The Main Causes of the Intentions of Employee Turnover in Mandalay

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Abstract: The purpose of this study is to know the main causes of employee's turnover intention in Mandalay based local industries and develop better HRM strategies. Nowadays, as our country is developing quickly, more businesses, both local businesses and foreign businesses are being opened and the competition gets higher and higher. So, to compete among strong businesses, we not only need very good business strategies but also need very good Human Resources Management (HRM) strategies. When we concern or learn about good strategies, whether business strategies or HRM strategies, we cannot keep or practice the same strategies everywhere and anytime because their effectiveness can be different depending on different geographies, cultures, and social influences and so on. So, we need different strategies depending on many different factors. On the other hand, to develop a strategy, we need clear data to analyze and to help us develop the strategies needed. That's the reasons; this study wants to know the main causes of employee's turnover intention in Mandalay perspective and want to know how to reduce them. This paper investigated the impact of organizational commitment and perceived organizational support on the turnover intention of employees of industries in Mandalay. Interview data are collected from the simple size of 35 people. Most of the interviews are employees who are lower levels in organizations. The interviews are more about what the main reasons that cause turnover intention are and why the employees have left their jobs and why do they choose their new jobs and what kind of job they prefer. Moreover, theMell Mobile application is also used to collect some votes relating to an employee's turnover intention. In Mell Mobile application, the questions: "What is your main current difficulty in your workplace? What kind of job will you choose if you find a new job? What made you quit your job in your previous job" are asked and 30 to 50 people have voted on each question? In Mell Mobile application, all the votes' results are shown with percentage automatically. In each question, the voters have three alternative answers to choose. For the first the qualitative data analysis is done. The result of this study finds out what are the main reasons that cause employee turnover intention and what can make the employees happy in their work and loyal to their jobs in Mandalay based industries. The study showed that the main causes of employee's turnover intention in Mandalay based industries are Relationship and conflicts, long working hours, low salary, the differences of employees' interests and their jobs, mismatch skills, weak leadership. The main limitation is the sample size used and the second is most of the interviewees are low levels of the employees and who have got about 1-3 years' work experience.

Key Words: Employees, Pillar, Turnover Intention, Organization, Mandalay Perspective.

1. Introduction

1.1 Purpose of the Study

In the past, people didn't concern much about the importance and value of the employees for business or organizations, but nowadays, people, especially business people are getting to care about the human resource management because they are getting to know and understand the real value of employees. Compared to other developed countries, we, our country is still weak in HRM. I think that's one reason that most of our local businesses cannot develop enough.

1.1.1 Definition of Employees turnover Intention

The employee turnover intention is desirous of an employee to leave his or her job. It is also the process through which staff leaves a business or organization and that business or organization replaces them. Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary.

1.1.2   Definition of voluntary & involuntary turnover intention

There is also voluntary turnover intention and involuntary turnover intention. Businesses typically experience both voluntary and involuntary turnover. Voluntary turnover occurs when an employee chooses to leave a company. Involuntary turnover, on the other hand, results from an employee leaving the business for a reason rather than a personal decision. Tracking the difference between voluntary and involuntary turnover is an effective human resource tool used by businesses to determine why employees leave the business (McGew, 2015).Voluntary turnover means that the employees leave their jobs with their own decisions. Involuntary turnover means employees are asked to leave or on the other word, employees are fired from the organization. No matter, whether it is a voluntary or involuntary turnover, if the turnover rate is high in an organization, it greatly affects the productivity of that organization.

1.2   Importance of Employees

We can say that employees are pillars of any business. No building can stand without pillars and the stronger the pillars, the stronger and the more sustainable a building is. No business can stand without employees just like a building can't stand without pillars. The stronger the employees are, the more sustainable the business is. Not all woods can be used as pillars of a business and not pillars of the same sizes and qualities. Not all people can be employees of a business and not all employees has the same skills, talents and qualities. Like different building needs different types of pillars with different sizes and qualities, different organizations also need different employees with different skills and talents.

When a pillar of a building is broken, the building might still stand firmly, but when a lot of pillars fell down, the building will fall down and when only one employee leaves the company he/she is working for, the company can still stand, but if most of the employees leave that company, the company will face with big problem or it can even stop. Any business is done by people and so human resource management is the most important thing in any business to be successful. When one person is hired in an organization, he/she becomes part of that organization and so the success of the organization is also on his/her hands. And at the other hand, since they are part of their organization, when their performance changes or they leave the organization, the performances of the organization are also likely to change or slow down. That's why most of successful business owners have great cares and concern about the good or happiness of their employees. Only if the employees are happy, their performance increases and also there are more loyal to their organizations. If they don't have job satisfaction, the employee turnover intention is high and it becomes a challenge for the organization.

1.3   Problem Statement

The employees have many different reasons to have turnover intention. Some reasons of employee's turnover intention are preventable, but some are not. For example, some employees want to leave their jobs because of their health, or family affairs, or other personal cases which cannot be preventable, yet some intentions, which caused by relationships within the organization, work overload, conflict and others can be solved or reduced or prevented. Reducing employee's turnover intention has many benefits on the productivity of an organization. As a field, human resource management is undergoing significant transformation.

Human resource (HR) management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals. Whether employees are in a big company with thousands of jobs or a small nonprofit agency, managing people in an organization is about more than simply administering a pay program, designing training, or avoiding lawsuits. If human resources are to be an important part of successfully competing in the marketplace, a different level of thinking about HR management is necessary. Productive, creative people working in flexible, effective organizations that provide rewarding work for individuals is important for all managers, not just those in HR departments. People in organizations can be a core competency (JACKSO, 20110).

Nowadays, many organizations are facing high employment rate and it is also being faced in many industries in Mandalay. In addition, as our country is developing more and at the same time, more and more businesses are being started up, there are more and more competitions and if more foreign investors come to our countries in the near future, the employees will have more choices and so the HR issue will be a big concern for our businesses.

There are many things that have negative impacts on employee turnover intention. This study mainly focuses on knowing the main causes of employee turnover intention and how to reduce such things in Mandalay perspective. In any organization or company, we need some employees with specific talents and skill so when our existing employees who are already fit well with the needs of a company leave the organization or the company, it becomes a challenge for the HR manager of the organization to find new employees. Finding new people who will fit well with a specific company or an organization is not an easy process and even if we can find people, as human nature, they will still surely need sometimes to adaptto new environment and while waiting to adopt their new environment, their performance is slow. In addition, selection and recruitment costs can also be high. So, it is a better idea to create job satisfaction for our existing employees to stay with us for longer periods. Only if the employees have job satisfaction, we can maintain them in our company or organization.

