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LABOUR TURNOVER IN THE WEST BANK:
AN ANALYSIS OF CAUSES OF TURNOVER
IN THE INDUSTRIAL SECTOR

BY

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GLASGOW BUSINESS SCHOOL
UNIVERSITY OF GLASGOW

NOVEMBER 1989

DEDICATION

To: My Parents

My Wife

My Children

My Brothers & Sisters

DECLARATION

No portion of the work referred to in this study has been submitted in support of an application for another degree or qualification to this or any other university or institution of learning

ABSTRACT

The main objective of this study is to develop an understanding of the causes of turnover in manufacturing companies in the West Bank. Within this context, the study attempts to investigate the characteristics of ex-workers in relation to the causes of turnover which influence their decisions, the characteristics of short-term, medium-term and long-term quitters. In addition the way in which the reasons for turnover perceived by ex-workers, personnel managers and union leaders are examined. This study emphasise the differences between causes, conditions and correlates of turnover. Finally, this study relates the correlates to the causes of turnover rather than to the turnover rates as done by many previous studies.

In order to achieve the main objective of the study, 306 ex-workers, 30 personnel managers and 10 union leaders were included in this study (questioned or interviewed). The result of the study showed that the major reasons for turnover which influenced the ex-workers were (i) inadequate salary (ii) poor supervision (iii) lack of autonomy at work. In addition availability of jobs in the neighbouring labour markets was a condition which also encouraged the workers to leave their work. Moreover, it

was found that personal reasons were the least frequently cited reasons. But, personal characteristics were found to be the most important group of variables which discriminate between the responses of leavers.

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CHAPTER ONE

INTRODUCTION

This chapter gives a brief outline of the construction of the thesis as a whole. The study investigates the problem of voluntary turnover by blue-collar workers in manufacturing companies on the West Bank. The chapter is divided into five basic sections. The first section identifies the research problem and the second defines the main objectives of the thesis. The third section identifies the significance of the study, the fourth discusses the limitations of the research project and the final section ends by presenting the layout of the thesis.

1.1 The study problem

The managerial problems relating to labour turnover have occupied the minds of researchers for many years; these problems are at their most intense at times of manpower deficit. This affects all forms of industry to some extent, but the nature of the problem often differs depending upon the particular sector of industry concerned. As a general principle, high turnover represents a waste of manpower resulting in a loss of production and hence in extra cost to management, the

work-force, consumers, and ultimately to society as a whole.

An organisation incurs both direct and indirect costs when employees leave: it must, for example, re-recruit, select and re-train new staff, all of which is costly both in terms of money and of time (Rothwell, 1981 pp.11-19). Productivity is of necessity low, whilst new employees are undergoing training, as they have not yet gained the knowledge and experience of the general work force in the plant or factory. Furthermore, goods produced, besides being less numerous, are often of inferior quality until the necessary experience has been gained, resulting in reject orders. Wastage of raw materials by new workers is also common, as is breakage of machinery or tools, and late delivery of goods to the buyer often results in the cancellation of orders. Re-training of new staff itself brings its problems, for this involves the expense and time of training, be it formal or on-the-job instruction. In addition, there are indirect costs associated with high labour turnover; these include the reduction of interaction possible between co-workers resulting in the inhibition of friendship bonds. Inter-personal links require time and continuity, neither of which are possible in a situation of high labour turnover. This natural reduction in staff morale can also lead to a decrease in the sense of loyalty or belonging to the company, and hence to a

general loss of commitment to the workplace. Thus the workers feel a sense of alienation. Therefore, as stated by Dawson and Willed (1972) the consequences of employment termination reach beyond the immediate effects.

clearly the fact that workers tend to terminate employment with companies is not in itself a problem but rather the problem derives from the consequences of such termination (p.2).

Labour turnover is, therefore, a serious problem. As previously stated, it has preoccupied researchers and scholars for over eighty years. Some of the earliest academics to concern themselves with this field of investigation refers to eighty years ago.

Moreover, labour turnover has become a major area of interest in industrial literature. There are over 2,000 publications to be seen on this theme alone (Muchinsky and Morrow, 1980). It is generally held, however, that this field of study requires more systematic analysis in order to arrive at a clearer understanding of the phenomenon, particularly in its application in relationship to developing countries (Saleh, 1985). This area of study has also received much attention in Western industrial society, where several theoretical and empirical models have been offered. March and Simon (1958), Price (1977), Mobley (1977), Dalton and Todor

(1982) Mobiley et al. (1979), and Jakofsky (1984) are all examples of these.

In regard to the West Bank, it must be stated that labour turnover constitutes a major problem for most industries, though it has received no attention on the part of indigenous researchers. The problem is particularly acute in factories where production lines are highly dependent on labour. In one particular study carried out by Jabr (1981) on olive oil soap factories in Nablus, it was found that three factories were forced to close for a year due to the termination of employment of skilled workers at these workplaces. In late 1986 Benvenisti (1987, p.91) studied the problems of the industrial sector in the West Bank. He reported that managers in the companies incorporated in his study complaint that workers tend to go to work in Israel and to the Gulf states causing local shortages. It is a significant problem due to competition from two other labour markets with that of the West Bank. The first competitor is the Israeli labour market, and the second comprises the oil producing countries of the Middle-east, particularly those of the Gulf states.

To this, we must add the fact that workers employed outside the West Bank, particularly in Israel, receive average wages four times as high as those offered in industries in the West Bank. Also, but to a slightly lesser degree, the workers in the Arab oil producing

countries are much more highly paid than their West Bank counterparts (Benvenisti, 1987 p.22). Furthermore, this situation is aggravated by Israeli government plans to hire more workers in its industries which have been built in settlements within the West Bank itself. Of some 108,000 workers in Israeli industries, 25,000 are Arabs. In addition to this, it is estimated that by 1986, a further 2,200 Arab industrial jobs will have been created (Benvenisti, 1984 p.17). Such prospects of higher wages create the incentive to workers to leave their places of employment in large numbers. This problem is exacerbated by the non-existence of a central authority to put forward plans and regulatory measures which could curb the flow of labour from its own vital industrial organisations.

1.2 Objectives of the Study

The main objective of this study is to develop an understanding of the nature of the causes of voluntary labour turnover in manufacturing companies in the West Bank. Within this context, this study tries to explore several aspects:

The first being the characteristics of employees who leave their jobs. Personal characteristics are of main concern. It is important to characterise those workers who left their jobs in order to understand which groups

of current workers or candidates for work are more likely to leave early and those who are more likely to stay longer.

The second, reasons for turnover in the West Bank companies as cited by ex-workers are of paramount concern. In this regard the study seeks to:-

1. determine what reasons for turnover are given by workers who actually left their jobs.
2. explore the differences between those ex-workers in relation to the most frequently cited reasons for turnover.

The third aspect to be investigated is a major variable of turnover behaviour (Employee tenure). This aspect aims to analyse the differences between short-term and long-term leavers in relation to each possible reason cited by ex-workers. Despite the fact that tenure has received considerable attention from previous researchers, the majority of these studies did not refer to this in terms of causality, whereas this research is aiming so to do.

This research will explore the characteristics of short-term and long-term leavers in order to isolate the characteristics of those workers who are more likely to stay longer and those more likely to leave within a short period.

The majority of previous studies conclude that workers who had worked for a company for a short period of time were more likely to leave than those with a longer service record. This study will investigate such groups in relation to causes. Such investigation will enable researchers to analyse which reasons influence each group of workers more than others, and to what extent each is in fact a cause.

The fourth aspect of this study is of a comparative nature. The ways in which reasons for turnover are perceived by ex-workers, personnel managers and union leaders are examined. It is common to find studies which analyse turnover either from a management perspective or from the attitude of the work force. It is rare to find studies which use a comparative approach in relation to the three parties' perspectives. Such an approach permits the identification of the differences and similarities between the three perspectives.

The fifth aspect is derived from another deficiency in the literature on turnover. Studies dealing with turnover in developing countries are virtually non-existent. Systematic studies on turnover in these countries are vital.

Regarding design, much of the research on turnover has involved the collection of data on the turnover behaviour from workers remaining in their jobs. Hence, the main

objective of this study is to explore the actual reasons for turnover given by job leavers. Another deficiency in the literature concerned with turnover behaviour is the very limited number of studies available dealing with the relationship between the possible causes of turnover and other variables which might influence labour turnover behaviour. This study tries to analyse the personal, organizational and environmental variables in relation to the causes rather than turnover rate, as most previous studies have done. Age and tenure, for example were found to be the most predictable variables in relation to the leaving of jobs, but the relationship between these two variables and reasons for turnover as: poor wages, lack of autonomy at work or poor supervision still remains in question.

1.3 The significance of the Study

The present study is of particular significance because it is the first systematic study of labour turnover in the industrial sector of the West Bank. The pinpointing of this specific problem will not only draw attention to the area of the West Bank's specific problems vis-a-vis turnover, but will open the door to further research on this phenomenon in the West Bank from different perspectives and with different perceptions. This study provides necessary and important information to employers, employees, unions, schools of economics and

management and researchers alike. Furthermore, as the West Bank enters a new political era, a national government will have serious need of such research for economic development, particularly because of the limited resources of the area. Frisch (1983, p.11) concludes that the relative weakness of the industrial sector in the West Bank compared with its counterparts in Israel, Jordan or Lebanon is due to lower level of development in its services sector in field such as: computer facilities, banking system and information. The West Bank is suffering from shortage in this field. Several international agencies emphasise nowadays on developing the West Bank. Most of these agencies offer the finance for a variety of research in the area.

A further potential contribution of this study lies in its examination of the problem in relation to developing communities, viz., an environment very different from its western counterpart.

Moreover this present study is important for the following points:

1. It attempts to introduce a new approach to studying turnover behaviour. This approach combines the perspectives of three parties involved in the turnover behaviour, that is, the employees, management and unions.

2. The study tries to introduce new variables such as the number of dependents relatives other than children,

and the number of jobs held before, and to investigate the problem in one of the developing countries whilst the majority of the previous reviewed studies carried out in the developed countries.

3. It attempts to make a comprehensive investigation of the factors which may influence employee turnover. This comprehensive investigation is an attempt to differentiate between:

- a. The "controllable factors" which are under the management control and the "uncontrollable factor" which are beyond the management control from one side, and.
- b. Between the "causes" which influence the individual decision to leave the work, and the correlates which are the personal variables which might affect their turnover behaviour, and patterns rather than being a cause for that on the other hand.

4. Further contribution of the present study may emerge from its attempt to introduce a new method of studying the causes of turnover in relation to the correlates variables. Rarely one finds a study using such an approach. By contrast, the traditional approach investigates correlates in relation to the turnover rates. Another contribution of the study may emerge from its attempt to investigate causes of turnover in relation to the tenure patterns. By contrast, the traditional

approach investigates length of service as one of the variables in relation to the turnover rates.

5. Furthermore its importance stems from the fact that there are indeed many differences between the location of this study and those of Western researchers. It should be noted that the population on the West Bank is for the most part Moslem. Some of the religious restrictions influence the movement of female workers from one place to another. Differences might be seen in the Islamic perception of the work carried out by women. For example, Islam give the man the right to be the bread winner in the family. Therefore, female workers are less concerned about income than male workers. This might encourage female workers not to move as much as male workers. In Western society female workers in many cases are the bread winner. The mean number of individuals per family (children and parents) is 6.9 Wade ata (1986 p.52). The extended family is one of the Arab characteristics. This might influence the worker's decision of whether to leave or not. Inhabitants live under Israeli occupation, a condition which must be considered as an important variable when carrying out a research project of this nature. Many of the Israeli military occupation orders influence the industrial sector in general and the turnover behaviour in particular.

All in all, the study was the first systematic attempt in the field of labour turnover in manufacturing companies in the West Bank. Thus, its aim was to change

the type of studies conducted in the West Bank from being general to being more specific.

1.4 The Limitations of the study

1. This is an exploratory study with no precedent in terms of its geographical location. The other studies have been done in different political, socio-economic climates.

2. This study examines the West Bank, and excludes the Gaza Strip, which also forms part of the occupied territories, and which is also highly industrialised. It is, however, excluded due to the significant fact that prior to 1967 it was under Egyptian control, and hence has different industrial problems, historically evolved, from those found on the West Bank.

3. The researcher confined his research to companies located exclusively in the industrial sector.

4. The study dealt with blue-collar workers who comprise the majority, i.e. 73.3% (Benvenisit, 1987) White collar employees were deliberately excluded on the grounds that the nature of businesses in the West Bank is such that the majority of administrative positions, i.e. white collar positions are mainly allocated to family members as companies tend to be family-run enterprises.

5. This study is limited to privately held Palestinian

manufacturing companies on the West Bank. The public sector is excluded due to the fact that it is under Israeli control, and the researcher would be obliged to obtain prior written approval from the military governor in each district before conducting this study. As such permission is difficult if not impossible to obtain, this area of research has been omitted. Due to security restriction, the Israeli private sector has also been excluded. These restrictions forbid Palestinians from entering the settlement without special permission from the authorities.

6. The study is limited to companies with twenty or more employees, as companies smaller than this tend to be family concerns which often keep few if any employee records or files.

7. The research deals only with voluntary blue collar turnover. Involuntary turnover is not considered for the same reasons outlined by Price (1977), viz., different determinants are involved in involuntary turnover, and most turnover in companies is of a voluntary nature. As only voluntary turnover is truly under the control of management in terms of realistic prevention, it is considered by the researcher to be a more productive area of study.

8. The problem of business closures by the Israeli militia as a form of collective punishment also impeded

this study. Interviews were cancelled and re-arranged several times due to this. Businesses closed in response to calls by the unified national leadership for strike action on many occasions also, and this made interviewing equally difficult by causing further interruptions in the overall planning of the study.

9. The researcher also encountered the problem of confiscation of research material in the form of questionnaires and documents. Five personnel managers who completed questionnaires were sequestered by the military at a checkpoint at Nablus, and it was incumbent upon the author of this project to translate and explain the nature of the documents for over an hour in order eventually to secure their return. The researcher, therefore, in order to avoid further instances of this nature, carried no more than five questionnaires at any given time, and duplicate copies were kept, for similar reasons.

1.5 Layout of the thesis

The thesis is consist of twelve chapters. The first chapter starts with a brief introduction to the subject. A statement of the problem follows, along with that of the study's objectives, significance and limitations. Finally, the structure of the thesis is presented.

Chapter Two includes a consideration of turnover concepts and definitions along with the taxonomy of turnover, costs, measures and the pros and cons of turnover.

Chapter Three summarizes previous studies' conclusions in relation to the causes and correlates of turnover and evaluates them separately. The organizational, personal and environmental variables are discussed.

Chapter Four deals with the economic and industrial development in the West Bank. It presents the background from which employees and personnel managers sampled were drawn.

Chapter Five is concerned with the methodological issue and the methodological research applied to the empirical study. This chapter includes research objective, research design, research methods, the sample, the survey and the data collection as well as the data analysis.

Chapter Six deals with the sample characteristics. The main characteristics of companies and ex-workers were identified. Ex-workers were grouped according to several personal characteristics. Employees still in the companies are also classified into groups. In addition several administrative aspects of the administration of these companies are evaluated.

Chapter Seven examines workers' perception of suggested

factors that may influence labour turnover behaviour in manufacturing companies in the West Bank. This chapter emphasis the most frequently cited reasons for labour turnover. Two groups of factors are also identified. the causes of turnover and the conditions which might encourage an employee to leave.

Chapter Eight deals with the demographic variables of those workers who cited inadequate salary, poor supervision, lack of autonomy at work and better opportunities, as reasons for turnover. The differences and resemblance between these workers in relation to each of these factors.

