on the research questions. There are four research questions which are proposed.

- **Question 1:** What is the degree of staff satisfaction?
- **Question 2:** Are the variable factors significantly related to staff satisfaction?
- **Question 3:** What are the factors for staff resignation from MVi?
- **Question 4:** Are variable factors related to staff resign from MVi?

The questioners consisted of two main parts: satisfaction of variable factors and factors for staff recitation. Likert was used in question range from score 1 to score 5 from question 1 to question 12). Score 1 means that they was very dissatisfied while score 5 means that they were very satisfied. In question

13, respondents selected only one important variable that they were most satisfied. The question from 14 to 28 was scored from 1 to 5. Score 1 means that the statement was very untrue while score 5 means that it was very true. Second, after the questionnaire is drafted, the questionnaire was tested with few former staff members who have resigned from MVi in 2016 and 2017. The test is to find out any barriers for filling information and complexity of the information in the questionnaire. After completion of the testing, result of the test were reflected which information is more complicated and which parts is understandable. This approach can simplify the questionnaire to be simpler. Third, in the second step, the feedback was done. In this step, the feedback from the test was used to modify the questionnaire. If the parts of the questionnaire were understandable, those were still kept. If the parts were complicated, the parts were modified.

Sampling technique and criteria: The respondents/MVi former employees who have been selected were those who have resigned from My Village 2016 and 2017. This was because in that period, the rate of staff resigns were high comparison with other period except in 2012 that the insecurity of MVi occurred. Census has been applied for selecting respondents. It means that all of the resigned staff members have been selected for interview.

Data collection: **Primary data and secondary data were collected. The primary data was collected follow the process as below**

- Researcher has contacted with MVi administration staff to request for contact list of all staff including staff who have resigned from MVi in 2016 and 2017.
- Researcher selected all of those who resigned in 2016 and 2017 with their contact list in order that the research contacts them for interview.
- Researcher dropped email to all former staff of MVi in order to request them for filling information. In the mail, the researcher introduced who the research was and purposes of contacting.
- Researcher released email with attach questionnaires to all resigned staff of MVi in order that all those former staff fill the information in the questions which are needed. In the mail, the researcher highlighted the data of sending back by the deadline.
- The researcher followed up on phone call to make sure that they could send back as the deadline. Additionally, the researcher explained more on questionnaire, if they needed any clarification.
- Researcher made phone call to two respondents to interview as they did not have any internet access and did not have computer to fill the information.
- After getting all questionnaires, the researcher reviewed all information in questionnaires to make sure that all information was filled correctly.

Data analysis: Code questioners: there are 16 questionnaires for 16 respondents. All questionnaires were coded from 1 to 16. These were well organized for data entry. Then, the layout with research questionnaire codes of the research in SPSS was designed. This was used for analyzing quantitative data and information.

Data entry: All the quantitative data was recorded in software of SPSS. All those information and data was then reviewed carefully in order that all those information was analyzable and not error.

Data analysis: The quantitative data collected were analyzed through SPSS. Descriptive statistic like frequency tables, pie-chart was used to present. Correlation (Spearment Rho) between variable factors and overall satisfaction were tested to test how the variable factors were significantly related to staff satisfaction. Additionally, correlation was used to test whether the variable factors were related staff resignation or not.

Literature Review: The purpose of this research is to explore the factors which have caused staff turnovers from MVi. To understand the wide knowledge and concept of the factors of staff turnover, in the chapter 3, the researcher reviews the concepts of staff turnovers and the models of the factors which cause staff resignation or turnovers. The theories for staff resign factors were reviewed and empirical studies argued. In the last of the chapter, the research theory framework is proposed.

Factors of Staff Resignation: Staff salary is one of the factors that affect staff resignation. Payments for staff should be appropriate. The salaries should be equal and competitive to other industries. The company policies should be fair that mentions working hours, dress code, breaks, vacation, etc. The benefits should be offered for staff members include health care plans, benefits for the family members, employee help programs, etc. (Njau, 2013). It was confirmed that salary is the main cause of staff turnover in organization (Mabindisa, 2013). According Neves (2009) was that management of transport was arranged for staff.

Three main mechanisms may influence on the likelihood of staff-staying or quitting: skill development and job satisfaction and promotion in organization. Past promotions can reinforce the expectation of the individual that the firm will repeat its behavior in the future (Saporta, 2003). The ease of movement may be driven by actual promotion (Doeringer and Piore, 1971). The more employees are promoted, the less employable they may be to other organizations. Actual promotions may signal the employee's qualities to potential employers (Bernhardt and Scoones, 1993). Effective communication is related to low employee turnover or intension to leave. Mobley (1982) revealed that ineffective communication or lack of communication can trigger high rate of employee turnover. The communication was asserted by Barrett (2006) that ineffective communication can prevent employees from reporting any issues. Job insecurity is related to the uncertainty of one's job (Lee *et al.*, 2006). Sverke and Hellgren (2011) regard job insecurity as fearing involuntary job loss. According to Booyens (2000), to success of their organizational goal achievement, it is important for focusing on developing personnel, knowledge and skills. The organization will promote staff development such as trainings. Staff training and development include. Career development requires formal action by an organization to ensure that employees with appropriate qualifications and experience are available when the organization requires their services (Mabindisa, 2013). The major problems in organization are work-overload for which can be a factor for staff resignation. The nature of workload

includes increase in working hours, duty timings and pressure. This workload can create conflicts (Repetti *et al.*, 1989). There are some conditions that create job overload and these conditions may be difficult working hours, lesser holidays or breaks, pressure to work over time, unreasonable work overload and keep more expectations of achieving the tasks in some given limited time and with fewer resources (Altaf and AtifAwan, 2011) cited in (Abbasi, 2015) .