There are so many different ways that employees find their job satisfaction. We cannot please all different people in the same way. On the other hand, the employees also have different difficulties that bother their attention in their work. So, they need organizational support to solve their problems so that they can concentrate well in their work which will lead the organization into more productivity. So, as leaders of any organization should know the value and importance of the employees and must take effort to keep their subordinates happy.

2. Literature Review

The final constituent in the interview design process is that of interpreting the data that was gathered during the interview process. During this phase, the researcher must make "sense" out of what was just uncovered and compile the data into sections or groups of information, also known as themes or codes (Turner, 2010). Practical Assessment, Research & Evaluation (Randolph, 2009) There are many studies that do research bout HRM issues and many of them comes up with the importance of the employees for a business and many of them can get a better solution for HRM issues. Human capital is not solely, with the people in organizations—it is what those people bring and contribute to organizational success (JACKSO, 20110, p. 35).

Determining what factors influence workers' job satisfaction has become a growing point of interest for organizations. Such interest is driven by the potential for organizations to reap additional returns from employees due to higher levels of work-related satisfaction, by capitalizing on employee outcomes such as organizational commitment and motivation, and mitigating effects of withdrawal behaviors such as absenteeism and intention to quit. (Unknown, 2008) University Teachers of Lahore (Sabri, 2011) say that Analysis of this study supports to conclude that organizational culture takes two forms i.e. organizational culture related to managers and organizational culture related to employees. The effect of these both kinds of culture is positive and significant on job satisfaction.

Job Satisfaction In Relation To Organizational Culture (Sempane, 2002) indicates that The Organizational Culture and Job Satisfaction Scales were correlated and a highly significant correlation was found between the two variables and it can be concluded that satisfaction with employees' jobs is not determined by their biographical variables. Work-Family Conflicts:
A Case of Employees' Turnover Intention (Ghayyur and Jamal, 2012) proved that work-family conflicts positively correlate with employee's turnover intention.
Habib(2014) indicated that as the organizational culture impacts positively or negatively on these three variables and considered as the base for the performance of any organization. If the

organizational culture is positive, it will enhance employee's commitment, job satisfaction and decrease employee retention, automatically the performance will increase.

THE IMPACT OF EMPLOYE TURNOVER ON THE EFFICIENCY OF THE ORGANIZTION (Prof. Dr. Muhammad Ramzan, 2013) found out that turnover negatively affects the performance of the organization. Job Satisfaction of Employees in Selected Co-operative Credit Souhard Societies- A Case Study of Sankeshwar Town (Kulkarni&Shiralashetti,) proved that job satisfaction is of value to the organization's overall health and effectiveness and is deserving of study and application in the field of organizational behavior.

According to The relationship of Turnover intention with job satisfaction, job performance, Leader member exchange, Emotional intelligence and organizational commitment (Rizwan, 2014), Turnover is a painful issue in the organizations, in the world of tough competition the organizations try to minimize their turnover ratio and save their cost, turnover cost consists of hiring, recruiting and selecting the employees. (Amjad, 2011) also discussed about organizational culture related to employees plays stronger role in creating job satisfaction of teachers of higher education institutes and universities than organizational culture related to managers and leaders and it also recommended that policy makers should create a supportive organizational culture in higher education institutes and universities in order to raise the job satisfaction level of teachers of these institutes. Schhneider (1983) also describes organizational culture as "value systems and assumptions which guide the way the organization runs its business" Should devise such kind of policies, procedures and plans which may encourage and motivate employees to bring a sense of honor and ownership inside the organization and become an important and precious asset for the organization. Turnover is the subject of much research in the organizational sciences and economics. It is critical from individual, organizational, and industrial perspectives (Delery, 1998). According to (Delery, 1998), the study highlights the value of differentiating HRM practices that may influence quits from those that influence discharges. The study supports to conclude that organizational culture takes two forms, i.e. organizational culture related to managers and organizational culture related to employees.

The effect of these both kinds of culture is positive and significant on job satisfaction of teachers (Sabri, Organizational Culture and Its Impact on the Job Satisfaction of the University Teachers of Lahore, 2011, p. 7). When organizations' reward systems are adequate, it does not only lead to equity, but increases retention. The findings again showed that job satisfaction and favorable human resource policies have positive link with retention (Daisy OfosuheneKwenin, 2013).

Turnover intentions are being influenced by various variables, with influence playing a great explanatory role. If workers have an actual influence within the company they are less prone to leave the organization (Delfgaau). The study results give tentative evidence that the combination of the status of one's position, and getting what one wanted or not, appears to have a unique influence on the well-being of employees and their willingness to stay with the organization. If the organization wants these employees to stay with the organization, they probably need to give some special attention to helping them adapt to their new circumstances and dealing with status loss (Jönsson, 2012).

Skills mismatches are an important cause of job dissatisfaction, which provide an incentive for workers to look for other work, presumable work which is better suited to their own abilities. This shows that adjustments in the labor market are strongly driven by the relationship between job content and individual abilities, and less by the materials and rewards provided by work (Veldent, 2001). Applicants might gain employment in positions for which they are-ill-suited in one direction or another. Other strategies in hiring may be utilized to foster improved person-job fit, such as finding a different position (or even creating a new position) within the company for an overqualified applicant so as to take advantage of the applicant' talents (DOUCLAS C. MAYNARD, 2006). An employee whose need for competence is highly satisfied, but in addition feels highly overqualified may generate less favorable attitudes towards the job and organization than an employee who feels rightly qualified (Elise Marescaux). According to

(Vignaswaran, The Relationship between Performance Appraisal Satisfaction and Employee Outcomes, 2005), the high number of respondents who reported their performance as above average, provides a strong indication that a better management of expectations is required for the system to be successful. Increasing involvement in the performance appraisal process can be achieved by ensuring that employee agrees work targets jointly with their line manager; having more frequent reviews with leaders and for leaders to ensure that they know enough about their staff and their work to give a fair worth rating.

3. Methodology

3.1 Population and Sample
The research focus on qualitative research method and the simple size is 30 people who are low levels of employees and have 1-3 years' work experiences. The questionnaires are my colleagues and my friends who are working in different service industries in Mandalay such as Hotels, Travel Agencies, Mobile Companies, Banks, Private Schools, Clinics, and others. Among the interviewees, 4people left their jobs during the data collection process and 5 people are also planning to leave. And in Mell Mobile Application, 23 to 50 people voted for each question.