Chapter Nine includes a consideration of one of the most important correlates of turnover. It focuses on the tenure patterns of those workers who left their work. The variables which had the most influence in discriminating between short-term and long-term quitters are identified, and examined. Personal variables were found to constitute the majority of these variables.

Chapter Ten deals with the suggested reasons for turnover in relation to workers' tenure. Reasons behind labour turnover among short-term and long-term quitters are determined.

Chapter eleven presents a comparative perspective of the factors which may influence labour turnover behaviour

in the West Bank as considered by personnel managers, unions leaders and ex-workers. Differences and resemblance in their perceptions were examined.

Chapter Twelve summarized the findings of the study. Conclusions, recommendations and topics for further researches are presented.

CHAPTER TWO

LABOUR TURNOVER: AN OVERVIEW

2.1 Introduction

Employee turnover - people leaving an organisation - is a major organisational phenomenon. Labour turnover is important to organisations, individuals, and society as a whole. The purpose of this chapter is to give a clear idea about the meaning of turnover. It is also of vital importance to identify turnover taxonomies and measurements. Turnover is described as a costly phenomenon, therefore it is important to shed light on its costs. Most studies concentrate on the negative consequences of turnover neglecting the positive sides of this concept. In this chapter both pros and cons of turnover are emphasised.

2.2 Meaning of labour turnover

What is turnover? Is it the same as sacking, discharging, termination, etc? This section gives a clear meaning of the term "turnover" so as not to be confused with other relevant terms.

Because the word "turnover" is so commonly used there is a real need for its careful definition and for clarity

on some relevant concepts as well. Several definitions of the term "labour turnover" through literature are discussed. Probably the most difficult thing in studying social science subjects is defining terms and concepts. Several researchers distinguished turnover from other relevant terms such as mobility, migration, promotion, and transfers, (Parnes, 1954, Pettman, 1975), Abstel, Clarmont, Matary, and (Obseng, 1986). Most economists have studied labour turnover under the name of Labour Mobility. Parnes (1954) defined labour mobility as the actual movement of workers. These actual movements occur in different ways such as: inter-firm movement, occupational movement, industrial movement, geographical movement, movement from an unemployment to an employment status, and movement into and out of the labour force. But turnover only corresponds to one of these concepts, "inter-firm movement" which means, movement from one firm to another. Therefore the results of any labour mobility studies are not directly representative of turnover unless these findings refer specifically to the "inter-firm movement". Moreover, several studies distinguished "mobility" from "turnover". The former refers to the flow into and out of the labour market either among regions and sectors or from one firm to another, while the latter refers to separation from a single firm, (Pettman, 1975). He added that others reviewed several studies in this regard. They found that several authors did not consider other terms such as transfers out,

promotion, interdepartmental movement and transfers.

Organisations define turnover in a number of ways. The U.S. Department of Labor defines labour turnover as the gross movement of workers in and out of employment status, with respect to individual firms. Zimmerar (1972) defines labour turnover as the total number of separations which occur during a specific period. In both definitions much attention has been focused on the number of leavers of the employment status disregarding the negative and the positive consequences of this term. On the other hand, Pearce (1954) defined labour turnover as the movement in working force when workers leave and have to be replaced. A different line of argument is then advocated by such definition especially when he stated the condition of replacement. This type of thought in defining turnover will certainly affect labour turnover measurements and will reflect the actual size of the turnover problem and its burden on the organisation. This new trend in defining turnover was supported early by Samuel (1969) who used the term "employee wastage". He stated that "this publication uses the term employee wastage not as a gimmick for dressing up an old subject in new clothes but because it recognises that the termination of employee's contract with his employer is in fact only the final stage of a sequence of events". Moreover, he added that "Professor Douglas pointed out 50 years ago that labour turnover did not begin until

replacement occurred. The term turnover is used in the same way as used by any retail merchant to indicate the disposal of certain units and their replacement by other units.

In addition this trend is supported by several recent studies of labour turnover. The recent argument by Dalton, Todor, and Krackhardt (1982), has highlighted the need to distinguish between turnover frequency and turnover functionality. Turnover frequency is the number of separations while turnover functionality is the nature of separations. Therefore, turnover functionality is more critical to organisational effectiveness than is turnover frequency (Hollenbeck and Williams, 1986). As a result, research should be focused on addressing not only the frequency of turnover but on the flow of the nature of turnover as well.

Price (1977, p.4) has defined turnover in a common way when he stated that "turnover is the degree of individual movement across the membership boundary of a social system". This broad definition includes many types of organisations, the members of which cross the boundaries in ways such as: leaving school, university, associations or political parties, and attending prayer usually in a certain mosque or Church or even leaving the country. This definition needs to be narrowed down in order to obtain a precise meaning. Mobley (1982, p 10) has

provided a general definition of employee turnover. He says "the cessation of membership in an organisation by an individual who received monetary compensation from the organisation". The major argument of this definition derives from the monetary compensation condition, because there are many volunteers who work for an organisation without monetary rewards. Therefore, omitting those individuals from the mobility definition limits the definition. Generally, the only sound conclusion that can be reached from all these definitions is the event of movement. And as a result, each definition should be broadened to include such considerations.

For the purpose of the present study, the researcher defines turnover as the total number of blue-collar workers in West Bank manufacturing who left their work voluntarily within a specific period of time. This definition focuses on blue-collar workers in the West Bank because the majority of West Bank workers lie within this bracket. Thus, white-collar workers are excluded because they are of a limited number and because the majority of West Bank businesses are family run businesses.

This study focuses attention on voluntary turnover because it is much more likely to be a controlled element than involuntary turnover. Therefore, involuntary turnover is excluded. Transfers and promotions are also not included in this research because these terms do not

involve employees' movement out of the company.

2.3 Turnover Taxonomies

In this section we focus on some of the typology or grouping of the phenomenon of labour turnover. Once again, we emphasise the term taxonomy in order to have a clear classification of such phenomenon. Knowing these taxonomies is essential to obtain accurate records for the purpose of managing labour turnover effectively. In this section we discuss a variety of turnover taxonomies such as: accession - separation, voluntary - involuntary turnover, labour-employee turnover and dysfunctional-functional.

Accession is the entry into the organisation. It is an addition to the employment roll while separation is leaving the organisation (Cohen and Schwartz, 1980). Either accession or separation refers to several terms of turnover such as: replacement, re-hire, new hires, layoff, retirement, quitting and the like.

The second group is voluntary-involuntary turnover. Either voluntary or involuntary turnover refers to the initiation of movement. Bluedorn (1978) indicated that voluntary turnover occurs as a result of an individual-initiated movement while involuntary turnover occurs as a result of other than the individual initiated movement.

In addition voluntary turnover has been classified by Szilagyi (1979) into two kinds: voluntary turnover for personal reasons such as health, re-location, family or even returning to school. The second kind refers to organisational reasons such as advancement of opportunity, supervisory relations, promotion, and job challenge. Moreover, Bluedorn has distinguished between voluntary accession which means taking the job voluntarily and involuntary accession which means entering an organisation involuntarily such as taking up military conscription. But the literature has concentrated on separation rather than on accession because turnover is more relevant to separation. The same way literature concentrated highly on voluntary turnover rather than on involuntary turnover.

Turnover has been studied respectively under the label of labour turnover and employee turnover. As we are discussing the typology and grouping of turnover as a term, it is important to indicate that the term of "labour turnover" is most likely to be used to refer to blue-collar workers while contrarily the term of "employee turnover" more often is used when it is covering white-collar employees .

2.4 Measuring Turnover:

After having defined labour turnover and identified its taxonomies, it is important to discuss how the rate of

turnover can be calculated. A variety of turnover measures are discussed and evaluated in this section. Lee and Terborg (1984) indicate several reasons as to why turnover rates should receive more attention. From an applied perspective, human resource management frequently is being viewed in the broader context of strategic management. The critical aspect of any human resource management audit would include forecasting the firm's demand for labour and the firm's supply of labour. Turnover rates are one of the major factors that affect the supply of labour (Lee and Terborg, 1984). Mobley (1982, p.20) lists additional adverse organisational consequences associated with excessive turnover rates. From a managerial point of view it is important to monitor turnover rates and to take corrective action when the cost of turnover becomes excessive. Therefore, keeping accurate records is important in this regard. In spite of this, in IDS study number 199 (1979, p.7) it was found that few British companies keep detailed records of their labour turnover.

Turnover rates are generally expressed in percentages for a specific period of time. Like many other percentages, turnover rates are a function of what goes into the numerator and denominator. Because of the various ways organisations define turnover as indicated in the earlier chapter that means it is hard to make a comparison between one company's turnover rate and

another unless we use the same measurements. Therefore, care in constructing and comparing such rates is crucial if valid inferences are to be drawn. On the other hand the rates of turnover are normally used as a rough guide only. Using a crude turnover figure can be very misleading. For example, losing one employee specialist from a department of ten gives a turnover percentage of 10.0% while losing 5 employees out of a total of 100 employees gives a turnover percentage of 5%. The former percentage seems twice as serious as the latter, but this will depend on how easily the company is able to replace computer staff and supervisors.

Functional and dysfunctional is the fourth dichotomy of turnover taxonomies. Early in this section several traditional groups of turnover have been discussed. Most of the previous groups relied upon a metric basis (Dalton Todor, and Krackhard, 1982). The issue is the measurement of turnover, thus the notion of this taxonomy is more concerned with the function of turnover rather than its frequency. As a result, this taxonomy is important for measuring the actual gravity of turnover for any organisation. A number of different turnover rate measures are evaluated and presented below.

2.4.1 Separation rate

Perhaps the most frequently used measure in studying turnover is separation rate. Probably the simplest and the most popular way of measuring labour turnover is to measure the number of leavers in a period as a percentage of the number employed during the same period, usually monthly, quarterly, or on an annual basis (Price, 1977). This type of measurement requires collecting the data in terms of separations and accessions. It is more likely to use the year for small organisations, a quarter of a year in medium sized organisation, and monthly for larger organisations. This rate can be calculated in the following way (Mobely, 1982, p.36):

$$\text{TLR} = \frac{S}{N} \times 100$$

Where:

TLR = Total Labour Rate

S = Number of total separation during a period of time,
say one year

N = The average number of employees on the payroll of the firm being studied. This is calculated by simply adding the number on the pay roll at the beginning of the period to the number at the end of the period and divided by two. However, these formula has these limitations: The first and major problem with this formula is that it

does not specify the reasons for separation such as: voluntary, quitting, death, retirement, layoffs, and the like. But, each of these terms can be computed as the following examples.

$$QR = \frac{Q}{N} \times 100$$

Where:

QR = Voluntary leaving/or quitting

Q = Number of voluntary leavers

N = Average number of payroll during the period being studied (say one year)

$$LR = \frac{L}{N} \times 100$$

Where:

LR = Layoff rate

L = Number of permanent layoffs

N = Average number on payroll during the period being studied (say one year)

$$RR = \frac{R}{N} \times 100$$

Where:

RR = Retirement rate

R = Number of retirees

N = Average number on payroll during the period being studied (say one year).

The second limitation is that it may lead to a deceptive interpretation of the degree of stability of employment. It does not specify the precise situation. Samuel (1969, p.9) mentions that an aspiration rate of 100 per cent could indicate one of the following:

- The entire labour force had turned over once during the year.
- Half the labour force had turned over twice, the other half remaining stable.
- A quarter had turned over four times.

The third limitation of the separation rate formula is that it may lead to a deceptive interpretation of the separation rate especially when the organisation size increases or is in a seasonal computing period. Because of an increase in the denominator this will decrease the turnover rate. For example, if the annual or even the usual increase in the labour force for an organisation was 10 per cent a year and becomes 50 per cent for any reason, that will certainly affect the actual separation rate. For example, if there is a company with 100 persons and the number of leavers during a year is 10 persons, and the usual increase in the labour force is 10 per cent a year, the separation rate will be:

$$SR = \frac{S}{N} \times 100$$

$$SR_1 = \frac{10}{\frac{100 + 110}{2}}$$

$$= \frac{10}{105}$$

$$= 9.5$$

while in the case of increasing the number of new workers to 50 per cent the separation rate will be:

$$SR_2 = \frac{S}{N}$$

$$SR = \frac{10}{\frac{100 + 150}{2}} = \frac{10}{125}$$

$$SR = 8\%$$

Despite the fact that the number of those leaving was stable (10 persons) in both cases, the separation rate is not the same. Therefore, the separation rate formula can be misleading and deceptive.

2.4.2 Accession rate

Accession rate is the number of employees hired or rehired divided by the number of employees on the payroll during the same period of time. It is simply computed by

the use of the following formula:

$$AR = \frac{A}{N} \times 100$$

Where:

AR = Accession Rate

A = Number of employees added in the time interval (say
one year)

N = Average number of employees on payroll during the
period being studied

It is clear from the formula that the numerator is different from the separation rate. Accession rate is based on the new hires which may include replacements as well as increasing in an organisation size. The first limitation of this formula is that it may give a deceptive understanding of the extent of replacement. It does not distinguish between those who are newly hired, rehired or even the exact rate of replacement. Accession rate can be integrated within the separation rate to give the management and researchers a clear picture of the movement into and out of the firm, in general. Moreover, subtracting the total separation rate from the total accession rate shows whether employment is expanding or contracting.

2.4.3 Survival and Wastage Rates

The previous turnover rates - separation and accession - discussed in this section, while useful, suffer from several problems of limitation. The previous arguments in this regard demand that we find other types of turnover rates in order to overcome some of these ambiguities. (Mobely, 1982). For example most turnover rates such as separation rates do not control length of service (Price, 1977). It is important to find such formula for controlling the length of service which has been found to be the most predictable variable for turnover. Recently, many study have been devoted to dealing with these shortcomings. Survival and wastage rates deal with each group of employees (Cohort) through the life of their employment with the firm. Therefore two periods of time are required to compare these rates. The first period of time is needed to define the cohort of new employees. The second period which follows later on, after several months, is required before the rate can be calculated. The following are the formulae for this purpose (Mobely, 1982).

$$WR = \frac{Li}{N} \times 100$$

Where:

WR = Cohort wastage rate

Li = Number of leavers in the Cohort with specific length of service

N = Number in the original Cohort, say all new skilled workers who enter during the second six months of 1986

$$SR = \frac{S_i}{N} \times 100$$

Where:

SR = Survival rate

S_i = Number of those who remained in the Cohort with specified length of service

N = Number in the original Cohort.

Survival and wastage rates are useful in order to control the length of service by restricting themselves to a new entry group during the period. The survival and wastage rates discussed above, while useful, are inadequate measures, especially to small firms which have been studied for the purpose of this research project. Mobley (1982) suggests that the Cohort of new members should not be allowed to fall below 100. Therefore such numbers will not be available for several months. So the adoption of survival and wastage rates are to be recommended in large firms. Although this research project is an exploratory study, companies included in the sample lack even the primary concepts and measurements in this regard. Therefore, under such circumstances, survival and wastage rates are not the appropriate measures to be used.

2.5 Labour Turnover: Its Costs

Turnover is described as a costly phenomenon. Therefore financial losses are one of the traditional reasons for studying labour turnover. This section sheds light on the evolution of thought in this regard in the following way.

1. The traditional perspectives of turnover costs.
2. The new or expanding perspective of turnover costs.

The traditional perspective in computing turnover costs is derived as illustrated in graph one. This calculation of turnover is directed towards the losses which related heavily to frequency of turnover. The more excessive the turnover rate the higher the cost is expected to be. This trend reflects the nature of turnover and also its positive aspect.

The difficulty of estimating the financial costs of labour turnover arises because of the range of variables involved. There are four main categories of costs which can be calculated, although the effect on morale and the disruption caused by constantly changing staff or new managers, possibly reorganising work patterns, may also be costly but is very difficult to evaluate.