Analysis Model: After review the theory and previous research, the analysis model has been proposed for the research. There were two variables: independent variables and dependent variables. The independent variable consists of salaries, promotion procedure, fringe benefits, communication with superiors, communication with colleagues, roles and responsibilities, job security, capacity development opportunities, conflict resolution mechanism, staff leaves, staff awarding workload, health problems, higher position with new agencies, work where is close to my family, new job has more secured and better salaries and benefits from new agency. The dependent variable comprises of staff satisfaction and staff resignation. There were 14 independent variables. The independent variables from 1 to 13 (see diagram of analysis model) were scored ranged from 1 to 5. The score 1 to 5 means that 1= Very un-satisfied, 2= Unsatisfied, 3= Neutral, 4= Satisfied, 5= Very satisfied. The independent variable from 13 to 27 was scored from 1 to 5 represents 1= Very untrue, 2= Untrue, 3= Neutral, 4= True and 5= Very true.

The dependent consist of staff satisfaction and staff resigns. Staff satisfaction has been computed from the sum of independent variable 1 to 12 and divided by 12. This dependent variable of staff satisfaction has been confirmed from parameter to non-parameter. The number less than 1 or 1 has been replaced with 1 (very un-satisfied), less than 2 or 2 has been replaced with 2 (Unsatisfied), less than 3 or 3 has been replaced with 3(neutral), less than 4 or 4 has been replaced with 4 (satisfied) and less than 5 or 5 has been replaced with 5(very satisfied). Dependent variable of staff resign has come out with the sum of all dependent variables (13 to 27) and divided by 14. The number less than 1 or 1 has been replaced with 1 (very un-satisfied), less than 2 or 2 has been replaced with 2 (Unsatisfied), less than 3 or 3 has been replaced with 3(neutral), less than 4 or 4 has been replaced with 4 (satisfied) and less than 5 or 5 has been replaced with 5 (very satisfied). There were four main parts: the degree of staff satisfaction of each of the variables (1 to 12), the correlation between each of variable (1 to 12) with overall satisfaction, the causes of staff resign of the variable (13-27) and the correlation between each of the staff resign causes (variable 13 to 27). All those data have been transformed into non-parameter with the Spearman Rho.

RESULTS AND DISCUSSION

Sample characteristics: The respondents who were selected for interviewing were the formers staff of My Village (MVi) who was resigned in 2016 and 2017. There were 16 respondents who are in charge in this research. The male respondents were more than women. Sixty percent of the respondents were men. This was due to the numbers of men who resigned in 2016 and 2017 more than the numbers of women. Most of the respondents were from Program Department. Those

respondents were in charge in program activities while they were working with MVi. In comparison among the program units, 56 percent who were interviewed were former staff of MVi from Mondulkiri program unit. The respondents who were interviewed were mostly in bottom levels of the organization while less percent of the top managing was interviewed. The bottom level consists of some positions like Community Facilitators and Team Leader Assistants.

Satisfaction factors: Before analysis of cause factors for staff resignation, the staff satisfaction has been assessed in order to check whether the degree of satisfaction while their working MVi are consistent with the causes of staff resignation from MVi. Twelve satisfaction factors have been identified by researcher. Those include staff satisfaction on salary, staff promotion, fringe benefits, communication with supervisors, communication with other colleagues, roles and responsibilities, staff rewarding, staff capacity building, staff leave, conflict resolution, job security and work overload. Of those, seven factors were prioritized to highlight in this parts including salary, staff promotion, communication with supervisors, staff awarding, capacity development, job security and work overload. Those factors were important and their scores were highest and lowest. The statements of 12 satisfaction factors were identified. Each of the 12 statement on staff satisfaction were scaled from 1 to 5 which score 1 means that the statement was not true while score 5 meaning that the statement was very true.