3.2 Data Collection
Face to face interview has been done for the data collection. Most of the interviews are more about their difficulties in their workplace, the kinds of job they prefer, their feeling about their jobs and what can create an intention to leave their jobs and what is the most important in their workplace for them and what can prevent them from leaving their jobs, what kind of job will they choose if they find a new job. Since the research mainly uses qualitative method, the respondents were asked in different ways and an unstructured survey was presented. As its qualitative research, the interviewees come up with different answers and different perspectives. As the interviews focus on finding the main causes of employee's turnover intention in Mandalay based industries, according to the data, there are many different reasons why the employees don't have job satisfaction and have turnover intentions. In addition, to see if there is any difference result and so I also posted some questions about this issue in Mell Mobile application to get some votes. And I posted three questions with five different options of answers and I got 30 to 50 people's votes in each question. In this mobile application, the results come up with percentage automatically.

4. Analysis
Direct Content analysis has been used to for all this data analysis. Content analysis is basedon the surveys collected from the interviews. Content analysis is a widely used qualitative research technique. According to (Hsiu-Fang Hsieh Sarah E. Shannon, 2005), the differentiation of content analysis is usually limited to classifying it as primarily a qualitative versus quantitative research method. The major differences among the approaches are coding schemes, origins of codes, and threats to trustworthiness. In conventional content analysis, coding categories are derived directly from the text data. With a directed approach, analysis starts with a theory or relevant research findings as guide- once for initial codes. A summative content analysis involves counting and comparisons, usually of key words or content, followed by the interpretation of the underlying context. According to grounded theory, the processes of data collection and analysis lasted throughout the whole research project.
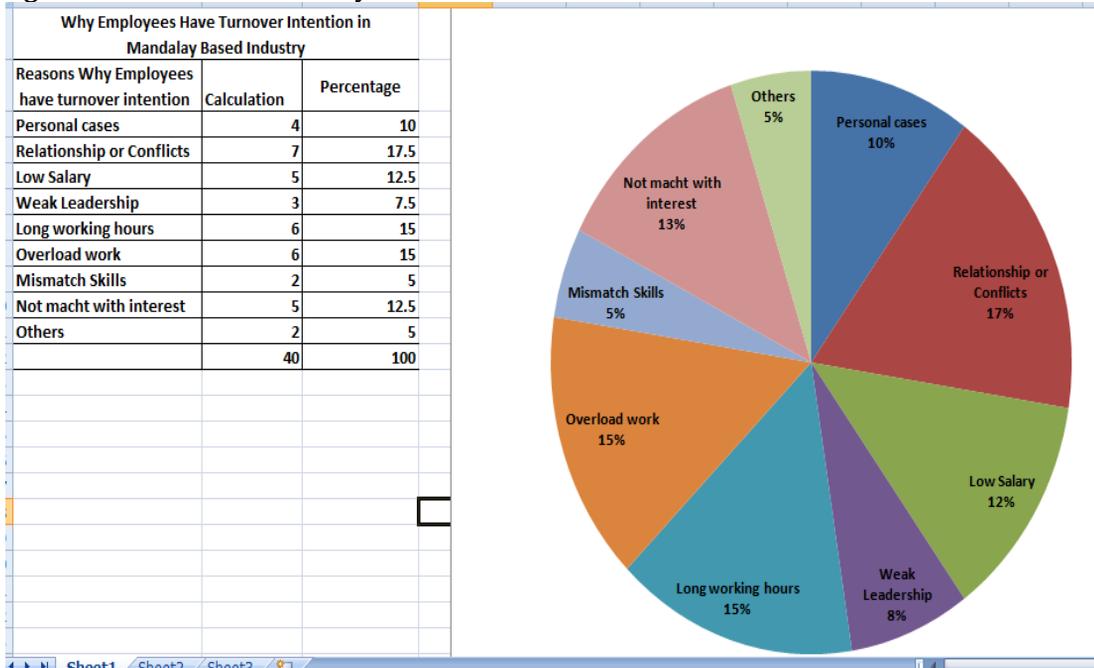
5. Ethical Considerations
Nowadays, as people are more educated and concern about social ethics, not only in business, but also in everywhere, the ethics become the main issue. When I interviewed the people, most of them were hesitating to answer because they were worried that the research might cause any trouble to them or to their companies, so I made sure that their names and companies' names will not be shown or measured in this study result. To make them feel comfortable, I didn't even ask or write down their name when I interviewed so that they felt free to speak out. As an

ethical way of interview is so important, I tried to avoid deep personal questions or other some questions that they don't want to answer.

6. Research Findings

Figure 1. Interview Data Analysis

Why Employees Have Turnover Intention in Mandalay Based Industry		
Reasons Why Employees have turnover intention	Calculation	Percentage
Personal cases	4	10
Relationship or Conflicts	7	17.5
Low Salary	5	12.5
Weak Leadership	3	7.5
Long working hours	6	15
Overload work	6	15
Mismatch Skills	2	5
Not macht with interest	5	12.5
Others	2	5
	40	100

As I have mentioned above in the introduction section, some turnover intention is unpreventable and some are preventable or can reduce. According to the interview data analysis, because of conflicts and relationship within the company 17% leave their jobs. Because of payment system or low salary, 12% leave their job. 8% leave because of unfair treatment by their senior leaders or weak leadership in their organizations. 15% leave their jobs because of overload work. And 15% of them also leave their jobs because of long working hours. 13% leave because they can't find their real interest in their job. 5% leave their job because of skill mismatch problems. 5% leave their job because of other reasons; the result found out that, 10% of the interviewees leave their job because of their personal cases which kind of turnover cannot be prevented. As the study is to find out the main causes of employee turnover, I can say that the main causes are conflicts and relationships, long working hours, low salary, weak leadership and personal cases, mismatch of job requirements and employees' interest and mismatch skills which got the highest percentages from the result. Personal cases are more likely to be involuntary turnover intention and so it is difficult to prevent or reduce. But others are voluntary turnover intention and we need to deal with all these problems.