1. Administrative costs. These costs include advertising, interviewing applicants, recruiting and medical examinations.

2. Training and induction costs. Preparing new workers for their new jobs often requires on-the-job training.

3. Production costs. These costs often arise from the relative inefficiency of using new recruits.

4. Other costs such as: increased accidents and sometimes wastage of materials.

In addition Cawsy and Weldgedy (1979) pointed out the relevant turnover cost components as presented in (Figure 2.1). Turnover costs might be computed by using one of the following formulas:

Cost per employee = $\frac{\text{Total cost of turnover say in one year}}{\text{Average number of employees during one year.}}$

Cost per leaver = $\frac{\text{The cost of turnover say in one year}}{\text{Number of leavers during one year.}}$

Also, turnover costs might be computed per position which requires this formula

$$L = \frac{P}{M} \times T$$

Where:

L = Loss in terms of dollars

P = Plan production in dollars say in one year

M = Man hours worked during this period

T = Man hours lost in turnover during this period.

Conversely, the perspective of expansion of turnover

cost differs from the former. It is advocated that losses be computed related heavily to turnover functionality as illustrated in (Figure.2.2). In other words, the cost of turnover is due to the low rate of turnover. Recently, the notion that turnover is dysfunctional to the organisation has been subject to criticism (Dalton, Krackhardt and Porter 1981), Dalton and Todor 1979, Machinsky and Morrow 1980), despite the previous studies which have described dysfunctional as "axiomatic" and "Sin qua non" (Dalton, Todor and Krackhardt 1982). Moreover, the new trend in computing turnover cost emphasises the fact that sometimes the cost of retaining employees is higher than the turnover costs themselves. Dalton, Krackhardt, and Potter (1981) stated that the organisation needs to determine the level that produces a divergence between the organisational optimal balance of costs associated with turnover and the costs associated with retaining employees.

Figure 2.2 Traditional perspective organisations evaluation of individual

Individuals Evaluation of firm	+	-
NO Initiation of voluntary turnover	Employees Remains A	Employee is Terminated B
Initiation of voluntary turnover	Employee Quits C	

The expand perspective organisations evaluation of individual

Individuals Evaluation of firm	+	-
NO Initiation of voluntary turnover	Employees Remains A	Employee is Terminated B
Initiation of voluntary turnover	Employee quits dysfunc- tional turnover C	Employee quits functional turnover D

Source : Dalton & Tador
Academy of Management 1982

Negative Costs

Financial losses are one of the most important objectives of studying labour turnover. Excessive labour turnover can be extremely costly, particularly in the cases which require replacement training. Usually, the more specialised the job that needs to be filled, the greater the cost and delay in finding the right person. Certain professional, technical or executive jobs often take over a year to fill. For example, "the most catastrophic turnover cost that has been encountered is estimated at some \$800,000. The US Air force spends this to train a replacement for each pilot who quits" (Bluedorn, 1982 1). Another study shows that employee turnover costs the United States business \$11 billion a year, (Small Business Report Anonymous 1981). A survey by the British Institute of Management for 16 factories in Britain in 1959 shows that labour turnover costs ranged from 0.05 per cent to 25.7 per cent of the total wage bill. The cost of labour turnover varies from industry to industry and from company to company and even within the same company between departments, depending upon an employee's position and the training required, the level of education needed and the period of time involved until an employee becomes productive. Turnover costs also vary widely. Some of the major components of turnover costs involve recruitment, selection and hiring.

Some experts estimate that it costs about \$1,400 to \$2,800 to recruit an engineer and \$2000 - \$5000 for sales or administration workers. Moreover, estimates have shown that it costs from \$5000 to \$9000 to replace one computer programmer. Thus many writers explained through labour turnover literature that labour turnover can be extremely costly for a firm particularly when the rate of turnover is high (Mirvi and Lawler, 1977; Bartol and Martin, 1985). Confirming that excessive labour turnover is costly is not a problem in itself; the problem is that the actual costs can sometimes be difficult to estimate. The (British Institute of Management 1959) indicated that "the actual cost of labour turnover does not appear in company costs or financial accounts, being almost wholly concealed.

2.6 Turnover: Its Negative Consequences

The negative impact of turnover is well documented in the literature. (Bluedorn, 1982.1), indicates three reasons why managers evaluate turnover negatively: First, managers usually acquire a negative understanding of turnover through management education, or, even if they do not learn it in school, they soon pick it up from other colleagues and consultants. Employee termination might mean that the employee who quits has rejected the organisation. Since nobody likes to be rejected, the manager's interpretation of turnover as rejection is

repulsive to him. Although there are very real costs associated with turnover.

Secondly, turnover has different negative effects on organisations, individuals and the society as a whole. Turnover consequences regarding its costs are more likely to be discussed at the organisational level rather than at the employee level (Samuel, 1969). Turnover consequences on individual employees have received less attention from researchers, but as a matter of fact, it should be known that the act of termination of employment incur costs for the individual employee (Samuel, 1969). Sometimes employees who have high rates of termination during their working life have less chance of acquiring a new job. An applicant for production work with more than three jobs in the previous five years would only be offered employment if the background circumstances were exceptional. Moreover, an employee may also forfeit financial benefits under the provision of pension schemes if his employment is terminated and if he/she leaves a job on his own without future employment arranged. Moreover, turnover may affect the morale of those who remain. The relationship between morale and turnover has been investigated by Grusky (1960). Grusky noted that succession can produce low morale among the staff.

Turnover also has some costs for society as a whole. For example with over 3,000 pilots quitting each year, it costs the U.S. some \$2.4 billion for replacement training

alone. (Bluedorn, 1982.). This cost weighs heavily upon U.S. society as a whole, since the taxpayer will pay the bill of \$2.4 billion, thus affecting other areas, such as education, welfare, etc.

Finally, on the organisational level negative consequences also abound because this usually involves losing good and often skilled employees. Turnover causes skill shortages and employee instability. The employment climate is such that people come but do not stay. This means lost orders, late delivery, cancelled orders, and machinery breakdown. Employees' performance is quite influenced by turnover. A considerable amount of study has been directed towards the examination of the relationship between turnover and company performance. The question here is, whether those who rate as "skilled" are more likely to leave. It is argued that workers with high performance rates have more job opportunities outside the company, thus creating a greater likelihood that those workers will quit. Moreover, turnover highlights the fact that alternative jobs may be available (Staw, 1980), so as a result employees who were previously not seeking alternative jobs may begin to search for them (Mobley, 1977). Consequently turnover may by itself create additional turnover.

2.7 Turnover: Its Positive Consequences

Turnover is not all bad. It is often preferable for some employees to leave. The argument as to whether turnover is a good or bad phenomenon depends on its net consequences on the organisation. Through literature, many common turnover costs have already been identified but far less attention has been devoted to the benefits of turnover (Bluedorn, 1982), Dalton and Todor (1979) and Dalton and Todor (1982) have studied the positive consequences of turnover, viz:

1. Economic benefits of turnover. In some jobs, productivity does not increase with increasing job tenure, because the learning (i.e. induction) period is short, thus in such cases organisational productivity would decline as employees are paid higher and higher wages without attendant increases in the quantity or quality of production. Bluedorn, (1982) reveals a 15 per cent yearly turnover rate would save a large western public utility \$294,271 annually in wage costs compared to a zero turnover rate, assuming a work force of 200 employees. Therefore a large amount of money might be saved each year by "reasonable" levels of turnover.

2. Turnover leads to innovation and introduction of change. However turnover produces "new blood" which can stimulate management, bring in fresh ideas and eliminate "dead-wood".

3. Turnover can actually improve morale by creating opportunities for advancement.

4. Sociologically, turnover may contribute to both the social and economic development of the individual. Turnover may provide a means to promote progression through career stages and selective processes whereby individuals are channelled to areas in which their potential can be more fully realised. Turnover may serve to reduce inequity and inequality in social exchange. Also, a migration may be a strategy for reducing ecological pressure (Dalton and Todor, 1979).

5. Turnover may be a coping mechanism for the individual under stress. Blocking this process may invite absenteeism, carelessness, sabotage, and other non-productive behaviours.

2.8 Summary

Several definitions of the concept of labour turnover have been evaluated and discussed in this chapter which also distinguishes between the concept of turnover and other concepts such as mobility, migration, promotion and transfers. The concept of turnover which is used in this study is the actual movement of workers from the firm. Thus, other movements were not considered as labour turnover in this study.

It is found that actual turnover is the status of movement in the working force when workers leave and have to be replaced. This idea is important for consideration in order to assess the actual size of the turnover problem in any organization under question.

The researcher's definition is the total number of blue-collar workers in West Bank manufacturing companies who left their work voluntarily within a specific period such as one year. This study focused on blue-collar workers since the majority of West Bank workers lie within this bracket.

In order to arrive at a clear classification of the turnover phenomenon several groups or taxonomies are presented. After presenting and evaluating several definitions and taxonomies of turnover, it was vital to discuss ways of measuring the phenomenon. Several formulas for determining separation, accession and survival rates are presented and evaluated.

One of the traditional reasons for studying labour turnover is its costs. It is noted that there are two perceptions of turnover costs. The traditional approach mainly presents the losses which relate heavily to frequency of turnover. The more excessive the turnover rate the higher the cost is expected to be. Relevant turnover cost components are presented and discussed. Four main groups of cost items are reported in this

regard i.e., administrative cost, training and induction costs, production costs and others. The expand approach differs from the the previous. It is related heavily to turnover due to the low rate of turnover. Finally, in this chapter both Pros and Cons of turnover consequences are presented. Several positive consequences beside the negative consequences of turnover are illustrated.

It is found that turnover has different negative effects on organization i.e. extra costs; individuals i.e., employees who have a high rate of termination acquiring a new job. Individuals may lose some benefits of financial schemes if they terminated before certain limit of time.

It is also found that turnover has different positive effects on organization i.e. introducing change, new blood and ideas come to the organization. In the following chapter, previous studies findings are discussed as prerequisite to the analysis.

Figure . 1 RELEVANT TURNOVER COST COMPONENTS

RECRUITMENT	SELECTION AND PLACEMENT	ON THE JOB ACTIVITIES	SEPARATION
1) Advertising	1) Letter of application	1) Putting person on the job	1) Exit interview
2) College recruiting	2) Application blanks	2) Safety or working equipment	2) Severance pay
3) Employment agency fees	3) Interviewing Personnel dept. Line Managers	3) Indoctrination and on-the-job training	3) Extra Social Security
4) Literature Brochures Pamphlets	4) Medical examinations	4) Formal training programs	4) Extra U.I.C. (unemployment)
5) Employee prizes and awards	5) Reference checking	5) Break-in Increased production Increased supervision	5) Reduced productivity Increased waste of materials
6) Public relations activities	6) Psychological testing 7) Applicant's travel expenses Actual travel Reservations Conducted tours	Increased maintenance Increased accidents Loss in productivity	Increased maintenance of existing employee Loss in productivity of colleagues
	8) Personnel department overhead		Increased accidents

Source: Cawsey and Wedley, Personnel Journal, February, 1979

CHAPTER THREE

CAUSES AND CORRELATES OF TURNOVER

3.1 Introduction

The problem of labour turnover was originally recognised by Commons 1909 when he observed that the machine work industry in Pittsburgh had to hire 2,100 people a year to maintain a force of 1,000. But labour turnover has been a matter of considerable interest to many researchers since Slichter published "The Turnover of Factory Labor" in 1919 Bluedorn (1982). Interest in this issue increased significantly at the beginning of the twentieth century, at about the same time as when the Scientific Management Movement was established, when Henry Fayol listed "Stability of tenure of Personnel as Management Principle Number Twelve.

Labour turnover has been the subject of many research studies . It represents the importance of personnel and organizational problems. The major part of the early research in this regard is directed towards measuring, recording and analyzing turnover statistics for individual firms and particularly the factors which affect the individual decisions to leave employment. In the context of turnover causes, continuing concern is the relative lack of research on the characteristics of

employees who leave because of different reasons.

The purpose of this chapter is to review the previous research findings in the area of turnover. This chapter is divided into two broad sections. The first section, deals with the causes of turnover. Several lists of causes of turnover are presented. The second deals with the findings of previous studies in relation to other variables of turnover. These variables are categorized into three main groups:

- 1.variables related to terminated people
- 2 .variables related to organisation characteristics where the termination took place, and
- 3.variables related to the environment where the organization is located.

3.2. Findings Of Causes of turnover

The objective in this section is to discuss the reasons for termination of employment as presented by previous literature. Several listings of all possible reasons for termination of employment are reviewed and presented. A clearer picture of possible causes is obtained by grouping reasons according to a certain criteria.

It is worth mentioning that there are differences between causes and correlates. In an early study Wild and Dawson (1972, p. 15) reported that age and marital status cannot be considered to be reasons for turnover

despite the fact that it has often been found that turnover is highest amongst younger workers and amongst single workers. Later, Price (1977) and Mobley (1982) had supported the idea of discriminating between the two aspects. However, recently, a study by Saleh (1985, p. 59) included age, sex and marital status as personal reasons for turnover. However, the research criteria which was used to differentiate between reasons and correlates of turnover was whether the variable can be controlled or not for the purpose of solving turnover phenomenon. For example, the organization can control the variable of pay. It can be used by increasing or decreasing the wages level. But the age or sex variable cannot be used in order to control current turnover. It might be used to predict turnover behaviour in the future. Thus, the reason for turnover can be used as a remedial action to control turnover problems whilst correlates cannot be used as remedial action, despite the fact that it correlates to the turnover behaviour. For example we cannot change sex, marital status or age of workers in order to solve the problem. But we can increase wages, improve inside services training, inductions or change supervision style, as a remedial action. Thus, one can conclude that factors which have influence on individual's decision to leave can be categorised into causes and correlates of turnover.

It is found that it is important to present several

ideas which have been found in the literature on the reasons for turnover. However, several groups of reasons are summarised below. though relatively similar in content.

The U.S. Labor Force Bureau ,for instance reported in 1972 the following factors which cause workers to leave their jobs.

1. Unrest and dissatisfaction among new workers caused by inadequate selection and assignment methods
2. Dissatisfaction caused by inadequate information about the job
3. Unsatisfactory working conditions
4. Lack of opportunity for advancement
5. Frequently Inadequate or poor supervision
6. Frequently inadequate or unsound wage classification structure .
7. Lack of well organised training programmes.
8. Often ineffective grievance procedures or delays in acting upon grievances .
9. The lack of implant facilities and services
10. Inadequate understanding of the job of new workers and ability to deal with it from different perspectives.

As can be seen from the ten suggested reasons, all of them can to some extent be under the control of the organisation in one way or another. Thus, these factors are reasons for turnover .

IDS Study 199 (1979 p.8) reported five causes identified by the Tavistock Institute for Industrial Relations in six food manufacturing companies :

- 1- Poor recruitment
- 2- Induction procedures
- 3- Training
- 4- Physical conditions
- 5- Money and wage structure

Wild and Dawson (1972, p.13) in their study of turnover differentiated between causes and conditions of labour turnover. and divided the causes into two groups related to voluntary and involuntary turnover as presented in (Figure 3.1).