Satisfaction on salary, promotion, awarding, capacity development” In this part, it refers to the question “how your satisfaction on salary, staff promotion was related policy, staff awarding, and staff capacity building opportunities while they were working with MVi?” The respondents have scored from 1 to 5 for each of the four questions. The salaries include salary and thirteen month salary. The graph one indicated that 27 percent of the respondents scored three their satisfaction on salaries and 31 percent of the respondents scored for four their satisfaction. The average score of salary satisfaction was 3.56. The average score is located between score 3 and score 4. The score three means that the statement is neutral while score four meaning that the statement was somewhat true. Staff awarding is one of the factors which negatively or positively related to staff satisfaction.. The figure one suggested that 37% of the respondents were strongly satisfied with staff awarding and 37% of the respondents were satisfied with awarding for staff. Only six percent of the respondents were very dissatisfied with awarding. The average score was 4.06 which means that staff satisfied with awarding. Those determinants of their satisfied with awarding was because first, MVi has annual awarding for outstanding staff. Their awarding was letters which indicates their huge contribution for MVi in comparison with other staff. All staff could nominate themselves and others to become candidates to be voted as outstanding staff. Three outstanding staff was selected annually by all staff. Other types of awarding were office materials which could serve for working like computers, external hard. Second, MVi awarded staff members who have served MVi for one or more than one year. Those who worked with MVi for one or more years were awarded annually.

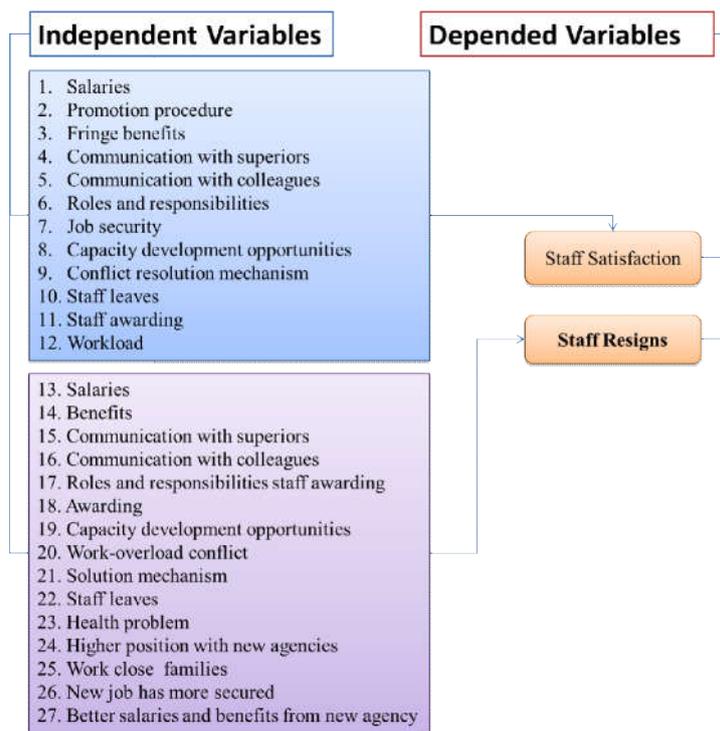
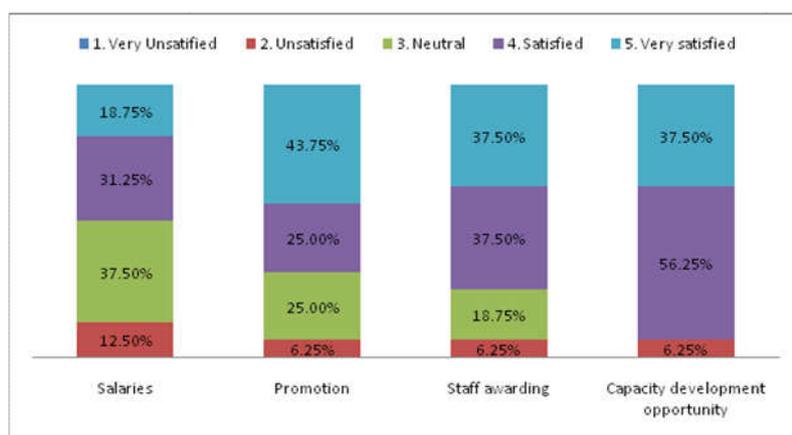


Table 1. Sample Characteristics

Characteristics	Percentage (16 respondents)
Genders	
Males	63
Females	38
Total	100
Department	
Operation	19
Program	81
Total	100
Position	
Supportive staff	56
Technical staff	31
Management staff	13
Total	100

Source: Research Data, 2017)



Source: Research Data, 2017

Figure 1. Satisfaction on salary, promotion, award and capacity development

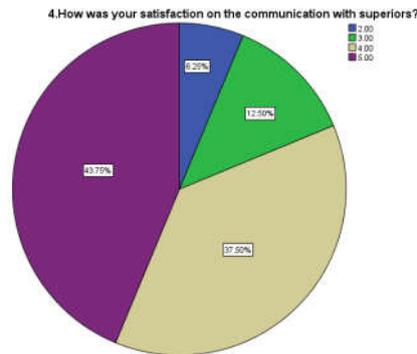
Table 2. Overall Staff Satisfaction

Descriptive Statistics						
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Overall Satisfaction	16	2.50	5.00	64.50	4.0313	.66240
Valid N (listwise)	16					

