The Measurement of Employee Turnover Intentions in Telecom Industry of Bangladesh

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Abstract: Telecom industry is a booming industry in Bangladesh. This industry has seen a tremendous growth in mobile penetration that has exceeded all expectations with over 154 million subscribers as of August 2018 versus only 4 million in 2004. To ensure sustainable growth of this large industry, the organizations have to recruit and retain their intellectual resources. In this age of highly volatile business environment, telecom companies of Bangladesh are continuously exposed by the job changing attitude of their valued employees. The employees are prone to switch their jobs to make their career advancements rather than focusing on the fundamental development of their organizations. They leave organizations for numerous reasons ranging from financial to personal ambition and in some case supervisor’s behavior, organizational culture and the working environment. Hence, this paper aims at identifying the significant factors that influence employee turnover in telecom industry of Bangladesh. The purpose of the study is to identify the factors that lead to employee turnover in these organizations. To conduct this research, 206 telecom employees at different levels were selected from three largest telecom companies of Bangladesh and interviewed. The sampled companies are: Grameen Phone Ltd, Robi Axiata Ltd, Banglalink Digital Communications Ltd. A structured questionnaire was used to collect primary information which was scored according to the liker-scale. Both descriptive and inferential statistics were used in analyzing data collected from survey. Multivariate analysis technique like factor analysis was performed to identify the factors of the turnover intention of the telecom employees in Bangladesh. Multiple regressions were run to identify the relationships between the factors identified and the overall turnover intention of the employees in this sector. The results show that there are seven factors concerning the turnover intention of the telecom sector industry of Bangladesh. The factors are: dishonesty and conflict with the supervisor, fulfillment of personal demand and promotion, supervisor change induces job switch, unfair performance influence turnover, alternative employee affects turnover, geographic location affects turnover decision, and fringe benefits help staying in the company.

Keywords: Telecom Industry of Bangladesh, Relationships with supervisor, Promotion Opportunity, Personal Demand, Turnover Intention.

INTRODUCTION

There is a paramount importance of telecom industry of Bangladesh that has changed the country and the people substantially in recent years. The nation’s progress towards fulfilling its vision to be a digital Bangladesh has brought about remarkable development in the telecommunication and information technology sector. The active mobile subscriber penetration reached to 92.67% in 2018 from 30.60% in 2008 indicating about 90% growth in last ten years. In terms of unique subscribers, Bangladesh is now the world’s eighth largest mobile market and the sector now contributes nearly 1.80 percent of nation’s total GDP. The "Voice Calls" and "Internet Data" services are two major telecom services in Bangladesh. Revenue from voice calls continues to dominate this industry while contributions from data revenue have grown exponentially since Bangladesh launched 3G. Bangladesh’s telecommunications sector consists of five mobile phone operators such as, (i) Grameenphone Limited (GP), (ii) Banglalink Digital Communications Limited, (iii) Robi Axiata Limited, (iv) Pacific Bangladesh Telecom Limited (Citycell), and (v) Teletalk Bangladesh Limited.

Table 1: An Overview of the Telecom Industry of Bangladesh

| Particulars | 2002-2003 | June, 2017 |
|------------|-----------|------------|
| 1. Tele-density | 0.54% | 87.32% |
| 2. Internet density | 0.1% | 45.29% |
| 3. Number of mobile subscribers | 50.5 lac | 13.60 crore |
| 4. Number of internet subscribers | 1 lac | 7.33 crores |
| 5. Revenue income (taka) | 120.07 crore | 4066.48 crore |
| 6. Network coverage | 50/64 districts | 64/64 districts |
| 7. At 2016-2017 Financial year Daily International Incoming call (Minute) 06 Crore 92 Lac | | |

Source: Bangladesh Telecommunication Regulatory Commission (BTRC), June, 2017

These mobile operating companies provide significant amount of monetary and institutional benefits to their employees. However, still it has been seen that the employees working in the telecom sector have lack of commitment to their jobs. The turnover intention among the employees is very high compared to other industrial
sectorsof Bangladesh. Job switching from one Telecom Company to another company is a common phenomenon in Bangladesh. Hence, this paper aims to identify the factors that influence telecom sector employees’ turnover intention and to provide recommendation on how to overcome this problem.