 I. CAUSES:

 Voluntary Turnover

 Involuntary turnover

1- General dissatisfaction	1- Domestic reasons with the job
2- Dissatisfaction with any aspects of the job	2- Personal reason/illness
3- Desire to improve prospects/security, pay, etc.	3- Redundancy/death
4- The existence of a "restless" roving class of worker	4- Retirement
5- Desire to accompany other leavers	5- Remove from district

 II. Conditions:

- 1- Availability of jobs elsewhere
 - 2- Better pay/prospects/security
 - 3- Alternative sources of adequate income.
-

Figure 3.1 causes of turnover as presented by Wild & Dawson

Similarly, Rothwell(1982) in his investigation of labour turnover causes indicated the following causes for high turnover:

- 1- Economy and labour market
- 2- Size and structure of the organization
- 3- Composition of the labour force
- 4- Terms and conditions of employment
- 5- Employment practices
- 6- Job satisfaction
- 7- Season
- 8- Unionisation

What Rothwell suggests as reasons for turnover in general, may in fact be seen as a mixture of causes and conditions which might influence employees' decision to leave their work. According to the criteria developed concerning the first factor, "economy and labour market", and the third factor "composition of the labour force", factors related to the labour market are not reasons for turnover. Rather, they are conditions or correlates for turnover.

One can conclude that some researchers mixed reasons, correlates and conditions for turnover. To understand the problem and to introduce an acceptable solution, it is important to distinguish between controllable and not controllable reasons for turnover. Therefore, a distinction between these concepts is made in this study:

a. On the other hand between, the "controllable factors" which are under the management control and the "uncontrollable factor" which are beyond the management control

b. the "causes" which influence the individual decision to leave the work, and the "correlates" such as the personal variables which might affect their turnover behaviour, and patterns on the other

3.3 Findings of other variables of turnover.

3.3.1 personal variables

There is a massive literature concerning the relationship between the personal characteristics and labour turnover. Personal characteristics have been used to determine the types of workers most proven to terminate their jobs. These variables have been included as predictors of turnover by several researchers and include factors such as: age, tenure, family responsibilities. (Mobley et al., 1979). Different results and conclusions have been reached through labour turnover studies in regard to personal variables, but the two personal characteristics which consistently have strong negative relationships to labour turnover were age and tenure (Down, 1967).

Although several studies have shown that the high rate of labour turnover is concentrated among specific classes of workers, such as young employees, women, single workers and unskilled workers.

3.3.1.1 Age

Age is one of the most personal characteristics which attained a high level as a predictor variable. The common argument is that the older the worker is, the more important is job security and the less is movement

perceived as easy. This hypothesis has been cited and supported by many of the previous studies (Rothwell, 1980; Mobley et al., 1979; Muchinsky and Tuttle 1979; Porter and Steers, 1977; Price, 1977; Bluedorn, 1982; Williams, 1979; Terborg and Leey, 1984).

Moreover, it is believed that the relationship between age and turnover is based on two factors as stated by Saleh (1985):

- 1- Younger workers may have more entry-level job opportunities,

- 2- Younger workers have less family responsibilities.

The findings of most studies indicated negative relationships between age and labour turnover. Muchinsky and Tuttle (1979), for instance, reviewed many empirical and methodological studies regarding labour turnover. They found that eleven studies related age to turnover, and almost all have reported that age is negatively related to turnover.

In a study of a sample of ancillary staff in two large London hospitals, Williams et al (1979) found that age is significantly related to turnover. Older workers they reported were less likely to leave. Later on, following the same line of emphasis, Arnold and Feldman (1982) studied a sample of members of the accounting profession and indicated that turnover is significantly influenced by age. Moreover, Lee and Terborg (1984) in a study of a sample covering 65 retail stores arrived at the same

conclusion.

In the context of developing countries, Saleh (1985) hypothesized that younger employees are likely to have higher rates of turnover than older employees. He has shown that the relationship between age and turnover is significant ($r = -.14$, $p \leq .01$). Recently, Brand, Crosby and Kanfer (1988) in a study of 80 stayers and 121 leavers found that stayers were substantially older than leavers.

Regarding personal characteristics, from the previous literature findings (Williams et.al.,1979; Arnold & Feldman, 1982; Saleh, 1985) One is led to conclude that there is a negative relationship between age and turnover.

3.3.1.2 Length of service (tenure)

Tenure is the period of time a worker is on a pay-roll of the organization. Most organizations suffer from a high rate of labour turnover in the first few weeks or months of employment. New recruits may leave because they find the job more taxing or less interesting than they had imagined, or they find the new environment, including workmate and supervision, to be unstable. Moreover, new recruits may find that they have insufficient work to do and in the first few weeks they

get bored and leave their jobs. The argument usually is that the older employees have greater length of service than younger employees as (Price, 1977) suggested that age and length of service are different variables

Therefore, tenure has consistently been suggested as one of the single best predictors of turnover (Steers, 1977). An early study by Ley (1966) indicated that more than half of the number of employees terminated their service during the first month of employment; the average length of employment was 9.7 days. Several studies have related tenure or length of employment to turnover and these are reviewed by Muchinsky and Tuttle (1979). All of these studies report that tenure or length of employment are inversely related. Early tenure was a continuous variable which should be taken into account in any published labour turnover figures.

Leaving the organisation is costly to both long-term leavers and short-term leavers. The first group, usually, are the skilled workers whom the organisation wishes to retain; and the second group who leave in their first few weeks or even few months are costly because usually their productivity is less than standard because they are new and alien to the system. In examining selected variables affecting labour turnover rates of ancillary staff in two London hospitals, Williams et al (1979) found that Leaving rates were higher in the early stages of employment than other stages.

Recently, Pfeffer and O'Reilly (1987) studied a sample of nurses who work in more than 250 hospitals, and found that turnover among nurses was positively related to length of service. Although Anneress, West and Nicholson (1987) studied 2,304 male and female British managers to demonstrate the characteristics of those who move to newly created jobs, they found that those who moved had been in their present jobs for longer than an average of 91 months, compared with 66 months for other job movers. Regarding the personal characteristics, the previous literature findings show a negative relationship between tenure and turnover.

3.3.1.3 Marital Status

From the previous literature regarding this personal variable, it was found that single workers have higher labour turnover rates than married workers, Goodman et al (1973) and Arnold & Feldman (1982). Usually, the relationship between turnover and marital status depends on two related factors which are: family size and family responsibilities. This relationship between marital status and turnover seems to be moderated by whether the employee is the bread winner or not. For primary wage earners the relationship appears to be positive, while for secondary wage earners the relationship seems to be negative (Muchinsky and Tuttle, 1979). The usual argument is that those with a large family size and more

family responsibilities are less likely to move and more likely to stay, although this assumption depends on whether the employee's income derives solely from his job or has additional sources. Therefore, the marital status is related to family size as well as family responsibilities. Earlier, Howell and Stewart (1975) found family problems as one of the major reasons for quitting.

3.3.1.4 Sex

Sex has been presented by turnover studied as one of the demographic variables which relate to labour turnover (Mobley et al, 1979). Early studies indicated that the turnover is higher among female than males. But Pettman (1975, p.42) argued that this result may arise because in that era there were discriminatory employment practices such as lower pay for females, even when they were undertaking comparable work. Therefore, under certain employment conditions, relationship between sex and labour turnover may be affected by other interrelated factors such as wages, promotion, opportunities and management practices. However, several factors tend to contribute to these higher rates among females than males. First, some jobs depend more on females than on males; therefore they can change jobs but not occupation. In addition, the majority of females leave the labour market earlier. Females, compared to males, face much

more stress than males, due to natural physiological bodily changes during their practical life. However, different results have been reached in regard to the relationship between the turnover rates and marital status.

Recently, Schwartz (1989) indicated that a study by one multi-national corporation shows that the rate of turnover in management positions is two and a half times higher among top performing women than it is among men. This confirms what Rothwell's (1982) argument, namely that the higher rates of turnover among females than males are related to their skill level as well as to other demographic variables. This view was supported by Mobley (1982 p.98) when he indicated that sex probably interacts with other variables such as occupation and family responsibilities. However, female workers appear to show higher rates of turnover than male employees.

3.3.1.5 Educational level

Educational level is one of the demographic variables which have been widely investigated in many turnover studies, but in respect to personal variables, the educational level does not have a strong negative relationship to turnover (Williams et.al., 1979), although neither strong, nor consistent relationships between educational level and turnover is evident in the

literature, Mobley (1982). Also, Mobley argued that obstacles to existing strong relationships between turnover and educational level may arise from the similarity in educational levels of those subjects involved in labour turnover studies.

An early study carried out by Ley (1966) found that those who have more years of education were the immediate turnover group (who left within the first month of employment). A recent study of a sample of 2,304 male and female British managers reported those who are more likely take up newly created jobs were those who were more highly educated (West, Nicholson and Annerees, 1987).

On the other hand, a recent study by Brandt, Crosby and Kanfar (1988) indicated that educational level as a demographic variable, was not a good predictor for early turnover. In respect of this demographic variable (and according to what was stated before), One may conclude that there are different findings in the relationship between educational level and turnover.

3.3.1.6 Personality

Personality is the characteristic which an individual has, such as achievement, aggression, independence, and self confidence (Mobley, 1982). The literature on the relationship between turnover and personality suggests

that people who leave an organisation tend to be at the extreme end of such personality factors (Porter and Steers, 1973). However, Muchinsky and Tuttle (1979) suggest that personality differences have a marginal impact on turnover. In a review of the studies which attempted to use personality tests as predictors of length of tenure. Pettman (1973) found that no relationship between personality and turnover.

3.3.2 Organizational variables

A sizable literature on the relationship between organizational variables and turnover has been evaluated. Organizational variables were found to be reasons for employees' termination by most studies (Saleh, 1985). Some studies focused on turnover as an individual variable predicted by organizational characteristics such as the size and structure of an organisation (Rothwell, 1982; scarcity of resources (Katz and Khan, 1978), communication (Rothwell, 1982; Price 1977); and Krackhardt & Porter, (1986), and also work related factors such as feedback, job autonomy, responsibility, supervision characteristics and employment practices (Guest, (1955); Ross and Zander, (1957); Porter and Steer, (1973); and Mobley, (1982).

Studies took another direction in examining turnover at the organizational level. Pfeffer et al. (1984) stated

that to examine the effect of education, age, or length of service on an individual's turnover level is to miss the possibility that what may be critical is not an individual's characteristics in isolation, but rather, the relationship of his/her attributes to others in the organization. For instance, the social psychological literature indicates that similarity is an important basis for interpersonal attraction, is related to integration, and consequently, to turnover.

Although McCain et al. (1983) indicate that turnover or exit behaviour is, in part, a characteristic of the demography of a social system itself, they found that university academic departments with dominant cohorts and those with substantial gaps among cohorts were found to be characterized by increased rates of voluntary retirements, resignations and expired appointments. Moreover, Terborg and Lee (1984) extends turnover research to the organizational level of analysis.

Recently, O'Reilly and Pfeffer (1987) stated that, there has been increasing interest in examining turnover at the organisation level of analysis. In a study covering a sample of more than 250 hospitals turnover among nurses is found to be positively related to two demographic measures which assess the the degree of inequality or heterogeneity in length of service among nurses. Turnover in this study is shown to be related to

heterogeneity among cohorts, not individuals or groups.

3.3.2.1 Pay

Pay refers to the financial value which firms give to individuals in return for their work. Researchers have established that there is a strong relationship between pay level and labour turnover rates (Kerr and Smith, 1954; Kahl, 1968; Goodman et al., 1973; Price, 1977; and Mobley, 1982). Nassar(1981) points out that pay is a major issue related to voluntary turnover. Similarly, Dalton and Todor(1979) stated that the level of pay is inversely related to turnover. An organization could reduce turnover by modifying pay scales and structure.

Goodman et al. (1973) indicated that none of the studies reviewed in this regard examined the effects of the pay system. He suggested that a number of studies did examine the effect of pay levels. Rothwell (1980) reinforces the fact that payment systems should receive concern in this regard and improving pay will not necessarily mean raising the basic rate but improving the payment system, or at least giving attention to the whole earning package.

There is plenty of evidence that unfairly administered bonus schemes, tips sharing, commission schemes, over-time scope or any situation in which the earnings system is not understood, is insecure or highly fluctuating,

does lead to discontent and may prove to be "the last straw" in someone's decision to leave.

Managers may, however, use pay as a "scapegoat" if it is a matter outside of their control (Rothwell, 1982). In addition, the attitudes of people towards their work have been changed in recent years. Workers want the reward (benefit) from their work now, not sometime in the future, as previous generations did (Bekiroglue and Gonen, 1981) This attitude may encourage managers to use increasing pay as a 'scapegoat' if it is a matter outside of their control.

3.3.2.2 Employment practices

Generally, levels of labour turnover are higher for new starters than for longer service employees. Therefore employment practices such as recruitment, selection, training and induction, may have influence with turnover rates. The pre-employment 'intervention', which gives job applicants a 'taste' of working life before actual employment begins, was first introduced over 20 years ago, but only recently has the technique been implemented in a variety of ways (Muchinsky and Tuttle, 1979). Organizations should pay particular attention to its employment practices in order to reduce turnover. For instance, Rothwell (1981) argued that the treatment of employees in the first few days or weeks after selection

is often the most critical single factor in determining whether or not they stay.

Muchinsky and Tuttle (1979) indicated that the Wietz mailed half of the applicants for life insurance salesman jobs a booklet which described the job tasks and responsibilities; the other half of the applicant pool received no such booklet. The result revealed that turnover was significantly less in the sample that had received the booklet. Moreover, the literature dealing with this subject has proven quite promising in reducing turnover as witnessed by the research of Farr, O'Leary and Bartlett (1973); Wanous (1973); Goodman et al (1973); and Mobley (1982). Although when new employees begin work there is a good deal of information they need before they can properly settle down and feel part of the organisation, workers may also need some extra training in order to learn each task individually and consequently be stable in their jobs. In a study of Wild (1970), the relationship between training and turnover rates, he found that training needed to be negatively related to length of service. Lipsett (1980) contradicted this view and presented the employment practices, recruitment, induction and training as one of the main steps which can be taken to maximize the retention of desirable workers.

3.3.2.3 Supervision style

Supervision style is defined in this study as the

worker's evaluation of or reaction to their supervisor's behaviour. However, it is believed that good human relations with workers constitute an important factor which shows their willingness to stay with the organization. Mobley (1982 p.65) claims :

To the extent that the supervisor establishes a positive personal relationship with employees, and demonstrates consideration for the employee, the employee may become less likely to quit because of the personal attachment to the supervisor.

Muchinsky and Morrow (1980) stress the importance of this variable in studying turnover. They reviewed several studies investigating the relationship between supervisory characteristics and turnover, and reported that employees who have supervisors that are high on human relations ability or consideration are less likely to quit than employees who have supervisors who are low on these factors. Muchinsky and Tuttle (1979) have in a summary of the results of previous studies, indicated that the more human relations ability was evidenced by supervisors the less was the turnover among their employees. Further, Mobley et al (1979) summarized several studies findings relating satisfaction with supervision to turnover. They indicate that in four of the studies a non-significant relationship between satisfaction with supervision and turnover was found.

3.3.2.4 Job content

This part focuses on the relationship between turnover and certain job characteristics such as job autonomy, routinization, responsibility and feedback. Recently job content became one of the more active areas of industrial organizational research, (Mobley et al.1979). However, Muchinsky and Tuttle (1979) have summarized the results of some previous studies. They indicate that those who left their jobs perceived themselves as receiving less feedback and recognition than those workers who remained with the company. In addition, from the results of several studies ,they indicated that the lower amounts of autonomy and responsibility are associated with turnover.

Further, Muchinsky and Morrow (1980) concluded that the results of previous studies have shown that workers are less likely to quit their jobs if they receive feedback and recognition for their work. In addition, Price (1977) believes that there is a weak but consistent positive relationship between routinization and turnover. Porter and Steers (1973) found a negative relationship between autonomy, responsibility and turnover. Pettman (1973) stated that the consensus of opinion regarding the relationship between physical working conditions and turnover seems to be that good working conditions are conducive to low turnover levels especially for new employees.

3.3.3 Environmental-external-variables

This section aims to present and evaluate the relationship between variables which exist outside of the organizational boundaries and labour turnover. A variety of external factors have been studied in relation to labour turnover. For the purpose of this study however, the economical and unionization factors have been examined .