Table 3. Correlation of Factors with Overall Satisfaction

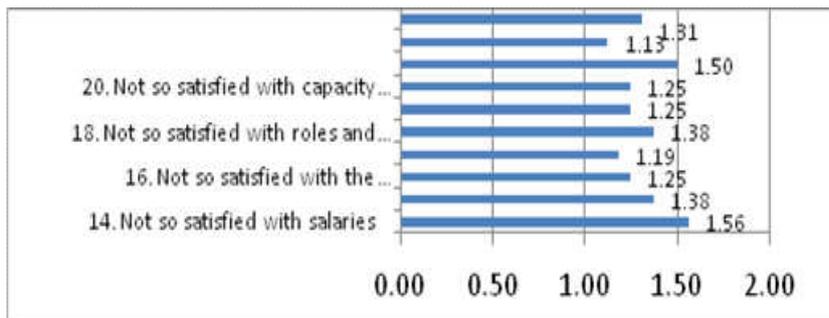
			Overall Satisfaction
Spearman's rho	Salaries	Correlation Coefficient	.669**
		Sig. (2-tailed)	.005
		N	16
	Staff promotion procedure	Correlation Coefficient	.946**
		Sig. (2-tailed)	.000
		N	16
	Fringe benefits	Correlation Coefficient	.738**
		Sig. (2-tailed)	.001
		N	16
	Communication with superiors	Correlation Coefficient	.506*
		Sig. (2-tailed)	.046
		N	16
	Communication with colleagues	Correlation Coefficient	.595*
		Sig. (2-tailed)	.015
		N	16
	Roles and responsibilities	Correlation Coefficient	.580*
Sig. (2-tailed)		.019	
N		16	
Awarding	Correlation Coefficient	.721**	
	Sig. (2-tailed)	.002	
	N	16	
Capacity development opportunities	Correlation Coefficient	.690**	
	Sig. (2-tailed)	.003	
	N	16	
Staff leaves	Correlation Coefficient	.496	
	Sig. (2-tailed)	.050	
	N	16	
Conflict resolution mechanism	Correlation Coefficient	.695**	
	Sig. (2-tailed)	.003	
	N	16	
Job security	Correlation Coefficient	.218	
	Sig. (2-tailed)	.418	
	N	16	
Workload	Correlation Coefficient	.721**	
	Sig. (2-tailed)	.002	
	N	16	

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).