OBJECTIVE OF THIS STUDY

The broad objective of this study is to identify the factors related to the turnover intention among the employees of telecom companies in Bangladesh. The specific objectives of this study are outlined below.

i. To investigate the turnover issue in the telecom sector of Bangladesh;
ii. To identify the factors related to the turnover intention among the telecom company employees;
iii. To identify the significant factors that influence telecom company employees to leave or switch their jobs;

LITERATURE REVIEW

Employee turnover is a serious problem of the telecom companies in Bangladesh(Safullah & Binte, 2015). Telecom industry was picked since noteworthy issues were accounted for about representative distress amid 2012. The outcome reasons that installment isn't the main factor for spurring representatives rather there are some other urgent components like-open doors for development and improvement, employer stability, fascinating work are the key which have huge commitment in driving worker inspiration in the working environment and can increase employee engagement at work.

The telecom industry plays an important role in the underpinning of a country’s economy like Bangladesh. The main apprehensions are the relative position and need of diverse job satisfaction issues and how they contribute to the overall satisfaction of the employees(Saeed, Lodhi, Iqbal, & Nayanab, 2013). The study results deduced represent employee relations, salary, marginal supervision and competence as the most significant factors influencing job satisfaction and increases turnover intention of the employees. Job satisfaction is worried about a few dispositions including frames of mind about the activity attributes, pay and advantages, status, government managed savings, headway openings, innovative difficulties and regard. The most broadly utilized elements of occupation fulfillment are work, pay, advancement, supervision and associates. The components helpful for occupation fulfillment are: pay, work, condition, colleagues. Likewise, “having adequate work equipment, resources, and training opportunities and an equitable workload distribution – also significantly and positively affect employee job satisfaction.” Job satisfaction is a blend of a few variables such as, working condition, opportunity or independence, professional stability, association with colleagues, association with unrivaled, compensation, professional success and development (Tanjeen, 2009). In present situation, companies can gain strong competitive advantage through applying effective and efficient human resource practices. If the human resources are managed properly, they can contribute to the success for the company. On the other hand, performance appraisal, compensation & benefits, and leadership practices have a positive impact on employee performance but the impact is not significant in the context of telecom industry in Bangladesh. Moreover, work life balance has a negative impact on employee’s performance (Akhter, Siddique& Alam, 2013).

Study in telecom sector shows that inspiration of the employees, participation of employees in decision making, willingness of employees to be engaged in work, skills of jobs of employees and commitment of employees play a significant role at confirming employee engagement level (Uddin, & Akther, 2016). Findings of a study reveal that organization commitment influences retention of the employees (Umamaheswari, & Krishnan, 2016). Study in telecom industry also show that perceived job options shape up the intent of turnover but there are other factors that can be associated to the high attrition rate in the firms. Implications of pay, job profile, culture and satisfaction issues are also very important in this regards (Akter, & Akter, 2013). Study in banking sector of Bangladesh revealed that the independent variables used in the study such as economic factors, working environment factor, performance appraisal factor and career development (Hossain, et.al., 2017). Another study identified that work load, relationship to peers, employee rewards, status, contribution and career opportunity is more associated with employee turnover intention (Jabber, & Uddin 2014). In examining the impact of distributive and procedural justice on employees’ trust in their organizations (organizational trust) and on employee turnover, study shows that employees are very sensitive to justice-related issues in their organizations and that organizational trust mediates between organizational justice and employee turnover (Farooq, & Farooq, 2014). Study also showed that latent motivation has an impact on latent retention, with job satisfaction and perceptions of management on career development as indicator variables for the former, and burnout, loyalty, and turnover intent as indicator variables for the latter (Mak& Sockel, 2001).

Results of the study showed that the intention of quitting one's job is explained by job satisfaction and commitment to organization. Furthermore, role ambiguity and stress at work have negative indirect effects on the intention to leave the job. Furthermore, organizational commitment is strongly explained by job satisfaction, and role ambiguity and job stress predict job satisfaction (Calisir, Gumussoy, & Iskin, 2011). Study investigated the employee turnover intention in a leading telecom organization in the State of Karnataka, India. The result revealed that job dissatisfaction, personal reason, lack of empowerment, alternate career opportunities, inadequate pays and benefits are the determinant factors behind employee turnover in the telecom companies (Krishnan, et. al., 2011). Study also explored the role of employee benefits in reducing employee turnover in the service sector(Sutton, 1985). Data on four variables were collected from 100 firms using the questionnaire technique. The author used correlation technique to determine the effect of four variables on employee turnover (wages, salary, pension plans for insurance benefits). Wages were found to be the most important factors of motivation. Salary, pension plans for insurance benefits. He recommended and
identified motivation factors that help build the work environment these factors include job satisfaction for the employee and make his or her turnover decision. The results showed that the most important factors in firms and the most successful factors in retaining employees were the good program insurance and retirement program. Hence, this study has been initiated to measure the turnover intention of the employees in telecom sector of Bangladesh.