3.3.3.1 Economic variable

The state of the economy can be indexed in a variety of ways, including employment and unemployment levels, job vacancy rates, gross national products, balance of trade, rate of inflation and the like (Mobley, 1982).

On the economic level, generally, labour turnover increases in boom conditions with low unemployment and decreases in recession conditions with high unemployment (Adam et al., 1979). Earlier, March and Simon (1958) indicated that under nearly all conditions, the most accurate single predictor of labour turnover is the state of the economy. Such inverse relationship between turnover and the level of unemployment (availability of jobs) has been confirmed by many studies (Pettman, 1975, Williams et al., 1979, Mobley, 1982). Mobley, 1982 p.85 ,for instance reported that most of the result findings in this regard are aggregate. Therefore, from a

managerial perspective, the organization should assess the relationship between employment and unemployment in its specific labour market and the turnover among its employees. So, breaking down the relationship between turnover and employment-unemployment into specific geographic labour markets and occupational groupings should enhance the usefulness of the relationship between turnover and indices of the state of the economy. On the other hand, aggregate analysis of economic and labour market correlates of turnover, whether for the total labour market or categorized by industry, occupation, region and the like, does not address the question of which individuals will leave. Therefore, effective understanding and management of turnover requires the analysis of individual-level variables.

3.3.3.2 Unionism

Unionism refers to the relationship between unionised workers and turnover rates. Freeman (1980) reported that while several analysts have found an inverse relation between unionism and quit rate in the aggregate data, others have not. Spencer (1986) noted that previous researchers have demonstrated that unionism is clearly associated with employees stability. Spencer (1986) indicated that very little research exists on the effect of unionization on quitting rates in organizations.

Freeman and Medoff (1984) reviewing the analysis of

individual behaviour and industry aggregates, indicated that unionization is consistently and significantly associated with retention of employees if wage rates and other known predictors of employees' exit are controlled.

Earlier, Freeman, (1980) raised the question: "What is the relationship between unionism and tenure? Does trade unionism increase length of attachment between firms and employees, and if so, by what routes or mechanisms?" Becker (1978) conducted a study, examining the effects of unionization on turnover rates for 563 individuals in short-term general care hospitals located in three American States. He found that unionization service occupations, on the average, experience a turnover rate of more than 12 percentage points lower than non-union service occupation. According to his estimation, unionization can reduce turnover by up to 50 percent. Moreover, Freeman (1980), summarizes how trade unionism can be expected to influence the benefits and costs of the length of spells of employment in the following distinct ways:

1. Unionism induced increases in wages and the pay system in general. Such rewards are likely to raise the benefits to employees of staying on the job, and thus to lower worker initiated separation.

2. Unionism creates distinctive "voice" mechanisms for resolving disputes with organisation and thus can also be

expected to lower worker initiated separation. In this convection, Spencer (1986) states: "The more an organization gives employees the opportunity to 'voice' dissatisfaction over aspects of their work, the greater the likelihood that its employees will remain with the organization."

3. Unionism may affect employer-initiated separation discharges and lay-offs. Discharges are likely to be more expensive in union settings due to explicit rules protecting job rights and the possibility of protesting discharges through the grievance system.

3.4 Summary

In this chapter causes and correlates of turnover in previous studies are reviewed and evaluated. Four main findings as noted in the literature we described as summarised here: first, there is a mixture between the reasons for turnover and other factors which might influence employee's decision to leave the organisation; Second rarely one finds a study which draws up the relationship between the personal, organisational and environmental variables on the one hand and the causes of turnover on the other. Third, literature about labour turnover in the third world as it is in the West Bank is very scarce. Finally, the majority of the studies carried out on turnover focused mainly on the employees with little attention paid to the opinion of management. However, this study has gone further by dedicating a

particular part to the opinion of personnel managers as well as union leaders. These four main points constitute the major focus of this study. In the following chapter a background about West Bank is discussed as a prerequisite to the analysis.

CHAPTER FOUR

THE WEST BANK - ITS HISTORY AND ECONOMY IN
RELATION TO LABOUR TURNOVER

4.1 Introduction

The purpose of this chapter is to describe the situation in the West Bank region. Major issues concerning its history, the development of its economy in general and its industrial sector in particular are examined.

It is believed that a better understanding of the situation and the environment in which the phenomenon occurs is vital. A long time ago, the West Bank faced a political situation that led organizations and firms to be isolated. As a result, the development of its economy and industry is dominated by that political situation and by that isolation, specially considering that the West Bank industry is strongly affected, indirectly by both the Israeli and Jordanian governments. The Israeli and the Jordanian economic policies mainly reflect their political interest in the region. The Jordanian government has published a five-year plan (1986-1990) for the economic and social development of the West Bank.

Benvenisti (1987) indicated that both Jordanian and

Israeli government pursue political policies through a five year plan. The Jordanian policies are similar to the Israeli economic-political strategy in the occupied territories. Therefore, the Israelis have responded favorably to the plan and Israeli officials solicited contributions to it from Western countries.

On the economic front, the West Bank economy has depended on the Israeli economy since 1967. Bahari (1987) notes that the growth of the gross domestic product in the West Bank between 1967 and 1974 has been very rapid, corresponding to a high growth rate in Israel, while between 1977 and 1980 this growth declined, also corresponding to the lower rate of Israeli economic growth. Therefore, understanding the political as well as the economic situation in the West bank is important to understand the labour turnover phenomenon. Earlier, March and Simon (1958) stated that the state of the economy is the most accurate single predictor of labour turnover.

Besides the organizational factors, social, environmental and economical factors are also predictable, as Muchinsky and Tuttle (1979) have pointed out. Moreover, the composition of the labour force has significant effects on management in general and certainly on turnover (Mobley, 1982).

4.2 Background

The West Bank is a new political name given to the region which remained after the 1948 war between Arabs and Jews in Palestine. Palestine has been the name used for the historical land of Canaan since the Fourth Century AD, and is derived from the original name of Palestina. Palestinians are an assimilation of the Canaan tribes who came from the Arabian Peninsula in approximately 3,500 BC, and the Philistines who arrived from the Aegean Island of Crete in around 1,200 BC. In 1895 the total population of Palestine was 500,000 of whom 47,000 were Jews who owned 0.5 per cent of the land (The Palestine Post, 1889, p.6). The first Zionist Congress which was held in Basle, Switzerland, which declared that the aim of Zionism was to create a home in Palestine for the Jewish people (Europa, 1988 p 64).

In 1914, with the outbreak of World War I, Britain promised the independence of Arab lands under Ottoman rule in return for Arab support against Turkey which had entered the war on the side of Germany. In 1916, Britain and France signed the Sykes-Picot agreement which divided the Arab region into zones of influence (Europa, 1988, p. 64). Palestine was to be internationalized. In 1917, Lord Balfour, the British Foreign Secretary, sent a letter to the Zionist leader which later became known as the Balfour Declaration. He stated that Britain would do

its best to facilitate the establishment in Palestine of a national home for the Jewish people. At that time, the population of Palestine was 700,000 of which 574,000 were Muslims, 74,000 were Christians, and 56,000 were Jews. In 1920, the San Remo Conference granted Britain a mandate over Palestine and two years later Palestine was effectively a British mandate.

In 1936 the Palestinians held their Six Months General Strike to protest against the confiscation of land and Jewish immigration. In 1939, the British government published a new White Paper restricting Jewish immigration and offering independence to Palestine within ten years (Europa 1988, p.69). This was rejected by the Zionists, who then organized terrorist groups and launched bloody campaign against the British and the Palestinians. The aim was to drive them both out of Palestine and to pave the way for the establishment of the Zionist state. In 1947, the United Nations approved the partition plan under which the Palestinian Arabs were allocated 47 percent of the country. In May 1948 the British forces withdrew from Palestine and the Zionists proclaimed the state of Israel without defining its borders. Arab armies moved to defend the Palestinians. In 1948 a cease fire was finally agreed, by which time the Zionists controlled 77 percent of Palestine and over one million Palestinians were forced to leave their country. The remaining part in the east

side of Palestine, put under Jordanian control, is the now called West Bank, and the part under the Egyptian control was the Gaza strip.

In addition, in 1967 Israel launched a new war against the Arabs and seized the West Bank and Gaza Strip, besides parts of Egyptian and Syrian territories. Since that time the West Bank and Gaza Strip have been occupied by the Israeli. Once a cease-fire was in operation after the Six Day War in 1967, there were many attempts to solve the problem, which all failed.

The situation fluctuated until the 9th of December 1987 when the Palestinian *intifada* (uprising) started, further shaping and affecting the political scene. One of the most important consequences of the uprising is the Algerian declaration. The last Palestine National Council (PNC) 1988 held in Algeria announced the establishment of the Independent State of Palestine in the occupied territories, the West Bank and Gaza Strip.

4.3 General Information

The area of the West Bank covers 5,879 sq.km, (see Europa, 1988, p.509), with a population of approximately one million. The West Bank mostly has a Mediterranean climate with temperatures varying from the upper 30° and lower 20° in the summer and from freezing to 10° in the winter. However, in the summer in the Jordan Valley

especially near the Dead Sea, which is the lowest point below sea level in the world, the temperature can be 40° and over, and the winters are warm. In the mountains in the West Bank, however, snow falls during winter.

The West Bank in general is an agricultural country which grows fruit and vegetables all year round. In winter, oranges, bananas, lemons and other fruits and vegetables are grown in the Jordan Valley. In summer and autumn, apples, grapes, olives, figs, as well as other produce are harvested in the mountain areas.

Beside all these, the West Bank as a part of Palestine is regarded as part of the Holy Land for three religions: Judaism, Christianity and Islam. The West Bank, including Jerusalem has also been known as a place of sacredness to earlier civilisations.

4.4 West Bank administration

The West Bank has been ruled since 1967 by an Israeli military governor. Within the occupational framework, the government in the West Bank operates on two levels. The civil administration includes such departments as health, education, social welfare, transportation, interior and agriculture, which are headed by Israeli officers attached to the military headquarters. While these officers and their departments are supposedly part

of the civilian administration, they are still subject to the rules, regulations and policies of the military occupation (Nakhleh, 1979-10).

On the local level, there are twenty five municipal governments (municipalities and city councils). These are the highest indigenous political institutions. The West Bank cities, towns, villages and refugee camps are governed by various types of local government, including mayors, town councils, rural councils and camp managers. During the Israeli occupation in 1967, the military government permitted municipal elections to be held twice. The first election was held in 1972 and the second was held in 1976. Since 1976 and up to the present time, the military government has banned the municipal elections. In the 1976 elections the Pro-PLO council came into office.

After the 1948 Arab-Israeli conflict, and because of the Palestinian refugee problem, several charitable societies, clubs and organisations were found for the Palestinians in the West Bank. These social service institutions have provided the populace with a significant number of essential services, particularly health, education and welfare. In addition to the indigenous societies, services have also been provided by two other sources, the United Nations Relief and Works Agency (UNRWA) and a number of non-indigenous societies, mostly from the United States and other Western

countries.

The indigenous societies in the West Bank formed a federation. Ninety nine charitable societies under the umbrella of the federation reach many people who are not served by government agencies and UNRWA. Labour unions in the West Bank are among the groups who make a tremendous effort in social services. As Table 4.1, shows 9 labour unions, located in a variety of areas, are involved in providing services.

Table 4.1 Unions which have participated in providing services by location.

Union	town
Commercial Vehicles Drivers	Nablus
Construction and Public Employees	Ramallah
Construction and Public Employees Engineers	Tulkarm Beit Hanina
Federation of Vocational Unions	Jerusalem
Gas Bottle Distributors	Ramallah
Workers and Employees of the Electricity Co.	Jerusalem
Workers Union	Bethlehem
Workers Union	Ramallah

Source: Nakhleh, E.A. The West Bank and Gaza Strip:
Towards The Making Of Palestine p.34.

In the absence of the national government, municipalities as well as Unions are acting to fill this gap. Since 1967, these organisations in the West Bank perceive themselves as the national government body.

Therefore, municipalities and unions as well are dealing with political, social, welfare, and educational activities. Many complaints have been recorded from many workers and personnel managers who have been interviewed in the process of this research. The unions are very concerned with emphasizing the political affairs rather than the workers' situation or workers' affairs. As a result, it is important to understand the environment where the organisation is located, in order to assess the research problem.

4.5 West Bank industry

It is the intention of this section to review briefly the past industrial development and the state of existing industry in the West Bank. The history of West Bank industry, to simplify the issue, can be categorised into three eras. Under the British mandate, under the Jordanian rule and under the Israeli occupation.

4.5.1 West Bank industry sector during the British Mandate up to 1947

The history of West Bank industry dates back to the British Mandate in Palestine. In the 1930s and 40s the first major signs of heavy industrialization were when the British built petrochemical refineries and heavy industry plants in the Haifa region (Frisch, 1983).

Because of the British Mandate and the Jewish immigrants a new industry was built. Table 4.2, shows the number of establishments in Palestine reached 1211 in 1939. Of these 27.8 per cent were Arab businesses while the rest Jewish businesses. This number had increased to 3474 by 1942. The Arab industry, as can be seen in Table 4.2, emphasized textile and clothing, as well as metal production.

This industrial base had seen a change because of the 1947 war between the Jews and Arabs in Palestine. The Arabian industrial sector was captured by the Israelis in 1948. In addition, the major industry was in the part which had been captured by Israel. Simple workshops or industries were in the other part which is now called the West Bank. The majority of the industrial firms (Table 4.2) were transferred to Israel due to the Palestinian immigration out of Palestine.

Table 4.2 Frequencies of Establishments in Palestine in 1939/1942

Sector	No. Establishments in 1939			No. Establishments in 1942		
	Total	Arab	Jewish	Total	Arab	Jewish
Food	238	76	162	565	276	289
Liquor	34	14	20	54	16	38
Tobacco	11	5	6	11	5	6
Vegetable & Animal oil & fat	24	12	12	51	33	18
Chemicals	100	27	73	22	30	172
Wood	145	41	104	422	286	136
Paper	30	2	28	81	6	75
Leather	23	11	12	103	45	58
Textile	116	65	61	404	234	70
Clothing	143	21	122	692	345	347
Non Metallic Ind.	62	16	46	121	59	62
Metallic Ind.	242	45	197	609	221	388
Rubber	5	-	5	127	-	17
Covering Books	3	-	3	16	-	16
Juries	4	-	4	36	-	36
Others	31	4	27	90	11	79
Totals	1211	339	782	3474	1558	1907

Source: Alamri, A. Industrial and Agricultural Development in Palestine

(1900-19) p. 112.

4.4.2 The West Bank industry sector during the Jordanian rule to 1967

The second period of the West Bank's industry history is the era between 1949 and 1979, that is during the coalition between the West Bank and the East Bank of Jordan. As a result of the 1948 war between the Jews and the Arabs in Palestine, around one million Palestinians left their homes and businesses. Some went to the West Bank and others to the East Bank (Jordan). Palestinian refugees were more experienced in industry than those already in the West Bank and the East Bank. Consequently, both West and East Bank have witnessed a growth in their industries.

As a matter of fact, the West Bank in 1949 was the industrial sector of the Hashimite Kingdom of Jordan (West and East Banks, Bahari, (1987)). Moreover, the concentration was on the industrial side in the East Bank more than in the West Bank. Bahari (1987) stated that little was done to promote industrial development in the West Bank. Abu-Kishic (1981) indicated that most of the industries have been built in the East Bank rather than in the West Bank after 1949. Moreover, the average size of enterprises was also smaller in the West Bank than in the East Bank. However, by 1967 the value added to the industrial sector in the East Bank was almost triple that

of the West Bank (Bahari, 1987). This happened within two decades. The equation had changed; the East Bank became the industrial sector of the Hashimite Kingdom of Jordan. Widyan (1982) explained that change was due to defence or military reasons.