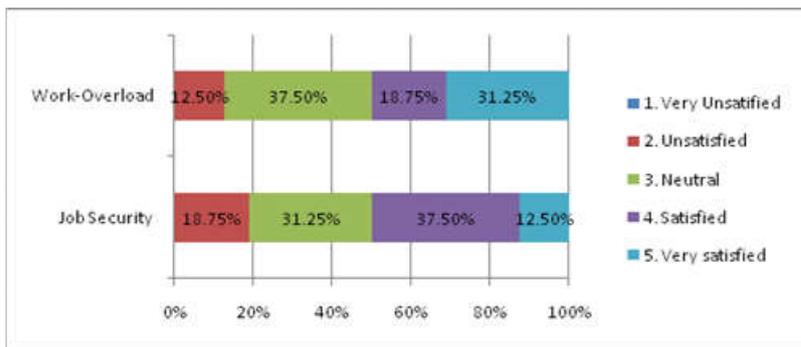
Source: Research Data, 2017

Figure 1. Staff Communication with Supervisors



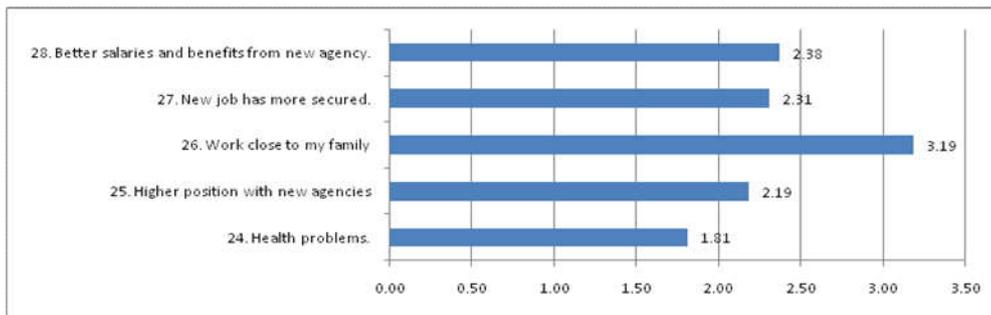
Source: Research Data, 2017

Figure 2. Internal Factors of Staff Resignation



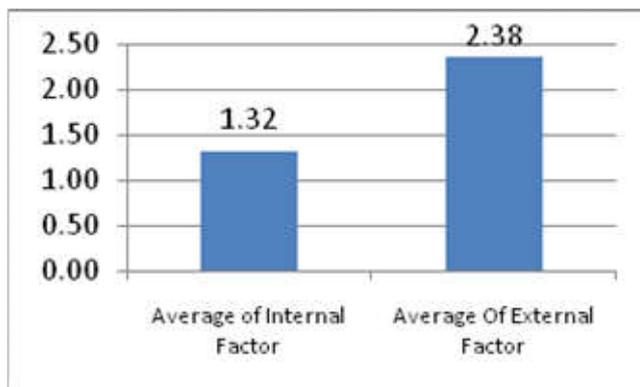
Source: Research Data, 2017

Figure 3. Staff Satisfaction on job security, Work-overload



Source: Research Data, 2017

Figure 5. External Factors of Staff Resignation



Source: Research Data, 2017

Figure 6. Comparison of Internal and External Factors of Staff Resignation

In relation to staff capacity development opportunities, the figure one has suggested that 37% of the respondents were satisfied with staff capacity development opportunities with MVi while 56% of the respondents were satisfied with staff capacity development offered by MVi. These satisfactions resulted from: MVi value focuses on the reflection and learning through meetings, training and workshops. MVi has clear guideline for staff capacity building which guided staff for their staff capacity building. MVi assessed the needs of staff capacity which were required by staff which was facilitated by human resource team. After collection of all need of staff capacities, human resoure team developed staff capacity building plans. The plans were submitted to donors in order that they can support technical or resources for staff capacity building plans. Besides supported by outsiders, MVi served budget of 200 USD for each of the staff in each years. Each staff got at least two training courses a year. Additionally, MVi provided opportunities at all levels to join with external events.

Their participation could increase more their understanding on analytical skill and information at national level. Staff promotion is related to staff resignation. The figure two has showed that most (43%) of the respondents scored 5 which reflected the strong satisfaction of resigned staff on staff promotion in MVi. This was due two some factors like MVi has its own policies which encourage promoting internally rather recruiting from outsiders. If the internal capacities could not meet the requirements, MVi has decided to select those staff from outsiders. Based on the report of MVi, it indicated that five staff members were promoted to hold higher position. Of those, some were women (MVi report, 2016). Then, it was that 25% of the respondents scored 4 that indicated that 25% of the resigned staff of MVi was somewhat satisfied with staff promotion. Few respondents (6% of the respondents) revealed that they scored 2 for staff promotion in MVi. This means that few staff was dissatisfied with MVi staff promotion.

Table 1. Correlation between Staff Resignation Factors and Overall Staff Resign

		Causes of Staff Resigns	
Spearman's rho	Fringe benefits	Correlation Coefficient	-.056
		Sig. (2-tailed)	.838
		N	16
	Salaries	Correlation Coefficient	.183
		Sig. (2-tailed)	.498
		N	16
	Communication with superiors	Correlation Coefficient	.503*
		Sig. (2-tailed)	.047
		N	16
	Communication with colleagues	Correlation Coefficient	.131
		Sig. (2-tailed)	.628
		N	16
	Roles and responsibilities	Correlation Coefficient	-.025
		Sig. (2-tailed)	.927
		N	16
	Staff awarding	Correlation Coefficient	.322
		Sig. (2-tailed)	.223
		N	16
	Capacity development opportunities	Correlation Coefficient	-.042
		Sig. (2-tailed)	.878
		N	16
	Work-overload	Correlation Coefficient	.136
		Sig. (2-tailed)	.617
		N	16
	Conflict solution mechanism	Correlation Coefficient	.329
		Sig. (2-tailed)	.213
		N	16
	Staff leaves	Correlation Coefficient	.480
		Sig. (2-tailed)	.060
		N	16
	Health problems	Correlation Coefficient	-.109
		Sig. (2-tailed)	.689
		N	16
	Higher position with new agencies	Correlation Coefficient	.521*
		Sig. (2-tailed)	.038
		N	16
	Work close to family	Correlation Coefficient	-.167
		Sig. (2-tailed)	.537
		N	16
	Secure of new job	Correlation Coefficient	.104
		Sig. (2-tailed)	.700
		N	16
	Better salaries and benefits from new agency	Correlation Coefficient	1.000
		Sig. (2-tailed)	.
		N	16

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data, 2017

Some positions which were required by MVi could not fit with MVi staff while staff felt that they should be promoted in that passion. The overall average scored by respondents was 4.06. This means that the resigned staff was satisfied with staff promotion. In part III.16.5 of MVi financial policy also highlighted the staff promotion in origination. A staff of MVi may be promoted to a new position or upgraded if the management committee are in agreement and approved by Executive Director. If Management Team cannot reach agreement, the position shall be advertised wisely following the standard procedure. After five years of working in one position, a staff member should be considered for promotion to next job level if appropriate.

Communication with supervisors

The communication also affected their satisfaction. To assess this, the question was proposed by researcher in this part was that "How was your satisfaction on the communication with supervisors."

The respondents scored their satisfaction as what mentioned above which ranged from score 1 to score 5. The average score was results of sum of all variables on their satisfaction and divided by all 12 variables. The figure 3 illustrated that 44% of the respondents confirmed that they satisfied with the communication with their supervisors very much while 37% of the respondents was satisfied with the communication with supervisors. Few respondents (6% of the respondents) was dissatisfied with the communication with their supervisors very much. On average, 4.16 was scored by respondents. The average of the score (4.16) was located very to score 4 which means that the formers staff of MVi was satisfied with their communication with supervisors. It was observed that some factors which contributed for high score of staff communication with their supervisors. It was observed that some factors which contributed for high score of staff communication with their supervisors. Several reflections and meetings of staff were often organized. Those events were joined by staff. Those meetings include monthly meetings, quarterly meetings, six-month meetings and annual reflection.