Figure 2. Result Analysis from the question: "What made you quit from your job?"
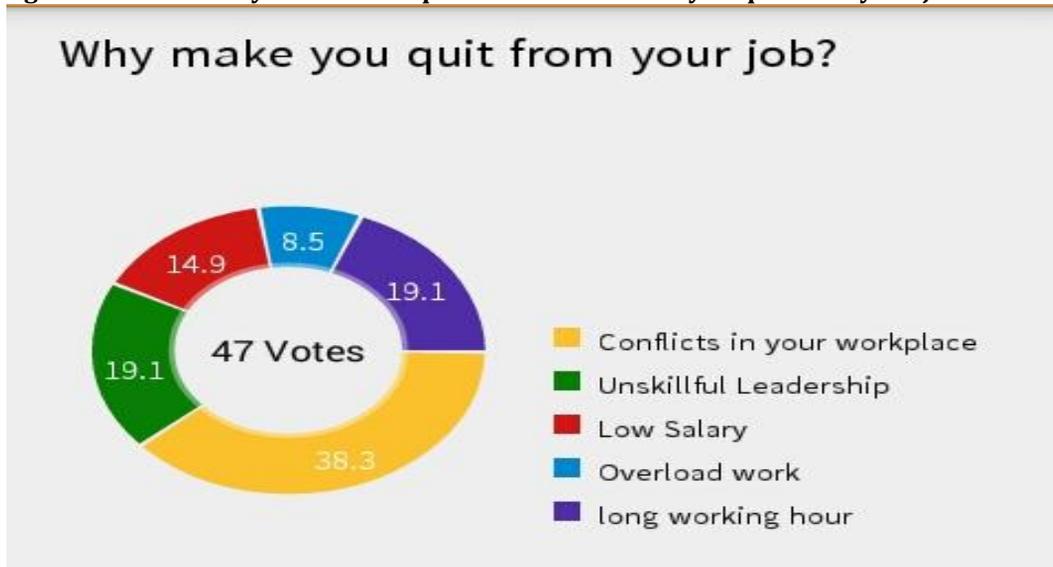
Data from Mell Mobile Application Analysis

This figure shows that conflicts in a workplace have a very high potential that can support the employee's turnover intention and secondly, unskillful leadership and long working hours have the second highest potential to support the employee's turnover intention. Low salary is the third highest percentage that supports employee's turnover intention. The lowest percentage is overload work.

Figure 3. Result Analysis from the question: "What kind of job will you choose if you find a new job?"
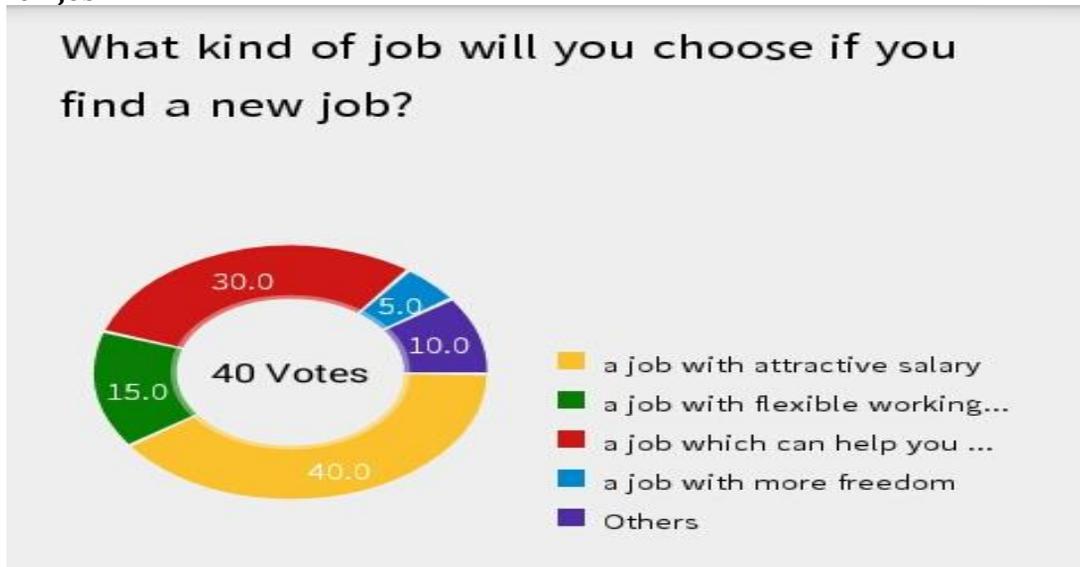
This figure shows the key things that can persuade or invite employees to work with us. As seen in the figure, a job with attractive salary can persuade people easy to work with us. Of course, our human nature, we all want to earn higher and to be rich. We not only have to concern our own accommodations, but we also want to support our families. So, salary or money is the one reason that most of us work for. Even rich people want to be richer. There is no end of people's needs and wants. As the secondly highest percentage of the votes, a job which can help the

employees improve and develop their skills and knowledge can also persuade and invite people to work. Especially young people love learning and we not only work for money, but we also work for experience, so we all want to work with a company which can teach us something more and help develop our existing knowledge and skills develop. As we work, we all want to get good experiences for our future. Sometimes, even if the salary is not so good, we still choose a job because we think that that job can teach a lot of new experiences which can be useful for our future career. As the third highest percentage, the employees also concern about flexible working hours when they choose a job. Flexible hour is also very important especially for older people or other young people who care or concern a lot about their health. And some might also choose a job for other unmeasured reasons and very few people will also choose a job with more freedom. According to the results, most of the lower levels of the employees in our country get used to bythe autocratic leadership because of the influences of the past military governing.

Figure 4. Result Analysis from the question: "What is your main difficulty in your workplace currently?
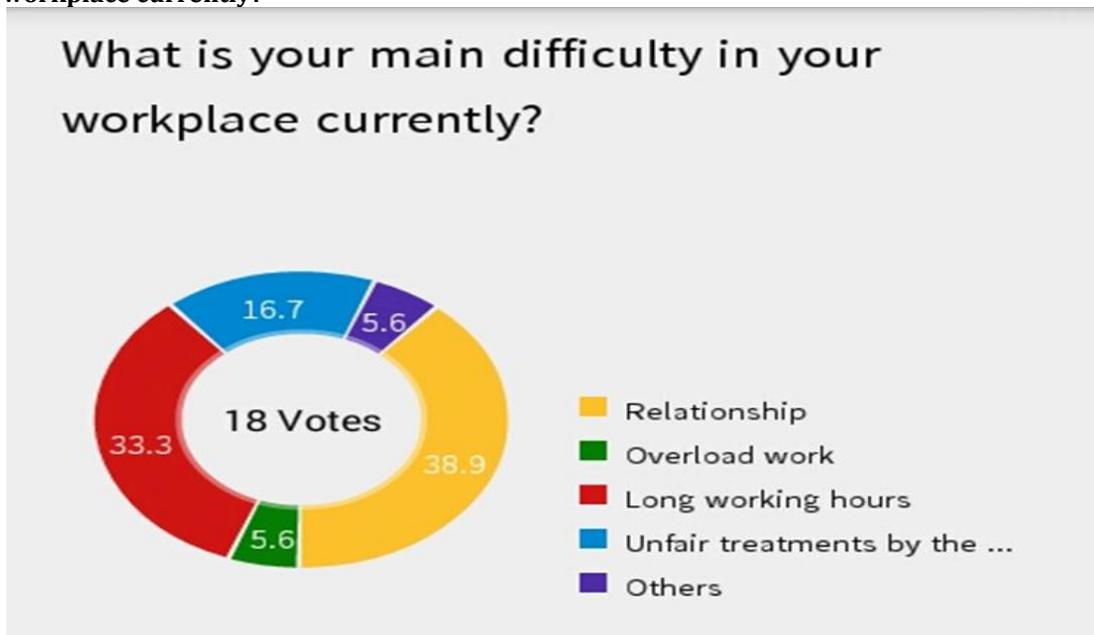
This figure shows what the main difficulties the employees have in their workplace currently. This result is quite matching with the interview data results. Just like the interview data results, the current main difficulty of the employees has been relationship problem. As I have mentioned in the above introduction paragraph, we Myanmar people cares the faces of others and whatever we do we concern about our relationship