The West Bank industry in 1967 was described as small businesses and workshops, excepting several large companies which were built because the West Bank is an agricultural sector, and these are heavily dependent on the West Bank crops, such as olive oil and tomatoes. Table 4.2 displays the frequencies of the manufacturing industries in 1967. As can be seen from the frequencies in Table 4.3, it is clear that this industry is a simple one.

Table 4.3 Frequencies of Establishments in the West Bank in 1967.

Category	Frequency	Per Cent
Metal Products	110	2.7
Food Products	1050	26.0
Beverage	5	0.1
Tobacco	2	0.05
Textiles	53	1.3
Clothing	421	10.4
Footwear	463	11.4
Wool Products	39	0.9
Furniture	746	18.5
Paper and Paper Products	7	9.1
Printing	38	0.9
Leather products	35	0.8
Chemical Products	32	0.7
Metallic Products	945	22.2
Non-electrical devices	1	0.02
Rubber products	24	0.5
Electrical equipment	93	2.3
Transportation Equipment	202	5.0
Others	171	4.2
Total	4029	100.00

Source: Alamri, A. Industrial and Agricultural Development in Palestine

(1900-19). P.9

4.4.3 Industrialisation in the West Bank during the Israeli Occupation since 1967

The 1967 War was a shock to the economy of the West Bank in general and to the manufacturing sector in particular. Many industrial establishments were paralysed in their general economic and political functioning. Imported raw materials were not available in sufficient quantities and productive activity was reduced. One third of industrial workers were made unemployed. In 1969, West Bank industries had recovered from the shock and the number employed compared to Jordan's projected figures for 1968, Abed (1988 , p.669-171). However, industrialisation has been central in the planning and assessment of development in the developing countries despite the shift of emphasis during the second half of the 1960s towards the promotion of agriculture. In the West Bank, however, neither the agricultural nor industrial sectors are progressing significantly either in terms of numbers of employed or their contribution to the GDP. The contribution of the industrial sector to the Gross Domestic Product (GDP) of the West Bank has fluctuated from one year to another ranging at 6.9 percent in 1983. These percentages indicate the stagnate development of the industrial sector during the occupation. The industries' contribution to the GDP did not increase

between 1979 and 1983, continuing at the 1969 level of below 7.0 percent in terms of numbers employed. The Palestinian labour force declined between 1978 and 1983 not only in the West Bank but also those are working in Israel (Abed, 1988) pp. 172-175). Generally speaking, development in the West Bank is restricted to Israeli policies. Therefore, there can be no implementation of comprehensive development plans in which the growth of the industrial sector would be used to stimulate other sectors and promote stable development. The most common problems, reported in previous research were that companies all suffered from a shortage of credit and finance involving both fixed and working capital. This was largely due to the absence of local banking facilities. One Arab bank, the Cairo-Amman Bank, re-opened in 1987, was very restricted in its activities, due to the Israeli military restriction imposed on it, especially in foreign currency dealing. As a matter of fact all Arab banks were closed since the 1967 War. Branches of Israeli banks in the West Bank were of rather limited assistance in providing credit. Moreover, Israeli bank branches in the occupied territories have been closed recently. Frisch (1983 p.11) marked that the weakness of the industrial sector where compared to its counterparts in Israel, Jordan and Lebanon, lies in the absence of a service sector in fields such as banking, information, computers and educational institutions.

One of the obstacles noted by many researchers is there is real discrimination against exporting to Israel. As Sammara (1987 p. 115) mentioned, no duty is paid by Israelis who market or buy goods on the West Bank. As the West Bank is integrated into the Israeli economy, Israelis can freely market their goods and services in the West Bank. But the converse is not true, as the occupation authorities impose heavy restrictions on the movement of goods in the opposite direction. This form of integration is one that benefits Israel only. There had been restrictions by Jordanian authorities on marketing Palestinian outputs to the Jordanian market. Nevertheless, amongst many of the personnel managers interviewed mentioned that certain materials should be of Jordanian origin, or least imported via Jordan, in order to be allowed to market his companies' product in the Jordanian market. On the other hand permission from the Israeli authorities to import the material needed is difficult to obtain. Moreover, such action caused problems of double customs or taxation as well as difficulties and delay due to security inspection on the border between the West Bank and Jordan.

A U. S. Aid study on the industrial and economic situation in the West Bank concludes that "political uncertainty, limited domestic markets for industrial

products due to low purchasing power, lack of expertise, entrepreneurship and willingness to invest capital; out of date technology, low levels of education and vocational training; the absence of complementary services and developed infrastructure, including electricity, and inadequate material resources result in an increase of the import of raw material (Frisch 1987, p.101)

To conclude, the West Bank is rich in its human resources. Population aged 14 and above in the labour force ranges from 89.2 percent to 98.7 percent during the years 1968 and 1975. And it became 97.5 percent - 1987, (Table 4.6). Employed persons in industry were about 30,000 persons in 1987 out of 177,400 persons or about 17.7 percent. Most of them are employed in the occupied territories as seen in (Table 4.7). The number of industrial establishments in the West Bank exceeds 2,364 establishments. The majority of them are small enterprises. The table 4.4 summarizes these establishment according to the number of employees. The sample used in the study considered industries according to different sectors. It was found that establishments in the textile and clothing industries are more numerous than other kinds of industry. The table 4.5 summarizes the types of industry used in the study according to number of establishment in each type

4.5 Summary

This chapter introduces the reader to the West Bank situation as a region under occupation, affected by the policies of the occupying power. History of the West Bank and its economy before and during occupation were presented. The obstacles imposed on the West Bank economy to retard its development under the occupation were mentioned. Concentration was on the industrial sector which is characterised by small scale industry. The contribution of the industrial sector both to the GDP and labour force was examined. Type of industries and number of establishments used in this study were presented. The following chapter presents the methodological procedures utilised in fulfilling the prescribed objectives of this study.

Table 4.4 Manufacturing industry in the West Bank by
Number of Employees 1986

Number of employees	Number of industries
1	622
2-3	927
4-7	595
8-10	79
11-19	80
20+	61
Total	2364

Table 4.5 Manufacturing industries with 20 employees
and over.

Sector	Number	Percent
Food beverages and Tobacco	9	14.8
Textiles and clothing	25	41.0
Rubber, plastics and chemical products	13	21.3
Non-metallic minerals	2	3.3
Basic metal and metal products	8	13.1
other industrial products	4	6.5
Total	61	100.0

Table 4.6 Population aged 14 and over by labour force characteristics 1968-87

Year	Popula- tion Aged 14 +	Not in Labour Force	Labour Force			% Labour Force of Popula- tion Aged 14+	% Employed Persons of Labour Force
			Unem- ployed	Employed Persons	Total		
			Thousands				
1968	308.6	215.6	10.1	82.9	93.6	30.1	89.2
1970	322.9	204.5	3.8	114.6	118.4	36.7	96.7
1975	366.9	223.0	1.6	132.8	133.9	36.5	98.8
1980	401.0	263.8	2.4	134.8	137.2	34.2	93.3
1983	420.7	270.5	3.0	147.2	150.2	35.7	98.0
1984	436.3	276.3	5.9	154.1	160.0	36.7	96.3
1985	443.8	284.6	8.0	151.2	159.2	35.9	95.0
1986	459.6	286.0	6.6	167.0	173.6	37.8	96.2
1987*	455.8	273.6	4.6	177.6	182.2	40.0	97.5

* Data refer to persons aged 15 and over

Source: Control Bureau of Statistics 1988 ,
Statistical Abstract of Israel, No.39

Table 4.7 Employed persons, by selected economic branches and area and locality of work 1987 (Thousands)

Area of Work \ Economic Branch	Agriculture		Industry		Construction		Other	
	N	%	N	%	N	%	N	%
In Locality of Resedance	28.2	67.2	13.3	45.7	9.0	19.7	36.6	59.3
In other locality	1.6	3.7	5.7	13.4	5.0	7.5	15.1	18.5
In Israel	6.2	29.1	11.1	40.9	30.4	72.8	15.2	22.2
Total	36.0	100.0	30.1	100.0	44.4	100.0	66.9	100.0

Source: Control Bureau of Statistics 1988 Statistical Abstract of Israel

CHAPTER FIVE

THE METHODOLOGY

5.1 Introduction

This study addresses the problem of turnover among blue-collar workers in the West Bank manufacturing companies. This chapter aims to present the methodological procedures used to determine turnover causes, characterise the turnover problem, demonstrate its nature and patterns, describe its effect at both individual and organizational levels, and to investigate the perceptions of terminated employees, personnel managers and union leaders regarding turnover causes.

The chapter consists of five sections. The first section outlines the objectives of the study. The second section evaluates several research designs in order to select the most appropriate one for the purposes of this specific research project. The third section evaluates several aspects and methods for data collection. The sample is presented in section four. Finally, the fifth section discusses the questionnaires used for data gathering.

5.2.Objectives of the study

The main objective of this study is to develop an understanding of the nature of the causes of voluntary labour turnover in manufacturing companies in the West Bank. Within this context, the study tries to explore several aspects:

The first being the characteristics of employees who leave their jobs. Personal characteristics are of main concern. It is important to characterise those workers who left their jobs in order to understand which groups of current workers or candidates for work are more likely to leave early and those who are more likely to stay longer.

The second, reasons for turnover in the West Bank companies as cited by ex-workers are of paramount concern. In this regard the study seeks to:-

1. determine what reasons for turnover are given by workers who actually left their jobs.
2. explore the differences between those ex-workers in relation to the most frequently cited reasons for turnover.

The third aspect to be investigated is a major variable of turnover behaviour (i.e Employee tenure). This aspect aims to analyse the differences between short-term and long-term leavers in relation to each possible reason

cited by ex-workers. Despite the fact that tenure has received considerable attention in previous researchs, the majority of these studies did not refer to this in terms of causality, where is aiming so to do.

The study will explore the characteristics of short-term and long-term leavers in order to isolate the characteristics of those workers who are more likely to stay longer and those more likely to leave within a short period.

The majority of previous studies conclude that workers who had worked for a company for a short period of time were more likely to leave than those with a longer service record. This study will investigate such groups in relation to causes. Such investigation will enable researchers to analyse which reasons influence each group of workers more than others, and to what extent each is in fact a cause.

The fourth aspect of this study is of a comparative nature. The ways in which reasons for turnover are perceived by ex-workers, personnel managers and union leaders are examined. It is common to find studies which analyse turnover either from a management perspective or from the attitude of the work force. It is rare to find studies which use a comparative approach in relation to the three parties' perspectives. Such an approach permits the identification of the differences and

similarities between the three perspectives.

The fifth aspect is derived from another deficiency in the literature on turnover. Studies dealing with turnover in developing countries are virtually non-existent. Systematic studies on turnover in these countries are vital.

Regarding design, much of the research on turnover has involved the collection of data on the turnover behaviour from workers remaining in their jobs. Hence, the main objective of this study is to explore the actual reasons for turnover given by job leavers. Another deficiency in the literature concerned with turnover behaviour is the very limited number of studies available dealing with the relationship between the possible causes of turnover and other variables which might influence labour turnover behaviour. This study tries to analyse the personal, organizational and environmental variables in relation to the causes rather than turnover rate, as most previous studies have done. Age and tenure, for example were found to be the most predictable variables in relation to the leaving of jobs, but the relationship between these two variables and reasons for turnover as: poor wages, lack of autonomy at work or poor supervision still remains in question.

5.3 Research Design

Research design is the management of conditions for the collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in procedures (Seltize et al., 1971 p.50). The purpose of research is to discover answers to questions through the application of scientific procedures. These procedures should be developed by researchers in order to increase the likelihood that the information gathered will be reliable and unbiased. Festenger and Katz (1953 p 5) stated that social scientists face certain human problems which natural scientists are spared. The first problem begins with getting access to persons as a source of data. The second problem is that subjects as well as investigators have personal values which are apt to become involved in the research process. Therefore research in the social sciences differs from its counterpart in the natural sciences. It does not seek answers to questions such as "Why does an apple fall to the ground instead of floating off into the space?" In social sciences research there are no apples, there is no gravity, but there are attitudes, behaviours, motivations and the like. On the other hand, the scientific method of investigation is used by all scientists, as was clearly stated by Balsley (1979).

The scientific method of investigation and analysis is used by all scientists. The subject matter being studied does not determine whether the process is called scientific. It makes no difference whether the investigation is in the fields traditionally held to be sciences, such as chemistry and physics, or is in the various areas of human relations, including business and the other social sciences. The activity of an investigator is scientific if he correctly uses the scientific method. (p.20)

In addition, Nachmias (1981) stressed that human beings are just as much a part of nature as other natural objects, conditions and phenomena. We can therefore be understood and explained by the same methods by which we study nature. The third problem of which social scientists of nearly every kind are becoming increasingly aware has to do with the decisions they may make when they employ a given process of measurement.

Reviewing the methodologies that research design is restricted in terms of three broad conceptual types: experiments, case studies and surveys. These three research designs have their strengths and weaknesses. There is no ideal one which is applicable in equal measure to all researchs. Thus, researchers select the appropriate design for the research problem. The appropriate design depends mainly on the problem in question to be considered, the aim of the research and the ease with which this can be achieved.

5.3.1 Experimental Design

The experimental method has been described by Chapin (1947, p. 1) as "observation under controlled conditions" In experimental studies, the experimenter manipulates what he/she regards as factors or causes and evaluates the sequential or resulting conditions, holding other known or suspected factors under control. It is a design in which the researcher creates a situation with the exact conditions he/she wants to have and in which he/she controls some variables and manipulates others (Weick, 1965, p. 198).

Thus the experimental research design is characterised by a significant amount of control over the independent variable, as this type of research design uses a control group. In the true experiment the researcher has full control over the variables and manipulates them to satisfy the conditions of causality. The essence of the experimental method is the use of controls. There remains, however, the same difficulties in controlling variables in any experimental study programmes of the social sciences as in the pure sciences. Another characteristic of experimental research design is that it can rarely be performed on a large group of people.

5.3.2 Case Study

Case study is defined as a systematic investigation of specific instance. The case study involves an in depth analysis of one or more individuals, groups, or organisations. Such analysis may be conducted by participants or non participant observation, interviews and analysis of documents and records (Bobbitt & others (1978). The major value of the case study is generating insights and prospections Evan (1971·).

Case studies seek to understand the relationships that have been significant in a single situation or case. Thus, a study may seek to discover how and why "x" company and "y" union get along so well. A case study may alternatively look at the experience of the "z" firm which offers, say, paid sick leave. The case study research method is sharply focused and intensive. Case study is designed to identify and record all relevant facts in a comparatively small and sharply defined situation. No general rules can be demonstrated by a single case. The findings must be regarded as evidence only with respect to the fact observed. However, case studies can suggest possible generalizations, which can be checked by broader and more inclusive studies. This design differs from others in terms of scientific objectives Babbie (1973) stated :

Most research aims directly at generalised understanding the case study is directed initially at the comprehensive understanding of a single , idiosyncratic case. Where as most research attempts to limit the number of variables considered, the case study seeks to maximize them. (p.37)

5.3.3 Survey

A survey is a planned collection and classification of data answering questions of fact. The data which has been collected by means of a survey, is generally subjected to more or less intensive analysis, in statistical or in other studies.

Surveys are widely used in labour management; most employers associations and unions conduct regular surveys, gathering current information on wages paid, working hours, contract provisions, issues in negotiation, turnover rates, causes and costs. Surveys, as compared with experiments and case studies are often characterised by a high degree of representativeness but a low degree of control over extraneous factors.