In the monthly program meetings were organized in each province. In those meetings, besides project achievement update and financial update, staff could raise any concern in relation to organizational issues, project issues and staff concerns to team leaders for responses. The quarterly meetings, semester meetings and annual reflections were attended by all staff. One agenda was proposed that enabled staff to raise their concern to management team of MVi to be addressed or their concerns could reach to board of directors for intervention. Moreover, MVi has several policies in places. Those policies have been developed with action participatory of all staff from management level to grassroots level. Those policies have guided clearly for staff about the decision-making and flow of information. Furthermore, the supervisors and leaders were opened their minds for communication with staff in particular accepting any feedback from staff. This approach enabled staff to dear in raising their concern or communicates with their supervisors confidently. MVi has mechanism to get feedbacks concerns from staff through appraisal. Two ways of appraisal were done in MVi. First, supervisors appraised staff under their supervision and the staff also appraised their supervisors and colleagues. The system encourages staff to offer feedbacks to their supervisors. This mechanism influences on communication of staff with their supervisors.

Job security and work-overload: Job security and work-overload also can affect staff satisfaction. To assess the satisfaction on job security and work-overload, the question proposed was "How were your feeling with job security and work-overload while they were working with MVi?" The scale of staff satisfaction was from 1 to 5 as mentioned in previous part. For job security, the figure three has revealed that 37% of the respondents felt their jobs were unsecured while 31% of the respondents felt that their jobs were secured. On average, the respondents scored 3.44 for job securities. The average score (3.44) was located between score 3 and score 4. The score 3 means that it located neutrally between security and un-security while score 4 represents job security. Owing to work overload also affects job satisfaction. The figure three has indicated that 37% of the respondents felt that their work was overload and 12% of their respondents felt that their work was workloads very much while 31% of the respondents expressed their feeling that their job with MVi was not overload and 18% of the respondents felt that their job were absolutely not overload.

Comparison of satisfaction factors: Researcher aims to compare among 12 satisfaction factors. All of 12 variables of all respondents were summed and divided by 12 variables. In comparison of all 12 factors, the scores of the factors includes staff leave (score of 4.38), communication with colleagues (score of 4.34), staff capacity development opportunities (score of 4.25) and roles and responsibilities (score of 4.25). This means that the former staff who worked in 2016 and 2017 was most appreciated with the factors above. Three factors which scored by respondents were very low in comparison with other factors. Those are work overload (3.69), job security (3.44) and salary (3.56).

Overall Satisfaction: The overall satisfaction index has been computed from the sums of all 12 satisfaction factors and divided by 12. This means that the result was the average of individual of the respondents in relation to their satisfaction. The average of individual respondents has then been computed into mean, standard deviation, maximum and minimum of the

mean of the individual. To compute this, the descriptive statistic has been used. The table two has showed that average score of respondents was 4.03 which represents their satisfaction on MVi job while they worked with MVi. The minimum score was 2.5 which were located between 2 that represent their not satisfied and neutral. The maximum score was 5 which represent the very satisfaction on job with MVi.

Correlation between factors and staff Satisfaction: In this part, research aims to test the correlation between each factors and staff overall satisfaction. Overall satisfaction come out with the sum of all 12 variables and divided by 12 variables. The score average of individuals of overall satisfaction and staff salaries have been converted to non-parameters (1=< very unsatisfied, 2=< unsatisfied, 3=< neutral, 4=< satisfied, 5=< very satisfied). Owing to the non-parameters, Spearman's rho was used to test. The results of the correlation text were showed below. The table three has suggested that the factors which were most significantly related to staff satisfaction were staff promotion (sig. of .000), fringe benefits (sig. of .001), awarding (sig. of .002) and workload (sig. of .002). Of the 12 variables, only job security was not significantly related to staff satisfaction. The table three revealed that job security was not related to staff satisfaction as its significance was (sig. of .418) which was larger than (sig. of 0.05.)

Factors of Staff Resignation

Internal Factors: In this part, it aims to assess the internal factors why staff resigned from MVi. Researchers proposed 10 statements which were the causes of staff resigned from MVi. Those statements (question 14 to 23 in questionnaire) are each of those statements above, each of the respondents scored 1 to 5. Score 1 represents that the statement was not true at all while score 5 represents that the statements very true. The figure 10 showed that the average score of each variable of the internal factors of staff resignation was ranged from 1 to 2. The score 1 means that the all of the statements were not true at all and score 2 means that the statements were true few. Of all internal factors, two variables were observed that the scores were high in comparison with other variables. Those are salaries and workloads. They have resigned from MVi because they was not so satisfied with salary (average score of 1.56) and they was not so satisfied with workload (average score of 1.50).