RESEARCH METHODOLOGY

Respondent’s Profiles:
Table 1 shows that 63.10 percent of the respondents were male and 36.90 percent are female employees from telecom companies of Bangladesh.

| Gender | Frequency | Percent | Cumulative (%) |
|--------|-----------|---------|----------------|
| Male   | 130       | 63.10   | 63.10          |
| Female | 76        | 36.90   | 100.0          |
| Total  | 206       | 100.0   |                |

Age distribution table (table 2) shows that 12.6% aged between 18 to 23, 26.2% aged between 24 to 29 years old, 26.7% of sample aged between 30 to 35, 18.9% aged between 36 to 41 and 15.5% of the respondents were above 41.

| Age       | Frequency | Valid Percent | Cumulative Percent |
|-----------|-----------|---------------|--------------------|
| 18 to 23 Years | 26        | 12.6          | 12.6               |
| 24 to 29 Years | 54        | 26.2          | 38.8               |
| 30 to 35 Years | 55        | 26.7          | 65.5               |
| 36 to 41 Years | 39        | 18.9          | 84.5               |
| 41 and Above Years | 32 | 15.5 | 100.0 |
| Total     | 206       | 100.0         |                    |

Table 3 shows that 36.4 percent of the respondents were unmarried and 63.6 percent respondents were married.

| Marital Status | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Single         | 75        | 36.4    | 36.4          | 36.4               |
| Married        | 131       | 63.6    | 63.6          | 100.0              |
| Total          | 206       | 100.0   | 100.0         |                    |

Table 4 shows that 32.5% of the respondent’s highest level of education was bachelor and 67.5% were Master’s degree holders.

| Education Level | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------|-----------|---------|---------------|--------------------|
| Bachelor degree | 67        | 32.5    | 32.5          | 32.5               |
| Master degree or above | 139 | 67.5 | 67.5 | 100.0 |
| Total           | 206       | 100.0   | 100.0         |                    |

Table 5 shows the work experience of respondents in their present job. It shows most of the respondents had been working in a telecom company for 1 to 3 years.

| Years          | Frequency | Percentage | Cumulative Percentage |
|----------------|-----------|------------|-----------------------|
| < 1 Years      | 29        | 14.1       | 14.1                  |
| 1 to 3 years   | 57        | 27.7       | 41.7                  |
| 4 to 6 years   | 51        | 24.8       | 66.5                  |
| 7 to 9 years   | 38        | 18.4       | 85.0                  |
| > 10 years     | 31        | 15.0       | 100.0                 |
| Total          | 206       | 100.0      |                       |

Research Design:
This study used both qualitative and quantitative research methods to explore the factors that are concerned with employee turnover intention in the telecom sector of Bangladesh. Two types of information were required to complete this study. Secondary information from already published sources was used to develop the background of the study. Also primary information was needed for the quantitative analysis. Both primary and secondary data were collected for this study. The secondary data was collected from journal articles, books, magazines and newspapers mainly to review the literature. Primary data was collected from the employees of the telecom companies of Bangladesh with the help of a structured questionnaire which was developed through literature review.

Scaling Techniques:
Responses to all the statements in the questionnaire were measured on a five-point scale ranging from 1 to 5 with 1 indicating strongly disagree and 5 indicating strongly agree. One of the relative advantages of using this scale is its suitability for the applications of multivariate statistical tools used in marketing and social research study (Malhotra, 1999).

Questionnaire Development:
A structured questionnaire was used in this study to collect information from the telecom company employees. 27 questions were used primarily. After doing a pilot survey the researcher prepared the final questionnaire with 24 questions for data collection.