6.1 The Overall Analysis

The Significant Importance of Conflicts & Relationships in a workplaceAs we, people are social being and have to relate or work together with people, the relationship is very important in our daily life and so the leaders of the organizations in Mandalay based industry should try to help solve their employees with small or big conflicts in order to build the relationship better and stronger because as we can see in the data analysis, the relationship problem has the highest percentage and also in the Mell application software, the votes for the question about current difficulty for employees in their workplaces, the relationship problem gets the highest percentage of the votes for the question "What is your main difficulty in your workplace currently" and for the second questions "What made you quit your job?, the relationship or conflicts in the workplace also got the highest percentage of votes.

According to my analysis and observation about our country, our Myanmar people are in very high cultural concern and we really care about the faces of people and we are not so open in a relationship and that's also one problem that encourages relationship problems in our lives. There are so many reasons that can cause the relationship problem in a workplace. One thing that can destroy the relationship in the organization is workplace bullying. This kind of problem can even impact the psychologies of the employees. According to (Aydın, 2012), "Workplace bullying comprise hostile verbal and nonverbal acts such as harassing, offending, socially excluding or intimidating an organizational member (DI Martino, Hoel, & Cooper, 2003; Einarsen, Hoel, Zapf & Cooper, 2003). For a hostile act to qualify as bullying (1) it must be displayed in a systematic manner for a period of time; (2) the target must experience difficulty in defending himself or herself against this act and (3) it must be perceived by the target as oppressive, unfair, humiliating, undermining. "A conflict cannot be called bullying if the incident is an isolated event or if two parties of approximately equal strength are in conflict" (Einarsen et al., 2003, p. 15). Bullying encompasses a wide range of hostile behaviors. These behaviors may be overtly or covertly expressed and may be targeted at the work or at the personal characteristic of the victim (Djurkovic, McCormack &Casimir, 2008)". Furthermore, the perception of being subjected to bullying is negatively correlated with both personal and general BJW. It has been argued and evidenced that the stronger employees" beliefs in a just world, the more likely they will be to try to reinterpret unpleasant events in their workplace so as to protect their beliefs in a just world (Aydın, 2012).

Another cause of conflict or relationship an organization is the lack of specific rules and systems. When there is no the specific rules and systems in an organization or a company, the employees get confused to do something in a certain way. And when they follow their own ways and have different ideas, they start to have conflicts. There are a variety of sources of workplace conflict, including interpersonal, organizational, change related, and external factors. Interpersonal conflict is the most apparent form of conflict for workplace participants. It is easy enough to observe the results of office politics, gossip, and rumors. Also language and personality styles often clash, creating a great deal of conflict in the workplace. In many workplaces there are strong ethno-cultural and racial sources of conflict as well as gender conflict. This may lead to charges of harassment and discrimination or at least the feeling that such things exist. People often bring their stresses from home into the office leading to further conflict. An additional source of workplace conflict can be found in varying ideas about personal success. The strong drive for work related achievement in some participants can clash with participants who do not emphasize work-related success in their lives.

The workplace consists of individuals who all have their own perspective of the world. Some employees have strong beliefs, which they are not willing to compromise. These beliefs can conflict with coworkers', creating conflict. For example, if one individual strongly opposes workplace diversity, he may have trouble accepting other workers different from him. Forgetting that she or he is a part of a team, one employee might focus too much on achieving his or her goal and that can cause personality conflicts. Personality Conflicts No two people are exactly alike. Therefore, personality clashes in the workplace are unavoidable. One employee may have a reserved personality while another may be more outgoing and forwarded. Problems arise when the two do not understand or respect each others inner nature. Furthermore, his approach to handling projects may be analytical while hers is intuitive. When the two do not understand and respect each others approach, conflict occurs.

Poor Communication Poor communication also leads to misunderstanding and strife among employees. For instance, misunderstandings can occur if the manager asks one employee to relay important instructions to the other employees, but the employee fails to do so appropriately. Conveying wrong information can lead to projects being incorrectly done and to employees blaming each other for the end result.Personal Problems if the employee has problems outside of the workplace, such as marital or parental issues, she may take them to work with her. Consequently, if she is short and withdrawn from her coworkers, and if they are

ignorant about the cause of her behavior, they will assume that she has an issue with them. Therefore, if she is not willing to divulge her problems to her coworkers, she should leave them at home.

Conflict occurs when there is a perception of incompatible interests between workplace participants. This should be distinguished from disputes. Disputes are merely a byproduct of conflict. They are the outward articulation of conflict. Typical disputes come in the form of formal court cases, grievances, arguments, threats and counter threats, etc. Conflict can exist without disputes, but disputes do not exist without conflict. (Donais, 2006)External Factors External factors can also lead to conflict in the workplace. Economic pressures are caused by the recession, changing markets, domestic and foreign competition, and the effects of Free Trade between countries. Conflict arises with clients and suppliers effecting customer service and delivery of goods. Differences in supervisory styles between departments can be a cause of conflict. Also, there can be work style clashes, senior, junior and pay equity conflict. Conflict can arise over resource allocation, the distribution of duties, workload and benefits, different levels of tolerance for risk taking, and varying views on accountability.

6.2 The significant Importance of fair salary

The second highest percentage is low salary. From the interview data analysis, it got 13% and from Mell mobile application data, from the first question "What is your main difficulty in your workplace currently" and from the second question, "What made you quit from your job?", it got the second highest votes. In addition, from the third question "What kind of job will you choose if you find a new job?" it got the highest percentage. So, we can clearly see that if the skillful employees are offered a job with attractive salaries, they can easily leave their jobs. As the employees can be competitivelyadvantageous, if the employers don't want to lose their skillful employees, they must concern about providing better salary than their competitors.