External Factors: The figure showed that among the external factors, the average score of the statement that "they have resigned from MVi because they want to work closely with their families" was high. The average score was 3.19 which represents mostly true of the statement above. Most of the staff of MVi was from other province in particular the students which have just graduated from universities. Those staff members were from Takeo, Pre Veng, Svay Rieng, Kandal, Kampong Thom, Kampong Speu provinces. After they got married or worked for few years, they have decided to look for job which was closed to their families. The salaries and benefits of their new agencies have also attracted former MVi staff to work with them. Based on their figure 11, the respondents scored averagely 2.38 which was located between score 2 and score 3. The score 2 represents the statement "I have left MVi because I got better salaries and benefits with new agencies" was true few and the score 3 which represents the statement was true some.

Comparison of internal and external factors of staff resignation: The figure 12: suggested that the average score was better of internal factors than of the external factors. The external factors have mostly attracted staff to resignation in comparison with the internal factors. The external factors were that they wanted to work closely their families, got higher position while working with new agencies, health problems, more secure of new jobs of new agencies.

Correlation of factors and staff resignation: This tests the variables of external and internal factors with staff resignation. Spearman rho has been used to test the correlation of external and internal variables and staff resignations. There were 14 variables of factors of staff resign (question 14 to 28). The overall factor score of the individual has been computed from sum of each individual of the question 14 to 28 with division of 14. The computation result was the average score of individual. The average scores of the individual and question 14 to 28 have been converted into ordinal (non-parameters). Owing to non-parameter, the Spearman Rho has been applied to test the correlation between factors of staff resign and staff resigns. The table four has indicated that the variables which were significantly related to getting better salaries and benefits from new agencies (sig= 0.00, r=1), getting higher position with new agencies (sig=0.38, r= .521*) and communication with supervisor (sig= 0.047, r=0.503*) while other variables were not significantly related to staff resigns. Those variables include fringe benefits, salaries, communication with colleagues, roles and responsibilities, staff awarding, capacity development opportunities, work-overload, conflict solution mechanism, staff leaves, health problems, work close to family and secure of new job.

DISCUSSION

In this part, research discussed the factors which contribute for staff satisfaction and correlation of reasons and staff resignation. In relation to satisfaction, three variables (staff salaries, job securities and work-overload) have not been so satisfied by staff year. The average score of staff salaries was 3.56. This low score were because in MVi condition, when the capacities of staff increased, MVi did not have any higher positions for staff who worked with MVi before. With lack of this opportunity, the former staff of MVi/respondents felt that the salaries offered to them did not meet or fit with their capacities. So, staff members were required to hold their position. Based on MVi financial policy, the salary of staff annually increases to five percent. Sometimes, when the funds were not sufficient, MVi could not fulfill or apply to financial policies in relation to increase of five percent a year. For instance in 2016, only few outstanding staff who have increased five percent of their annual salaries. The salaries of most of the staff have increased around 2.5 percent. The comparison with private sectors, the staff felt that the salaries of the staff who worked with MVi before negatively affect staff satisfaction on salaries when they worked with MVi. Recently, the companies have boomed in Cambodia in particular localization of banks to villages which have offered many jobs for youths and Cambodians. Their benefits of the companies were quiet high in comparison with local NGOs like MVi. The average score of job security was 3.44. The average score was lowest in comparison with the averages of other satisfaction factors.

These were due to: First, in mid-2016, some projects of MVi were going to end. MVi was required to compete to get fund from existing donors. Second, in early 2017, MVi ended those projects. All of those projects applied for grants from those donors. The restructure of MVi was discussed among board of director, management team and staff who are in charge in project end. Several discussions of the restructure of MVi could much influence on the feeling of staff. Most of the field staff prepared themselves to leave MVi as in that period; MVi could not guarantee the securities of job of all staff with MVi. The average score of work-overload was 3.69. It was noticed that those who felt that their job was overload very much and not overload were also most the same. It was observed that those who felt that their jobs were overloads and overload very much due to some reasons. First, the nature of MVi was that it worked directly with local communities. Some tasks happened only weekdays but also the weekends. Second, MVi mandate was the advocacy which worked with communities up to regional levels. Besides their main jobs, staff members were required to contribute to inputs to sub-national networks, national networks and regional networks. These activities were additional tasks for their main jobs which work directly with communities. Third, the administrative tasks between MVi and donors in contracts and funding interrupted some tasks which increased overload for staff in some months. The physical year of MVi was from January to December. The activities which were planned to implement around January and February was relation to contracts, clarifying budget, planning and fund transfer.

The activities in that period were moved to next months which were double work for staff in the following months. The main factors which affected staff satisfaction. Those included salaries, staff promotions, communication, roles and responsibilities, capacity development opportunities while they worked with MVi. The respondents selected only one factor that they mostly preferred while they worked with MVi. In comparison among the common factors that staff mostly preferred, the most of the respondents (50%) were appreciated with staff capacity building opportunities when they worked with MVi. The reasons for preferences of this factor were mentioned in 3.2.5. Then 25% of the respondents were appreciated their roles and responsibilities which was defined and assigned by MVi.