The survey method, in general, is characterised by these several features

1. the data obtained is about individuals
2. the individuals and the variables used to characterise them are picked for the specific purpose of the research project.

3. the values individuals place on these variables are obtained by means of one or more of the verbal methods of data collection
 - a. in oral form, i.e. via interview
 - b. in written form, i.e. via questionnaire.
4. to obtain these values, a knowledge of the individual concerned and his good will or co-operation are required, (Galthung, 1967, pp. 129-159). Despite these features and weaknesses, Rokkan and Verba (1969, pp 56-58) believe that survey research is perhaps the most important tool of empirical research to have been developed in recent decades. It is apparently also characteristic of survey research that it generates a large amount of standardized information, so that quantitative analysis and hypothesis testing are made possible by this method.

The present research basically follow the tradition of survey method for the following reasons:

1. Literature uses this method widely in many similar subjects (Garrot 1979, Nassar 1981, Salih 1985).
2. The objectives and purposes of this research are to build a comprehensive understanding of the causes of turnover in West Bank firms and this requires the acquisition of a broad body of knowledge and of data. This method fits this need.
3. The survey method is characterized by a high degree of representativeness as compared with the

experiment and the case study method, so that answers to specific questions are possible.

5.4 Research methods

One reason for the lack of any complete understanding of voluntary turnover relates to the difficulties inherent in social sciences research methodology Saleh, (1985). Consequently, and as can be seen in the literature on the subjects, a variety of research designs were recognized for the study of this phenomenon. Studies seeking correlates of turnover have employed concurrent, predictive and '*ex post facto*' research design (Muchinsky and Tuttle, (1979). However, voluntary turnover is a process which takes place over a period of time and occurs at unpredictable moments. Moreover, the individual's decision to leave or to stay is part of a continuum of events which make up the process or the behaviour of turnover.

Turning to the West Bank, little information about the problem of labour turnover is available. Therefore an exploratory design, which is described by Seltize et al. (1971) as a flexible method, is more reliable for this research. It has been indicated that exploratory research design is more likely to be conducted in developing regions. Simplifying the issues in this phenomenon, involved, three main aspects can be studied

1. Studying and investigating the particular reasons behind turnover given by employees who actually terminated their employment (Wickert, 1951).

2. Studying and investigating the particular reasons behind turnover by assessing the attitudes of current employees, or investigating the attitudes of current employees at a point of time, and then to be compared latter with the attitudes of those who left in, for instance, one year. (Arnold and Feldman, 1982).

3. Studying and investigating the particular reasons behind employee's turnover through published data and archives (Lee and Terborg, 1984; Wanous, et al., 1979, and Wickert, 1951) or through others such as Personnel Managers (Nassar, 1981; Saleh, 1985); and key persons in trade unions (Becker, 1979; Freeman, 1980; and Spencer, 1986).

5.4.1 Studying terminated workers

The first aspect is actually to study terminated workers. This area of study can be implemented by questioning workers either at their time of leaving the organisation (i.e Exit-Interview), or after their departure from the place of work.(i.e *ex post facto*) Personal interviews and questionnaires can be used in this case for data collection.

5.4.1.1 Exit-interview

Exit-interview refers to the study of the individual attitudes of voluntary turnover at the time of leaving the organisation. It is conducted by asking workers at the time of stepping out of the company about the actual reasons which have led to their termination. This method implies face to face communication which may decrease any optimal ambiguity in the questions. As a technique, Exit-interview provides the organisation with useful information particularly on the real causes of termination, explaining and clarifying complaints against employees who were unwillingly terminated, and promoting good relations with those who terminated voluntarily or involuntarily (U.S. Department of Labor, 1972). In using such a technique, the researcher recognises that many of the previous studies relied on what the resigning employees stated at the time of termination, and their answers may have been a source of bias (McNaughton, 1956). He also found in a study of turnover in manufacturing facilities that 52 per cent of the workers interviewed admitted to giving other than the true reason for leaving employment. Upon leaving, most workers simply gave a political excuse.

One of the limitations of this method in this present study is its inapplicability to small companies where few workers are terminated. This method can be conducted by

the organisation itself, but it is difficult for an outside researcher to find a continual sample of leavers. The exit-interview is more reliably carried out by the personnel department in the organization. In such cases the method may be less likely to give accurate reasons for termination, particularly when the interviewer is representing the organization. In such cases their responses will be more rational in order to keep the door open for future references or even retaining.

5.4.1.2 *Ex Post Facto*

The second possibility is to study this phenomenon after the period of termination. This approach has been labelled in turnover literature as '*ex post facto*' (Muchinsky and Tuttle, 1979). It provides researchers with more reliable responses after the workers have left the organisation (Gaudet, 1958). This approach ensures that only those who have already left their jobs are asked to participate. Therefore, specific reasons for their termination will be obtained while in the other approaches such as the assessment of currently working employees attitudes, for example, participants give only their opinions and not the actual reasons for turnover, which they did not encounter for turnover. Moreover, asking employees after leaving the organization will ensure a decrease in the influence of the former employer. Considering a small region such as the West

Bank with limited resources and small businesses, it is understandable that people like to save face and to keep the door open with their former employer.

Personal interviews and questionnaires are the research tools which can be used in collecting data. It has been reported that 9 out of every 10 articles published in two major journals use either the questionnaire or some types of interviews as the main device in collecting data.

The personal interview should be conducted with each terminated worker who will be selected to participate in the study. Such a method is useful in order to get direct information. Consequently, ambiguity would be eliminated due to the personal interview factor. On the other hand, conducting a personal interview with terminated employees at some later date would not be easy for several reasons. The method would require travelling and current addresses would have to be obtained. Also, Connell and Kahn (1953, p.330) presented one of the limitations of the personal interview. It is the involvement of individual in the data he/she is reporting and the consequent likelihood of bias. In their words:

"Even if we assume the individual to be in possession of certain facts, he may withhold or distort them because to communicate them is threatening or in some manner destructive to his ego."

In addition, Seltize et al. (1959, p. 240) have reviewed studies which compare the use of questionnaire and personal interview tools in data collection, and concluded that a study by Edward, 1957 showed that the results obtained from the secret questionnaire were much closer to reality than the results of the direct interview.

The questionnaire as the second research tool is used in the present study. The researcher gave a copy of the questionnaire to be filled by the voluntarily terminating blue-collar workers. The questionnaire was given by hand due to the inefficient mailing system in the West Bank and to ensure and increase co-operation. Phillips (1966, p. 121) indicated that questionnaires, especially if they are mailed, usually have a small percentage of returns. Considering a small region such as the West Bank, the researcher found it more helpful to distribute the questionnaires by hand, although in many other cases a mailing system would be easier, especially in large countries.

The questionnaire was read to the participants for clarification of any ambiguities in the questions. The respondent was asked to fill in the questionnaire which was to be collected a week later.

5.4.2 Attitudes survey of current employees

The second aspect is studying and investigating the individual opinion before leaving the organisation. Several studies cited literature on turnover used this approach (Muchinsky and Tuttle, 1979). Its main advantage of this approach is that it allows comparison with prior opinion scores between leavers and stayers. However, this approach is not applicable to this study for two main reasons:

1. A prediction period is required in order to use this design. Thus the prediction period needed to be defined effectively. It should be reasonable in terms of length. The longer the prediction period the more likely the prediction variables are to change from their state at the time of measurement. Therefore, in small firms, where there are usually small numbers of leavers, the prediction period needs to be increased in order to get enough responses, and this means that few changes probably occur in such a long prediction period (Price and Miller, 1981). This approach is not applicable precisely to the present study because of the unstable situation in the West Bank. Thus, it was difficult to obtain reliable data since turnover might have been affected by this situation which started with the Palestinian "*intifada*" (uprising). Reasons and rates for

turnover might be due to the new political situations. Thus, ex-workers from the previous year were also studied.

2. One of the main objectives of this study is to determine the actual causes of labour turnover in the West Bank firms. This approach, however, reflects only employees' opinions on turnover rather than giving the actual causes that may lead to it. Seltize et al (1951, p. 53) indicated that exploratory studies should cover those who had practical experience with the problem to be studied.

5.4.3 Studying turnover through others

The third aspect of studying this phenomenon is by examining published data, personnel files, and other related material, and by questioning those in charge of such information. This approach differs from the two mentioned above in that it does not deal with leavers or stayers. It depends on records, statistics, and studies related to turnover, as well as personnel managers and key people in unions.

5.4.3.1 Personnel records

Archives and personnel files provide unique access to historical social situations and to some current social situations. Documents, records and indices may bring

together data for scientific analysis from remote times and places (Festinger and Katz, 1953, pp. 300-322). Several previous studies have used such data in examining turnover at either the individual or organizational level. Lee and Terborg (1984), for instance, examined several hypotheses using the archival data which was collected from personnel files in 65 retail stores. Such information was related to average age, length of service, level of education and the average level of ability of the organization's workforce. In addition, another data-related study of labour markets was made using unemployment figures taken from the Bureau of Labour Statistics for 1977 and 1978.

However, this method should be used carefully. Sometimes the researcher obtains information that is subjective or biased, as in the terminated employees' letters of resignation, some of which do not state the actual reason for termination. Workers usually write personal and rational reasons (Acas, 1982). In this study the researcher will not make use of such material in order to determine turnover causes. This method is more likely to be used for the purpose of obtaining figures, addresses, age, length of service, age of firm, number of workers, and the like. In addition, researchers may also depend on published statistical figures or published literature. Seltiz et al. (1971) stated that for whatever purpose an exploratory study is

undertaken it is possible to suggest a review of the relevant social science and the pertinent literature as a certain method in this regard.

5.4.3.2 Other parties: personnel managers & union leaders

Turnover behavior can be studied through persons other than the ex-workers themselves. Several studies indicated personnel managers and union management as sources of data in this regard. This method is used in the present study in order to obtain the personnel manager's views on why workers terminated their jobs in the West Bank manufacturing companies. In addition, key persons in labour unions were approached to assess their views on turnover in the West Bank firms. Moreover it is suggested that this type of research method is important to get data on turnover from other sources. For example, several researchers have presented the relationship between unionism and turnover rates. Freeman and Medoff (1984, p.95) stated that unions greatly reduce the exit rate of workers who are paid the same.

Based on material cited in many studies (Garrott 1979 Wanous et al., 1979, Nassar, 1981, Ferry, 1982, and Salih, 1985) it has been demonstrated that this approach has been used to study voluntary turnover from the personnel manager's point of view. This approach is used in this study for the following reasons:

1. It will help to enrich the data by using more than one method. Therefore comparisons between several opinion of the same phenomenon will be drawn.

2. Due to the scarcity of published data on business in the West Bank the researcher found it important to meet with personnel managers. Hence, they constitute a good source of information on this subject.

3. Personnel managers usually, as a part of their job, need to evaluate the reasons that make workers leave their jobs and to take action in controlling this problem. Consequently, personnel managers will be one of the main references for obtaining data in this regard.

4. Several questions on wages, allowances, induction training, fringe benefits, and recruitment, were asked to assess the relationship between management practices and turnover. Therefore personnel managers are most likely to answer these questions as part of their duties.

Asking those workers who left questions seems to be the most appropriate method for research. Most of the previous work on turnover causes has used all of the three approaches in one way or another. Unfortunately, many of these studies suffer from serious methodological problems to which they gave little or no consideration. Some of these studies build models regarding labour

turnover causes either from causes mentioned in personnel files or from attitudes of employees who did not leave their jobs. In fact, most of these studies relied mainly on studying attitudes of workers who did not leave yet, or causes cited in the resignation letters. As a result, many studies found that reasons given after leaving the organisation differed from those factors cited in resignation letters or at the time of leaving. Garrott, (1979) found that there are differences in the responses of terminated employees regarding reasons for turnover at the time of resignation and their responses later on. These methods are good for comparison and as an auxiliary to the main method in this regard, which is to ascertain the reasons for terminating from those who actually left.

Another serious methodological problem which some researchers ignore is the merging of causes and correlates for turnover, although correlates differ considerably from causes, particularly in their influence on turnover behaviour and their possible control. Thus, this research attempts to consider the causes and correlates as two separate.

5.5 The Sample

After determining the population of the study (i.e the terminated employees in the industrial firms), the sample has to be determined. The study of labour turnover in manufacturing companies should ideally include a sample

of employees drawn from the six branches of manufacturing industries. Manufacturing companies are considered to be key industries in terms of the stimulation and the development of the economy of the West Bank.

Two main steps for the sampling procedure were followed for the purpose of this study.

1. Determination of the companies
2. Determination of the employees.

Companies were taken from the industrial sector. The sample consisted of 32 companies which employed 20 employees or more. These companies were taken out of 61 companies distributed in terms of size among six main branches of the sector constituting the manufacturing industry. The sample frame was the classification of companies according to the annual Israeli Statistical Abstract (1986).

There were 61 companies employing 20 employees or more. These companies were distributed amongst six major industries. Table 5.1 shows the number of companies in each major industry and the number of companies in which ex-workers were questioned. The table shows that around 50 per cent of each type of company was randomly chosen to present the scope of each type of industrial activity.

Within every company the researcher sought to question each worker who left his/her job during the year 1986

individually, and to interview the Personnel Manager in each of these companies. Personnel Managers is the person responsible for administrative affairs in the company or his substitute. Ex-workers are full-time blue collar workers who voluntarily left their job in the period from 1/1/86 to 31/12/86.

Table 5.2 shows the sample procedures and the response rate. 483 ex-workers were used in the sample, only 86,7 percent of them were contacted due to the inability to reach the rest because their addresses were not known. However, 17 of those whose addresses were known refused to co-operate with the researcher when he visited them either in their residential places or at their place of work. They refused to answer the questionnaire. It was interesting that some of them asked if they would get payed by filling in the questionnaire. Others said that they had filled in questionnaires several times before but had seen no improvement in their situation. Response rate was 70.6 percent, while the valid response rate was 63.4 percent. This high response rate was due to the method used in the data collection which is the personal contact with the sampled workers.

Table 5.1 Number of ex-workers used in the questionnaire and the response rate.

	Number	Percentage
Number of the sample (ex-workers)	483	100.0
Number of ex-workers unable to be Contacted	64	13.3
Number of ex-workers contacted	419	86.7
Number of responses	341	70.6
Valid responses	306	63.4

Table 5.2. Distribution of the companies According to the industrial sectors.

Industrial sectors	<u>population</u>		<u>s a m p l e</u>	
	F	%	F	%
Textiles and clothing	25	41.0	13	40.6
Rubber and Chemicals	14	23.0	7	21.9
Food, Beverages and Tobacco	9	14.8	5	15.7
Basic Metal	8	13.1	4	12.5
Non Metallic Products	2	3.2	1	3.1
Miscellaneous	3	4.9	2	6.2
Total	61	100.0	32	100.0

Further, in many studies on labour turnover, it is postulated that unionization is one of the variables which might influence turnover behaviour. Therefore, the author studied the perception of 10 union leaders on the West Bank. This new approach is used here to draw a comparative perspective by means of the evaluation of the

perceptions of management, union and employee as to the causes of labour turnover in the West Bank.

5.6 Explanation of the questionnaire

The use of this method enables researchers to gather data within a reasonable time span. Hence, a questionnaire was decided upon because of its practicality and convenience. As was stated earlier in this study, there is little information concerning employee turnover in the West Bank. Consequently, the questionnaire method of research is a useful means of providing the researcher with the data needed. Asking questions is an appropriate method for this research.

All of the variables are measurable via data obtained through the questionnaire. Most of the variables examined here have been borrowed either partially or wholly from other research models which have demonstrated reliability and validity. These formulae were used in the questionnaire in order to give this study a basis for comparison with other previous studies. Suggestion from my supervisors regarding the designing of the questionnaire were very helpful.