As our country is also a developing country and the salary rate is still low, but as the new government is also trying to change some economic policies and more open up to foreign direct investment businesses, the attractive salary is also part of competitive advantages. As the employees also work for money, money is a very important thing that can make them feel satisfied with their jobs. There is a very clear answer or comment from my interview saying," I think if they increase my salary enough, I won't leave my job. Of course, I'm working for money and so my purpose is to make money. So, I will always find a job with higher salary even if it's a hard working. The most important to me is money. I think that low salary is also one of weakness of family type businesses. Our hotel is also owned by a family and the business is also small and they cannot afford to pay high salaries, that's why they can't also hire really qualified employees. If the employees, includingme, are offered jobs with attractive salary, they will surely move to other companies".I think this comment let us see the importance of salary for the employees clearer.

6.3 The Significant Importance of Flexible Working Hours

The third highest percentage on interview data analysis is long working hour. And according to the votes on the Mell Mobile application, long working hour has the second highest percentage in the question about the current difficulty of employees in their current work and from the second question "What made you quit your job", it's got -----%. As our country hasn't had any specific employees' rules or laws, many employees are facing unfair treatment like asking for long over time working hours without any payment. As they have no many choices, even if they are asked for long overtime working hours without any overtime payment, some still have to stick to their jobs.

According to my observation, most of the girls I stayed with are working long hours; some started their work very early and end very late. Almost all of them work more than 9 hours per day. That's actually unacceptable according to international labor law. However, as many international companies are coming, the employees are also getting to know their rights more

and they have more choices compared to the past years. So, they think long working hour is not fair for them and it is the one that can create turnover intention. So, as the local companies, to stand among these high competitions, it's essential to provide flexible working hour. Even if the employees are happy with another advantage, flexible working hour is crucial for maintaining employees for long. There is one interview answer mentioned about this long working hour. One interviewee mentioned her feeling about her job: "Well. It's a very tiring job. I like the job, but I'm very fed up with long working hours. I just feel as if I'm a robot. I have no holiday. I have to get up early and come back home very late. I'm really sick of it. I really want to quit the job".

The Significant Importance of Matching of the Interest of the Employees and their JobsAnother important thing is the interest of the employees on the job. If the employees don't find their true interest in their job, they are on their way to quit that job. There is *one answer from the interview related to employees' interest and* their *job. "Well, Actually*, I'm not so happy, but because of my difficult situation, I have to stick to this job. The job is not so interesting for me. I don't have much work and it's just easy going. I sometimes get really bored. I don't think I'm making much improvement from this job. As for me, I like doing something challenging which can also help me develop my skills and talents*." And* "Well. For me, first of all my interest is veryimportant. The job should be relevant to my interest. Although there is a saying that do the job you love or love the job you do. I now have to love the job I've done, but I should not spend all my love to force to love what I don't really love. I should instead find the job I love*."* We normally just think that the employees are happy if they have less work to do, but too easy or very little work can make the employees bored and unhappy in their jobs.

Another important reason why the employees get bored with their job is mismatch skill, the employees might be less skillful to do their work or over-skillful to do their job and so they can't find their real interest in their job. Less skillful employees might think their work is so difficult and over-skillful employees might think their work is too easy and bored and they don't make any progress. So, the employer should check if the skills and talents of the employees or match well or not. In order to reduce this problem, the employers much have well-formed recruitment and selection strategy. There is one interview answer about the mismatch skill problemwith her work.
"It was actually very simple. I can use my education for higher level jobs. I didn't have to apply any of my skills or qualification for that job. I felt bored and I think this is a mismatch skill. -------------------------- I think they just should be careful before employing. They need to check the real requirement of employees and they also need to check the real quality of the applicants during the recruitment process*."* So, I also agree with her idea and it also makes the importance of the skills of employees' matching with their job requirements clearer.

The Significant Importance of Leadership Styles and Skills, In addition, leadership is also a very important part to make the employees' satisfaction. According to the interview data analysis, it has -------% and according to the Mell Mobile application votes, it has 14.6%. So, we can see that it is also important for the employees to find their job satisfaction. The leadership also supportpositive relationships within the company. There are two main leadership styles in organizations such as transformational leadership style and transactional leadership style. Transformational leadership style is called as democratic leadership style.

This kind of leadership is defined as a leader who is able to motivate, stimulate and inspire his/her subordinates to strive harder for their own potential to achieve the best outcome for their organizations. This kind of leaders doesn't use up and down communication or relationship and they try to be friendly and open-minded to their subordinates who are at different levels and positions. They help their subordinates to improve their self-confidence and beliefs to go beyond their abilities to do things better and achieve more. So, transformational leadership style is preferred by most of the employees. Transactional leadership style is a kind of autocratic leadership style and it focuses on leader-follower exchanges in which subordinates are expected to carry out their duties perform according to instruction. This transactional

leadership style is commonly used in our country because of our cultural perspective. This kind of leadership style can also have some positive outcomes and advantages, but it can also have some negative actions such as punishment and penalties in the event that the followers or subordinates fail to perform as instructed by the leaders. Some skillful leaders use these both leadership styles depending on the situation. Although generally, the transformational leadership style seems to be better, transactional leadership is also in some cases when the leaders have to make some very important decision in a very short specific time. According to (Long, 2012), The relationship between transformational and transactional leadership style and employee's turnover intention is explored by researcher (2720) and their studies generally have shown that transformational leadership style is a key factor in reducing and mitigating turnover intention.

In the studies undertaken by Martin and Epitropaki [20], it was found that transformational leadership was contrary related to turnover intentions among employees for several commercial and profit instructed oriented based businesses. According to my observation in our country, the most of the employees don't care unaware about the leadership styles, but what they care is whether they are treated equally or fairly. Favoritisms within the organization can also destroy the good relationship between employees and so affect the productivity of the organization. So, the leaders have to be very careful to let all the employees feel equal and treated fairly.The true leaders can generate new leaders. The leaders are not supposed to do every detail things, but they should lead and let know everyone their duties and also encourage them to be responsible. The true leaders are the inspiring people.

6.4 The Importance and Problem of Overloading Work

Furthermore, another important thing that can lead the employees to turn over is overloading work. An individual willingly quits his job due to the fact of too much of workload and lack of Perceived Organizational Support (POS) that ultimately can start a progression of job dissatisfaction, turnover intention (TI) and in conclusion turnover. When a company doesn't have enough employees, the existing employees have to do a lot of tasks and so they get so stressful and eventually they have turnover intention and finally turnover. There is one interview answer about this overloading work problem: "We sometimes have relationship problems with my colleagues. It's also mostly because of overloading work. When we have too many customers to deal with and we sometimes begin to blame each other for not doing work quickly. As we are also stressful, we can't be patient enough to have understanding between each other and it actually also affects the customers as well".