Sample Design and Determination of Sample Size:
The sample size of this study was determined by using the following formula suggested by Yamane (1967).

\[
N = \frac{1}{1 + Ne^2}
\]

Here,
N = Sample size
N= Population size
e= Level of precision
For this study, level of precision is presumed as 0.07 and the population size is 25,000. Putting these values in the above equation, the required number of sample size becomes approximately 202. This study interviewed 206 employees of the five telecom companies in Bangladesh. This figure is well above the critical sample size of 202 for employing multivariate analysis (Hair et al., 1998). Since the study required individuals including both male and female at different age groups to provide response, the survey was conducted based on non-probability judgmental sampling.

Data Analysis Technique:
Data on demographic variables- gender, age, and academic qualifications was processed and analyzed through...
descriptive analysis. Along with descriptive statistics, inferential statistical techniques such as, Factor Analysis and Multiple Regression Analysis were used to analyze the data. A Principal Component Analysis (PCA) with an Orthogonal Rotation using the SPSS (Statistical Package for Social Sciences) version 20.0 was performed on the survey data. Multiple Regression Analysis was conducted by using SPSS to identify the relationships between the dependent and independent variables and to identify the significant factors.

RESULTS AND INTERPRETATIONS

To analyze the data exploratory factor analysis and multiple regression analysis were conducted in order to identify the factors and the relationships.

Results of Exploratory Factor Analysis:

Hair et al. (2010) suggested that if Kaiser-Meyer-Olkin (KMO) test and Bartlett's sphericity test are significant, the factor analysis can be performed. An index of Kaiser's sampling adequacy measures (Overall MSA= 0.761) and Bartlett's Sphericity Test \( \chi^2(p=0.000) \) suggested that the factor analysis would be suitable for the data analysis (Table 6).

Table 6: Results of KMO and Bartlett's Test

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .761 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1288.357 |
| | df | 253 |
| | Sig. | .000 |

Table 7 shows that that all the variable concerning the turnover intention of telecom company employees of Bangladesh have high communalities indicating the variables are relevant to this study.

Table 7: Communalities of Turnover Intentions Variables

| Variables                                                                 | Extraction |
|--------------------------------------------------------------------------|------------|
| 1. Work stress is prominent in my job                                    | .443       |
| 2. Geographic Location affects my decision for staying in the company    | .696       |
| 3. I have conflict with immediate supervisor or coworkers                 | .726       |
| 4. Poor Team Works is present in my company                              | .635       |
| 5. I have dishonest and unethical leaders                                  | .691       |
| 6. Insufficient Challenges in my Job makes me think for changing the Company | .381       |
| 7. I face work-life imbalance here                                        | .604       |
| 8. Unfair pay is present in my workplace                                  | .545       |
| 9. Job responsibility is assigned properly in my organization.           | .659       |
| 10. Unfair performance appraisal process influences turnover intention.  | .680       |
| 11. Internal organizational politics is prominent in my workplace.       | .662       |
| 12. My job has less career advancement opportunities                      | .331       |
| 13. The promotion policy of my company is satisfactory                    | .606       |
| 14. Fringe benefit is provided to the employees in my company.           | .678       |
| 15. There is instability in the management of my organization.           | .565       |
| 16. There is a good fit between my qualification and my job.             | .561       |
| 17. My company fulfills the highest capacity of personal job demand      | .654       |
| 18. Perceived alternative employment opportunity affects my job switch decision | .698       |
| 19. My coworkers influence me to leave the job                             | .638       |
| 20. Change of supervisor affects my job switch decision                   | .672       |
| 21. Working environment is satisfactory in my company                     | .677       |
| 22. I often think of changing my job.                                    | .638       |
| 23. I will probably look for a new job in the next year                   | .730       |

Extraction Method: Principal Component Analysis.

Table 8 shows that dishonesty and conflict with the supervisor, fulfillment of personal demand and promotion, supervisor change induces job switch, unfair performance influence turnover, alternative employee affects turnover, geographic location affects turnover decision, and fringe benefits help staying in the company are the important factors related to employee turnover intention of telecom sector in Bangladesh. The ‘dishonesty and conflict with the supervisor’ factor had the highest variance (22.057%) followed by fulfillment of personal demand and promotion (10.43%), supervisor change induces job switch (8.52%), unfair performance influence turnover (6.11%), alternative employee affects turnover geographic location affects turnover decision (5.31%), geographic location affects turnover decision (4.72%), and fringe benefits help staying in the company (4.47%). These seven factors had explained 61.61% of total variance which indicates that major portion of data set is included in the analysis.
Table 8 Total Variance Explained