This was because MVi has Term of Reference (ToR) for each staff. Each staff was introduced clearly after the staff members were recruited to work with MVi. The table three has suggested that the factors which were most significantly related to staff satisfaction were staff promotion (sig=.000, r=0.946**), fringe benefits (sig=0.001, r=7.38**), awarding (sig= .002, r=.721**) and workload (sig=.002, r=.721**). This finding was proofed by the research done by NJUA (2013) that the fringe benefits should be offered health care plans, benefits for the family members, and employee help programs for staff. Staff promotion is one of factors which increase satisfaction of staff. The research finding was similar to Muturi, 2015 which suggested that an incorrect promotion or firing can lead to lost productivity as well as diminished loyalty from employees and MABINDISA (2013) that revealed that an organization has to plan promotions and layoffs carefully to reduce the impact on daily productivity. The research finding revealed that the awarding system was positively significantly related to staff satisfaction. This finding was consistent with HUMPHREY,

2011 that his findings of the study discovered that there is a positive relationship between the two variables indicating that a change in rewards given to the academic and administrative staffs in these institutions have a significant effect on their levels of job satisfaction. This means that when the rewards are poor then the level of job satisfaction among these groups will also be low.

Of the 12 variables, only job security was not significantly related to staff satisfaction. The table three revealed that job security was not related to staff satisfaction as its significance was (sig. of .418) which was larger than (0.05). This finding contrast with the finding done by Akpan (2013) that showed in his study that there was a positive and significant relationship between the joint predictor variables (job security and job satisfaction). There were three variables of getting higher position with new agencies (sig=.038, $r=.521^*$), getting better salaries and benefits from new agencies (sig=.000, $r=1.000$) and better communication with supervisors (sig= .047, $r=.503^*$). First, this research finding showed that there was significant relationship between higher positions of new agency with staff resignation. This finding contrasted SHAH et al, 2010 that when the full factor like career advancement has attracted people to resign from their current jobs. Second, this research finding suggested that the better salaries and benefits of new job were significantly related to staff resignation. The finding contrasted with SHAH et al, 2010 that indicated that when staff members have get better salaries and benefits of new job, the staff will resign from their current job.

Conclusion and Recommendation

Conclusion

In this part, the researcher has answered to the research questions of the research objective. The research aims to assess factors for staff resignation from MVi. There were twelve variable factors of staff satisfaction. Generally, the respondents were satisfied working with MVi (score of 4.03). The satisfaction of each variable were that the staff scored high for most factors like staff leave (score of 4.38), communication with colleagues (score of 4.34), staff capacity development opportunities (score of 4.25) and roles and responsibilities (score of 4.25). Former staff who worked in 2016 and 2017 was most appreciated with the factors above. Three factors which scored by respondents were very low in comparison with other factors. Those are work overload (3.69), job security (3.44) and salary (3.56). All those factors were located between score 3 (neutral and score 4 (satisfied). Among 12 satisfaction variables, three of them were most significantly positively related to staff motivation. Those included staff promotion procedure ($r=.946^{**}$, sig=.000), fringe benefits ($r=.738^{**}$, sig=.001) and awarding ($r=.721^{**}$, sig=.002). The other factors which were significantly related to staff satisfaction included staff salaries ($r=.669^{**}$, sig=.005), communication with superiors ($r=.506$, $s=.046$), communication with colleagues ($r=.595$, $s=.015$), roles and responsibilities ($r=.580$, sig=.019), capacity development ($r=.690$, sig=.003), staff leaves ($r=.496$, sig=.050), conflict resolution ($r=.695$, sig=.003) and workload ($r=.721^{**}$, sig=.002). Only job security was not related to staff satisfaction. For internal factors, the average score was 3.19 which represents mostly true of the statement above.

Two variables were observed that the scores were high in comparison with other variables. Those are salaries and workloads. For external factors: MVi former staff members have resigned from MVi because they were not so satisfied with salary and they were not so satisfied with workload. The variables which were significantly related to staff resignation were communication with superiors ($r=.503^*$, sig=.047), higher position with new agencies ($r=.521^*$, sig=.038), better salaries and benefits from new agency ($r=1.000$, sig=.000). The variables which were not significantly related to staff resigns were salary, communication with colleagues, roles and responsibilities, work-overload, conflict solution, health problems and more secure of job of new agencies, staff awarding, capacity development opportunities, staff leaves and work where is close to my family.

Recommendation

It is recommended for next improvement. First, the staff members who work until the end of project should be awarded. This rewarding can maintain staff to stay longer time until the project end. In experiences, when the project was to be end, they tried to apply for new job. This can interrupt its program implementation and impacts. Second, the salary scale should be reviewed and considered to revise in order that it can increase the scale of salaries. This approach can attract staff to stay longer with MVi. Additionally, MVi can compete with other agencies to maintain its good staff. Third, the tasks of staff should be reviewed in a scope that staff can manage it well. Policies should be revised and added with updated scale of salaries with approval from board of directors. Forth, MVi should have maintains its performance in relation to leave, roles and responsibilities and staff capacity building for staff. Fifth, the qualitative research to explore what job security, salary, and work-overloads are not significantly related to staff satisfaction should be done. The qualitative research on factors of staff resign should be done. This study can explore deeply information of staff resign. Moreover staff members who are working with organization should be selected as sample for their research. This can compare the internal staff and external staff (staff how had resigned).

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