6.5 Finding, Commends

According to whole total analysis of all the data, the study has found out that conflicts or relationship problems, low salary, long working hours, mismatch of employees' interest in their work and mismatch skills, personal cases and weak leadership problems, overload work are the main causes of employee's turnover intention in Mandalay based industry. So as the business owners, they should be also to solve or reduce all these above problems in order to retain their employees and to make their business. We can also assume that our employees are our customers as well. They can also express the reputation of the company through word of mouths if they are happy with their employers and also have job satisfaction.

"Where the exchange is less favorable to the employee than to the employer, the employee is most likely to leave the firm as soon as alternative employment options are available" (Tsui, Pearce, Porter, & Tripoli, 1997; 1096) (Show &Delery, 1998). Staff turnover is closely to all levels of organizations, regardless of its nature and usually the productivity, quality of the products and services are always negatively affected (Long, 2012). As our country is developing country and it is more opened up to foreign direct investors, many foreign companies are coming in the future and for the employees, they will have more choices, but for the local companies, if they don't have good HRM strategies, it will be so difficult to stand among such

strong competitors. The employees can bring competitive advantages if they have job satisfaction.

As all businesses are composed of people, the success of a company is in the hands of the employees of that company. Without employees, no business can exist. So, the happiness of the employees plays a very important role in any business. There are some reasons of turnover intentions, which can be prevented or reduced and on the other hand, there are also unpreventable turnover intentions. For example, some personal cases that cause turnover intention can be solved by helping such employees with what they need, but some personal cases cannot be prevented like health problems, some family cases or others. Even if the employees are open-minded and can be consulted, the company can help its employees with their personal cases. In accordance with our culture and traditions, people hardly express about their personal cases to be helped or solved unless they are so close or friendly. Till now, a very few companies have consultants for employees and so most employees don't get used to talking or discussing their personal cases with their employers or the managers of their companies. So, what we can do to solve employees' personal cases, both employees and employers must have mutual trust and respect and open-minded with each other. There are so many things we can do to reduce all the above problems to maintain employees keep them loyal to their companies.

Moreover, when one employee leaves the company, it can be a risk to the company's privacy and the competitors can also easily imitate the strategy of that company. If the employees love their jobs and companies, they invite not only good customers, but also good employees for the future. However, if they hate the companies or jobs, they can be fire players in the company and bring bad reputations to the outside of the companies. It's just a nature that people are loyal and faithful to someone or something when they love it. Nevertheless, when people hate someone or something, they can turn to be a destroyer of such things. So, it's essential to make all the employees love their company. Even if we fire one employee, we should be very careful and should do everything in very ethical ways. We all know that employees will not work or stay forever with us, but we still need to make them happy or love their company even after they left because they can turn into enemies or our main competitors. If they still love our companies even after they left, they can become our best partners or main customers.

Although there are some involuntary turnovers, mostly are voluntary turnover and which means that the employees don't really love their company and they are willing to leave their jobs. It's difficult and some of the involuntary turnover intentions can't be prevented, the employees can surely reduce the voluntary turnover intentions. Employers can do little to change involuntary turnover, but they have great sway over voluntary turnover. The most successful organizations in dealing with change are those that promote from within. Involuntary turnover is something that all organizations must deal with, but voluntary turnover – any voluntary turnover – indicates that employees are dissatisfied with the organization (Thomas, 2009).Suggestions for reducing the employees' Turnover Intention

6.6 Problem Solving and Conflict Management
Conflicts always occur not only in workplaces but also in our daily life. The sources of conflicts are different since we all people have different culture, social influences, excessive personal use of the Internet or email, poor attendance and timekeeping, any form of bullying behavior or harassment, any form of discriminatory behavior and unacceptable language and they can bring us both challenges and great opportunities.

Much can be learned from the lessons of similar organizations which have made a study of this source of conflict. Trends/Change The modern workplace has significant levels of stress and conflict related to change-management and downsizing. Technological change can cause conflict, as can change work methodologies. Many workplaces suffer from constant reorganization, leading to further stress and conflict. Workplace analysts should review the history of the particular organization, reaching back as far as 10 years to determine the level of

churn that has taken place. Generally speaking, the more change and the more recent the change, the more likely there will be significant conflict.

We all experience handling conflicts in your daily life because as different people, we need to negotiate our differences. There is also a way of conflict management that can please both sides. When we solve a conflict or problem, we need to use win-win strategy. Whenever conflicts are not comfortable, it doesn't mean that they will bring negative things, but they can still bring positive improvement or changes.

Problem solving is a big challenging for leaders or head managers of an organization. Although there are many advantages of conflicts in a workplace if they are handled and solved well, the conflicts can also ruin or impact the whole business and they can be poisonous for the whole business. So, the employers should also try to solve the problems very well and should try to take advantage of the conflicts. Managing conflict at work is becoming an increasing challenge for employers. In 2006–07 the number of individual employment disputes that resulted in employment tribunal applications increased to 132,577 compared with 115,039 for the previous year. Cultural identities are not formed in isolation, but within a broader set of social values, norms and beliefs, which are shared with others within that context.

The high number of claims is partly explained by the public's increased awareness of employment rights and their recourse to litigation. 'No win, no fee' lawyers provide an avenue for disgruntled employees to lodge claims against their employer at no cost to themselves. Managing conflict is a core part of managers' responsibilities. If the managers ignore the small conflicts, they can become bigger and bigger and can be poisonous to the businesses. Conflicts are like diseases,If they are not treated well since the beginning, they are difficult to be healed and can even destroy the lives of people. Like the diseases, the conflicts can also destroy the relationship within organizations and finally even affect the whole business if they are not solved well since the beginning. So, the suggestion is that the managers of any organizations or companies should not ignore conflicts.

6.7 Appraisals and Rewards

According to what I've observed and learned from my MBA course and my experience in a workplace, one thing that the employer can keep their employees happy is though appreciation and appraisal. As the human nature, we all people love being praised and blandishment, but we are so hesitating to praise others when they achieve something. Although the employees are paid enough for what do with their companies, the employers still need to appreciate for their effort and any improvement they make. Rewards and appraisals are one of the key motivators in the workplace. Rewards and appraisals are not included in any rules or regulations of a company, but they play very important role for the employees to have job satisfaction. Rewards or appraisals are not the factors that cause the employee's turnover intention, but it is a very useful thing to reduce turnover intention.