| Factors                                      | Initial Eigenvalues | Total % of Variance | Cumulative % |
|----------------------------------------------|---------------------|---------------------|--------------|
| 1. Dishonesty and Conflict with the Supervisor | 5.073               | 22.057              | 22.057       |
| 2. Fulfillment of Personal Demand and Promotion | 2.399               | 10.431              | 32.488       |
| 3. Supervisor Change Induces Job Switch      | 1.960               | 8.521               | 41.009       |
| 4. Unfair Performance Influence Turnover     | 1.406               | 6.113               | 47.121       |
| 5. Alternative Employee Affects Turnover     | 1.220               | 5.306               | 52.427       |
| 6. Geographic Location Affects Turnover      | 1.086               | 4.721               | 57.148       |
| 7. Fringe Benefits Help Staying in the Company | 1.027               | 4.465               | 61.613       |

Extraction Method: Principal Component Analysis.

Table 9 Rotated Component Matrix (Factor Constructions)

| Variables                                                                 | Component 1 | Component 2 | Component 3 | Component 4 | Component 5 | Component 6 | Component 7 |
|---------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| **Factor 1 Dishonesty and Conflict with the Supervisor**                  |             |             |             |             |             |             |             |
| 1. Work stress is prominent in my job                                    | .464        |             |             |             |             |             |             |
| 12. My job has less career advancement opportunities                      | .518        |             |             |             |             |             |             |
| 3. I have conflict with immediate supervisor or coworkers                 | .752        |             |             |             |             |             |             |
| 4. Poor Team Works is present in my company                               | .649        |             |             |             |             |             |             |
| 5. I have dishonest and unethical leaders                                  | .792        |             |             |             |             |             |             |
| 6. Insufficient Challenges in my Job makes me think for changing the company | .426        |             |             |             |             |             |             |
| **Factor 2 Fulfillment of Personal Demand and Promotion**                 |             |             |             |             |             |             |             |
| 9. Job responsibility is assigned properly in my organization.            | .530        |             |             |             |             |             |             |
| 13. The promotion policy of my company is satisfactory                     | .749        |             |             |             |             |             |             |
| 16. There is a good fit between my qualification and my job               | .615        |             |             |             |             |             |             |
| 17. My company fulfills the highest capacity of personal job demand       | .758        |             |             |             |             |             |             |
| 21. Working environment is satisfactory in my company                     | .592        |             |             |             |             |             |             |
| 22. I often think of changing my job                                      | -.546       |             |             |             |             |             |             |
| 23. I will probably look for a new job in the next year                    | -.535       |             |             |             |             |             |             |
| **Factor 3 Supervisor Change Induces Job Switch**                         |             |             |             |             |             |             |             |
| 7. I face work-life imbalance here                                         | .534        |             |             |             |             |             |             |
| 8. Unfair pay is present in my workplace                                   | .527        |             |             |             |             |             |             |
| 15. There is instability in the management of my organization             | .485        |             |             |             |             |             |             |
| 19. My coworkers influence me to leave the job                             | .565        |             |             |             |             |             |             |
| 20. Change of supervisor affects my job switch decision                    | .800        |             |             |             |             |             |             |
| **Factor 4 Unfair Performance Influence Turnover**                        |             |             |             |             |             |             |             |
| 10. Unfair performance appraisal process influences turnover intention    | .726        |             |             |             |             |             |             |
| 11. Internal organizational politics is prominent in my workplace          | .566        |             |             |             |             |             |             |
| **Factor 5 Alternative Employee Affects Turnover**                        |             |             |             |             |             |             |             |
| 18. Perceived alternative employment opportunity affects my job switch decision | .766        |             |             |             |             |             |             |
| **Factor 6 Geographic Location Affects Turnover Decision**                |             |             |             |             |             |             |             |
| 2. Geographic Location affects my decision for staying in the company      | .788        |             |             |             |             |             |             |
| **Factor 7 Fringe Benefits Help Staying in the Company**                  |             |             |             |             |             |             |             |
| 14. Fringe benefit is provided to the employees in my company              | .762        |             |             |             |             |             |             |

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 12 iterations

**Results of Regression Analysis:**
Model Summary also shows an adjusted R square value of 0.479 that indicates higher level of relationship of the factors with the overall turnover intention of telecom employees in Bangladesh. (Table 10)
The Analysis of Variance (ANOVA) also shows that the seven factors are significantly related to the overall turnover intention among telecom company employees in Bangladesh. (Table 11).

Table 11ANOVA

| Model                      | Sum of Squares | df | Mean Square | F | Sig. |
|----------------------------|----------------|----|-------------|---|------|
| Regression                 | 124.911        | 7  | 17.844      | 26.241 | .000² |
| Residual                   | 125.804        | 15 | 8.320       | 125.804 | .000² |
| Total                      | 250.715        | 19 |             | 250.715 | .000² |

a. Dependent Variable: 24. Considering all the factors mentioned above, I think I am satisfied with my job and I have enough commitment to my organization

b. Predictors: (Constant), REGR factor score 7 for analysis 1, REGR factor score 6 for analysis 1, REGR factor score 5 for analysis 1, REGR factor score 4 for analysis 1, REGR factor score 3 for analysis 1, REGR factor score 2 for analysis 1, REGR factor score 1 for analysis 1

Table 12 shows that Dishonesty and Conflict with the Supervisor (t = -6.84, p = 0.000), Fulfillment of Personal Demand and Promotion (t=10.68, p=0.000), Supervisor Change Induces Job Switch (t=1.824, p=0.07), Unfair Performance Influence Turnover (t=2.69, p=0.008), Fringe Benefits Help Staying in the Company (t = 3.186, p = 0.002) are more significant factors and Alternative Employee Affects Turnover and Geographic Location Affects Turnover Decision are less significant factors in measuring the turnover intention of telecom sector employees in Bangladesh.

Table 12 Coefficients

| Model                                           | Unstandardized Coefficients | Standardized Coefficients | t     | Sig.  |
|-------------------------------------------------|-----------------------------|---------------------------|-------|-------|
| (Constant)                                      | 2.891                       | .059                      | 48.707| .000  |
| Dishonesty and Conflict with the Supervisor     | -407                        | .060                      | -6.844| .000  |
| Fulfillment of Personal Demand and Promotion    | .636                        | .060                      | .557  | .000  |
| Supervisor Change Induces Job Switch            | .109                        | .060                      | .095  | 1.824 | .070  |
| Unfair Performance Influence Turnover           | .160                        | .060                      | .263  | .008  |
| Alternative Employee Affects Turnover           | -.077                       | .060                      | -.067 | .1288 | .399  |
| Geographic Location Affects Turnover Decision   | .030                        | .060                      | .027  | .511  | .610  |
| Fringe Benefits Help Staying in the Company     | .190                        | .060                      | .316  | .002  |

a. Dependent Variable: 24. Considering all the factors mentioned above, I think I am satisfied with my job and I have enough commitment to my organization.

CONCLUSIONS AND RECOMMENDATIONS

The factor analysis results show that the variables used in the analysis have higher level of relationship in the data set. The factors related to the turnover intention of telecom employees in Bangladesh identified in this study are: dishonesty and conflict with the supervisor, fulfillment of personal demand and promotion, supervisor change induces job switch, unfair performance influence turnover, alternative employee affects turnover, geographic location affects turnover decision, and fringe benefits help staying in the company. The factor loadings of the variables constituted the factors are very high. It shows that the factor loadings of all the variables are high indicating that the variables constituted the factor(s) have higher level of relationships with them. Model summary also shows that the adjusted R square is 0.479 that indicates higher level of relationships of the factors with the overall turnover intention of telecom sector employees in Bangladesh.

Results show that relationship with dishonesty and conflict with the supervisor, fulfillment of personal demand and promotion, supervisor change induces job switch, unfair performance influence turnover, and fringe benefits help staying in the company are significant factors. Alternative employee affects turnover and geographic location affects turnover decision are not significant factors in measuring the turnover intention of telecom sector employees in Bangladesh. This study recommends that the policymakers of the telecom sector of Bangladesh should focus on the dishonesty and conflict with the supervisor, fulfillment of personal demand and promotion, supervisor change induces job switch, unfair performance influence turnover, and fringe benefits help staying in the company for reducing the
turnover intention of their employees in future. However, there is an ample scope to improve the results of this study by taking more samples in consideration in future.

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