When the employee's express their appreciation to their employees, the employees feel more confident since they can feel that they are important for the employers and so they get the courage and energy to work harder. "The turnover of core employees is a great lost to industrial companies, so that the research of turnover Intention (TI) is critical to enterprise. Recently, the researchers discuss the factors that affect turnover invention from different views based on the concept of total rewards (TR) (Zhoutao Cao, 2013)." "Performance appraisal is a process designed to evaluate, manage and eventually improve employees' performance. It should allow the employer and its employee to openly discuss expectations of the organization and the employees' achievements especially for future development of the employee. It becomes part of a more strategic approach to put together human resource activities and business policies. It is important to assess employees and develop their competencies, enhance performance and distribute rewards (Ahmad, 2010).

According to my experience in my work, when my employer or other senior employees express their appreciation for even small things that I've done, I really feel confident and also energized to do other things better. As the human nature, we all want to be important. That's why one appreciated word can be a good medicine for us to do something better. Nowadays, all the books, trainings are not about "How can we avoid conflict and eliminate change?" but rather they are all about "How can we manage conflict and produce positive change?" because they understand that when leaders handle conflict effectively, problem solving increases, interpersonal relationships become stronger, and stress surrounding the conflict decreases.

According to Fisher and Ury (1981), one approach to resolving conflicts is the method of principled negotiation. This model focuses on four basic elements of negotiation—people, interests, options, and criteria— and describes four principles related to handling conflicts: Principle 1—Separate the People from the Problem; Principle 2—Focus on Interests, Not Positions; Principle 3—Invent Options for Mutual Gains; and Principle 4—Insist on Using Objective Criteria. Collectively, these principles are extraordinarily useful in negotiating positive conflict outcomes.

Three practical communication approaches to conflict resolution are different, fractionation, and face saving. Differentiation is a process that helps participants define the nature of the conflict and to clarify their positions with one another. Fractionation is the technique of paring down large conflicts into smaller and becomes more manageable conflicts. Face saving consists of messages that very important things in our social lives and it means that individuals express to each other in order to maintain each other's self-image during conflict. Together or singly, these approaches can assist leaders in making the conflict resolution process to bring more advantages from it.

Furthermore, One MBA research study (Vignaswaran, 2005) demonstrates that intrinsic motivation mediates the relationship between performance appraisal satisfaction and employee outcomes in the formwork performance, affective organizational commitment and turnover intention. In apparent recognition of these findings, managers should create high standards of service excellence, establish trust in employees, offer career opportunities, and, where necessary, delegate authority in order to enhance employees" intrinsic motivation and thus their work performance and affective organizational commitment.

7. Conclusion

The job satisfaction of employees, occupies the important place in the list of the main concerns of human resource management department. The reason of this importance is twofold. On one side it helps in retaining the employees and on the other side, it raises their performance level (Sabri, Organizational Culture and Its Impact on the Job Satisfaction of the University Teachers of Lahore, 2011). /Provide job satisfaction of employees, many sides of the supports and different support. There is a well-known saying: "No paid, No gain". If we want better and skillful employees, we also need to pay enough and provide any necessary things so that the skillful employees can choose us to work for. I really like one speaker's speech at a Public Seminar I attended last year. He said, "Don't think too much about the cost, but think about the result and profit". We sometimes concern much about the cost forgetting about the profit or result. If we want to hire professional or skillful employees to improve our businesses, we should spend more to be able to achieve more. The more we take risk, the higher profits we can expect.

As a work environment is composed of different people with different cultures and beliefs and behaviors. So, it is very important for the employers and leaders of an organization to be fair to any employee. Awareness of, and respect for, cultural differences should be high on the radar for managers, especially those working within a multi-national organization. The generally accepted belief that culture is considerably stable in nature, and would therefore be a reliable predictor as to how individuals within the workplace are likely to think and act, must be called into question, specifically when cultures adopt values within the survival vs. self-expression

based perspective. Perhaps more open communication throughout the organization can facilitate further understanding of the influence of culture on job satisfaction and how these evolve (Unknown, 2008).

The employees must stand fierce to make a company stand strong. As I've mentioned in the introduction section, the employees are the pillars of a company. They are the foundation of a company. No company can stand without human. A company is in the hands of the people and its success is also depends on the skills and talents of the employees. If pillars of a house are strong enough, even the earthquake can hardly break that house and if the employees are strong and skillful enough, a business or an organization is hard to be broken.

Employees do not exactly know how a job will be and they have to experience it in order to make a good decision on whether it is a good match. A part of turnover can then be attributed to workers that found out that they did not form a good match with the job and therefore decided to look for a better match, although they were not dissatisfied (Delfgaau).It is impossible to maintain 0% turnover intention in an organization, but it is very important to reduce turnover intention as much as possible. Low employee turnover can benefit the productivity of an organization and high turnover rate can also impact badly on the productivity and reputation of an organization. As long as you have money, you might be able to find a new people to work for you. However, anyone can't buy a person's real commitment, feeling, loyalty and love. When employees leave their employer, they become to be loyal and when they love their jobs, they will even work beyond their talents.

Employees don't choose a work they don't like, but they when their jobs are not as they expected, they are likely to quit their jobs. En employees quit his/her job not because she or she likes it, but because he/she doesn't like it. So, some of them are likely to talk or express about the bad things about that company. For a company with very high employees' turnover rate, new applicants might hesitate to work in for that company. They can even express bad reputations of the company to customers and so the company can even lose some customers. That's why HR is so important and the employers should take good care of their employees.There is a general consensus that there exists a managerial problem of finding a successful mechanism of retaining employees, especially in a job environment that is characterized by constant yearnings for a pay rise. Employee job satisfaction has an influence on employee turnover in organizations. This implication of this is that the extent to which an organization is able to retain its employee's "depend on the level of job satisfaction that are made available to these workers. Job satisfaction is known to have a positive impact on employee turnover intentions. It means that dissatisfaction on the job increases or will increase the rate of employee turnover intention in organizing (Ikemefuna, 2012). Employees' happiness is the best medicine for an organization to be more productive. When they are fresh and happy, the organization is also healthy and happy. So, it is essential for a building to have strong pillars and it is also crucial for an organization or a company to have a strong employee.

The most common used questions in the interviews about jobs
How do you feel about your job?
What is your main difficulty in your workplace?
How would you describe about the leadership style in your workplace?
How is the relationship in your workplace?
Will you quit your job if you find a new job with a better opportunity?
What do you think is the most important thing in a workplace?
Do you have any other jobs before? If yes, why did you quit that job?
What are the differences of your previous job and current job?
If you find a new job, what kind of job will you choose?

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