5.6.1 Construction of the questionnaires

In order to fulfill the requirement laid down in the aims of the study, three types of questionnaire were

used. One for ex-workers, personnel managers and union leaders as shown in the appendices 1,2. An example of these questionnaires is the ex-workers questionnaire which is divided into three parts. There are:

(i) Personal information

This part of the questionnaire indicated the respondents to provide personal information such as variables sex, age, length of service, marital status, educational level, number of children, number of dependent relatives other than children, number of jobs held in the previous five years and number of jobs held during the whole working life of the respondent. Due to cultural values and extended families in the West Bank, we have introduced the number of dependent relatives other than children as a new variable.

(ii) The second part was designed to elicit information from the informants about possible reasons which might influence the employee's decision to leave such as inadequate salary, better opportunities elsewhere, poor supervision, lack of autonomy at work, lack of equity, inefficient information on performance, lack of promotion opportunities, lack of friendship at work, job routine, lack of information concern the work, bad working conditions, sickness, uninteresting work, marriage and relocation.

All of the fifteen reasons included in the

questionnaire were modified and adopted from the questionnaire developed and reported by Garrott (1979) Nassar (1981) Saleh (1985) and (Acass) year. These items were written as questions directing a respondent to indicate whether or not the factor was one of the reasons which influenced his/her decision to leave. The same questions were used in asking personnel managers and union leaders in the West Bank to indicate whether or not these elements constitute reasons for turnover. It is important to compare the three points of view in relation to the same constituent elements. This approach is relatively new because studies comparing such three opinions regarding turnover sources are rare.

(iii Finally, the third part sought information about organizational characteristics. All measurements of the organisational characteristics were formulated as a result of reviewing turnover literature. Most of the organisational variables were measured in reference to basic statements devised by researchers in the field of turnover. Organisational and job characteristics consist of the following variables: Pay, supervisory Style, training programmes, inductions programmes, unionisation, general satisfaction and availability of inside facilities i.e cafeteria clothes etc. Since the questions had to be presented in Arabic, the questionnaires had to be translated. The questionnaires were originally written in English and then translated from English into Arabic.

5.6.2 Preliminary Study

Since this study is the first of its kind and several questions in the questionnaires were developed for the purpose of this study. The questionnaires were pilot-tested among 30 blue collar workers and 5 personnel managers in five companies. The sample of the pilot study was obtained in the same manner as for the main study. The objectives of the pilot study on blue-collar workers who left their jobs can be summarised as follows:

1. To construct the final form of the questionnaire
2. To note the number of responses obtained, and time taken to acquire these
3. To gain an experience of any problems would likely appear in the administration of the main study

The pilot study also allowed for a period of informal discussion and inquiry with various academics with considerable experience within the personnel administration and in the areas of the economy and industry in the West Bank. The Director of the Labour Bureau in Nablus was also consulted in developing the questionnaire. The topic of this study was also discussed with an officer in the 'ACAS' office in Glasgow. These consultations were invaluable both in pointing out areas worth pursuing in the main study and in terms of suggestions vis-a-vis the sorts of research

methods to be used. The results of the pilot study suggested that there was little need for revision. However, none of the respondents to the pilot questionnaire indicated any difficulty in understanding the questions.

5.6.3 The Survey

Following the redesign of the questionnaire in its final shape, a letter from the President of An-Najah National University, urging employees, personnel managers and union leaders to participate in the completion of this study and to help the researcher acquire the information needed. The fieldwork took eight months commencing December 1987, due to the political and military situation prevailing in the West Bank. As stated in Chapter One, Section Five, arranged meetings had to be altered several times due either to curfews or general strike conditions. During the fieldwork the Palestinian uprising began; hence a longer time period was required to achieve the collection of data.

Having collected the data from the specific sample, the researcher began working on the coding of all responses. Once the coding had been completed the data was processed and a modified version of the statistical package for Social Sciences (SPSS^X) was used.

Once the previous work had been done, a frequency

distribution of all variables included in the questionnaire was made. Several statistical techniques were employed in the study. For a general view of the results, some descriptive statistical measures, such as the mean score percentages and frequency distributions were helpful. Moreover, Chi-Square, one way analysis of variance, Kriscal Wallis, correlation and discriminant analysis tests were the major techniques of the analysis. A conventional level of significance of 0.05 was used in testing the validity of the results achieved by the various techniques of analysis employed.

5.7 Summary

In this chapter the methodological procedures used in the present study were discussed the main objective of the study is to explore the causes of turnover in manufacturing companies in the West Bank. Three main approaches to study labour turnover were discussed and evaluated. For the purpose of this study survey design of these workers who left their jobs were found to be the most appropriate one. Several research methods are presented and evaluated. Questionnaire technique was the most efficient tool for the purpose of data collection. Moreover, structural interviews with personnel managers and union leaders were used to gather additional data. The sample of this study covered 306 ex-workers, 32 personnel managers and 10 union leaders. The data was

collected in about eight months time due to the political situations in the West Bank.

CHAPTER SIX

SAMPLE CHARACTERISTICS

6.1 Introduction

This chapter describes the main characteristics of workers who quit their jobs and certain characteristics of the companies from which they resigned, Whilst the emphasis of this study is on the causes of turnover, individuals such as ex-workers, personnel managers in selected companies and key persons in unions were the main sources of data.

More specifically, the chapter discusses:

1. The characteristics of the 32 companies included in the study according to the industrial sectors; the total number of employees, and the number of employees in terms of sex, tenure, and educational levels.

2. The characteristics of ex-workers in term of age, sex, marital status, number of children, number of dependents other than children, educational levels attained, number of jobs held within the past five years, number of jobs held in the whole working life and length of service in previous job.

3. The administrative environment in the incorporated companies.

6.2 Characteristics of the companies

6.2.1 Industrial sectors

The companies included in the study were categorised into six major industrial sectors (Israeli Statistical Abstract, 1986), according to the main types of products, viz. (1) textile and clothing (2) rubber and chemicals (3) food, beverages and tobacco, (4) basic metal, (5) non metallic products, and (6) miscellaneous. Table 6.1 shows the number and percentage of companies in each sector.

Table 6.1 Distribution of the companies according to the industrial sectors.

Industrial sectors	Frequency	Percent
Textiles and clothing	13	40.6
Rubber and Chemicals	7	21.9
Food, Beverages and Tobacco	5	15.7
Basic Metal	4	12.5
Non Metallic Products	1	3.1
Miscellaneous	2	6.2
Total	32	100.0

The first sector is textile and clothing. As can be seen from the frequencies in Table 6.1, 13 companies or 40.6 percent of the sample belong to the textile and clothing industries. This sector faces high competition

from Israeli industry in the common market. They cater for the home market, i.e. West Bank and the Gaza Strip and none of these factories export abroad, (Frisch 1983, p.54). Factories and workshops in this sector of industry are simple autonomous production units.

The second sector is rubber and chemicals. Of the 32 listed companies 7 percent belong to the rubber and chemical sector. This includes plastic, paper products, footwear the leather industry, and the pharmaceutical industry. These branches are the fastest growing sectors of West Bank industrial growth. The share of these industries in total revenue has increased from 15 percent in 1968 to 25 percent of the total revenue in 1981 (Frisch, 1983, p 38). Moreover, the pharmaceutical industry which is highly capital intensive, has production units which are relatively large for an essentially suburban industry.

The third sector is food, beverages and tobacco. There are 5 companies specialising in this area of production. The companies belonging to this sector have the prime position in terms of their share of the total revenue, They are described as modernizing industries including growing productivity per production unit. Some of the companies in this sector rank among the ten largest companies in the West bank. One of them is the the Jordanian Vegetable Oil Company, which employs more than 300 workers. This company exports most of its product to

Jordan. Another company is Silvana Choclates Company, which employs more than 200 employees. This company is regarded as the second largest company in terms of the number of workers employed.

The fourth sector is basic metal products. 4 companies or 12.5 percent of the total are specialising in this field. This sector is still considered as a simple production unit with the exception of the two companies: Al-Sharq Electrode Company which produces welding materials and Hadad Company which produces agricultural equipments. Both companies are well organised and highly productive. For example Alsharq company has three market outlets: The West Bank, Israel, and other Arabian countries in particular Jordan and Saudi Arabia. The latter company markets mainly in the local market and Israel to some extent.

The fifth industrial sector is non metallic products. This sector consists of two main branches, i.e. furniture and wooden product industries. Both branches are described as small workshops. However, only 3.1 percent of the total sectors which represent one company is included in this study.

Although the West Bank is a small region, it has several other firms which employ 20 employees or more scattered over several related branches constituting the

sixth sector. Only 2 companies (6.2 percent) of the total sample are considered here in the present study. Within this sector falls the quarry and bricks branch. This branch constitutes the largest in terms of the number of workshops but the less organised one. On the other hand, according to the United Nations data, the most of the quarrying products are sold in the West Bank, Israeli and Jordanian market outlets, (Frisch 1983)

6.2.2 Employees

1. Total number

The total number of employees in companies surveyed are categorised into three main groups, (i) Those companies employing 20 to 50 employees. (ii) Those with 50 to 100 employees, and (iii) Those comprising 101 employees or more. The smallest company in the sample has 20 employees and the largest has 434 employees. Table 6.2 shows that the average total number of employees is 84.1 (S.D = 97.951). Table 6.2 indicates that 62.5 percent of the companies included had 20 to 50 employees, 16.6 percent had 51 to 100 employees and 21.9 percent had 101 employees or more in the period covering the 1986 fiscal year.

Table 6.2. Distribution of Companies According to the Total Number of Employees.

Category	No. of Employees	Percent
20-50	20	62.5
51-100	5	16.5
101 +	7	21.9
Total	32	100.0
Mean = 84.1		
S.D = 97.95		

2. Distribution in terms of gender

In relation to the gender of workers, the findings show that the smallest number of male employees in the companies was 12, and the highest was 425 employees. The mean number of male workers in companies was therefore 69 (S.D = 89.9). On the other hand, 9 companies representing 28.1 percent had no female workers. This finding supports the previous perception that Palestinian female workers prefer to work in sectors other than the industrial one. The highest number of female workers was 100 employees, while the average number in the 32 companies was 16 workers. (S.D = 24.6).

3. Length of service

The number of years in the company is one of the variables which may influence a worker's decision to

leave or to stay. Therefore, identification and analysis of this variable in relation to other personal characteristics should be taken into account. Typically, the risk of leaving is higher in cases where the individual has served only for a short period of time. (Forbes and McGill, 1985, p 14).

Table 6.3 Distribution of total number of workers according to length of service.

Category	Frequency	Percent	Mean	S.D
Less than one year	796	29.6	25.0	32.7
1-4	784	29.1	24.5	24.8
5-9	462	17.2	14.5	24.9
10 or more	648	24.1	20.3	59.1
Total	2690	100.0		

Out of the total number of employees surveyed and according to the length of service it was found that 796 workers (29.6 percent) had less than one year of service in the 32 companies. The average number of those who had worked for less than one year was 25 (S.D = 32.7). Also, 784 workers (or 28.0 percent) had completed 1-5 years of service. The average number of employees who had been employed 5 to 10 years was 24.5 (S.D = 24.75). The findings shown in Table 6.3 indicate that 462 employees or 17.1 percent had worked for 5 to 10 years. The average number of employees within these tenure groups was 14.5 (S.D =24.98). However, it was found that 648

workers or 24.0 percent have been working for more than 10 years. The average number of those who belong to this tenure group was 20.0 (S.D = 59.1).

4. Educational level

Palestinian industries on the West Bank are generally described as belonging to the category of simple industry. With the exception of the pharmaceutical companies, the sectors do not require a high formal educational level from their workers. The results of this study shows that 1,330 employees or 49.8 percent had below high school level of formal education. The mean number of employees belonging to this group was 41.6 employees (S.D.51.679) 837 employees or 31.3 percent had received a high school education, the average being 26.8 (S.D. 65.902), while 308 employees or 11.5 percent were college graduates, giving up The average number of 9.6 employees (S.D. 11.758). It was found that only 194 employees or 7.4 percent were university graduates. The average number of employees belonging to this achievement level was 6.1 (S.D.= 7.170). (Fisch, 1983, p.73) that, West bank industry reflects a slightly lower level of education than that of the population in general.

Table 6.4 Distribution of total number of employees according to educational level.

Category	Frequency	Percent	Mean	S.D
Below high sch.lev.	133	49.8	41.6	51.7
High school stand.	873	31.3	26.8	65.9
College certificate	308	11.5	9.6	11.7
University gradua.	194	7.4	6.1	7.2
Total	1508	100.0		

6.3 Characteristics of Ex-Workers

6.3.1 Sex of workers

This section investigates whether there are differences between male and female patterns of turnover. Regarding this variable, mixed results are to be found in the literature. Some organisations have found that women have different likelihood of leaving than men, Frobes and McGill (1985, p 17). Gender is one of the personal characteristics which have received considerable emphasis in many studies on turnover. Despite all these considerations, a simple turnover pattern, which characterises gender, is not yet determined (Saleh 1985, p 84).

Table 6.5 shows that 261 subjects or 85.3 percent were male whilst 45 subject or 14.7 percent were female. It is

clear from the percentage figures that male subjects exceed female subjects by some six times owing to the fact that the nature of work in the manufacturing sector is such that it attracts far fewer female workers.

Table 6.5 Distribution of ex-workers by sex.

Category	Frequency	Percent
Male	261	85.3
Female	45	14.7
Total	306	100.0

6.3.2 Age

The findings in many studies indicated that a negative relationship exists between age and turnover. However, the researcher also assumes that causes of turnover differ from one age group to another. Thus, it is worth studying this variable in order to assess whether or not older workers cease employment for reasons different from those of younger employees.

The average age of the Palestinian ex-workers included in the sample is 28.3 years, the S.D = 11.13. Table 6.6 presents the distribution of the different age groups.

Table 6.6 Distribution of ex-workers by age group.

Category	Frequency	Percent
16-19	60	19.6
20-24	85	27.8
25-29	60	19.6
30-34	34	11.2
35-39	17	5.6
40-44	14	4.7
45-49	9	2.9
50-54	12	3.9
55-59	7	2.3
60 or more	8	2.5
Total	306	100.0
Mean	= 28.3	
S.D	= 11.13	

It can be seen from Table 6.6 that the largest single group of ex-workers ranges between 20 to 24 years of age (85 employees or 27.8 percent of the total number). Slightly more than two thirds of ex-workers were less than 30 years of age. The United Nations Survey considered people of 30 years of age as young. The middle age, according to the same criteria, constitutes about 24.4 percent of the total number whilst only 8.5 percent of the total number were older workers.

6.3.3 Family responsibilities

Family responsibilities mean the ex-workers marital status, the number of children they have and the number

of other dependent relatives in the family. All three factors may vary in terms of their influence on the decision of employees as to whether or not to quit work. Therefore, these three factors were examined separately. Family responsibilities are of prime importance in terms of their influence on the decision of ex-workers as to whether or not to leave. Family responsibilities constitute a crucial factor in this decision both in terms of finding the spare time to seek new employment and also from a financial point of view, as finding a new situation involves a period of no earning for the worker. These are significant factors for those with onerous responsibilities towards family members, none of whom are self-supporting. Conversely, those employees who did not have such circumstances would find it easier to leave, without having to contend with such considerations. This situation is acute in the case of many Palestinian workers, particularly those who are searching for jobs for outside the country. Researchers assume single workers are more likely to leave due to less family responsibility. Moreover, it is also worth noting that in order to assess whether single workers with fewer children and fewer dependent relatives quit employment for reasons different from those who are married and with more family responsibilities. Table 6.7 shows the distribution of ex-workers according to marital status.

Table 6.7 Distribution of ex-workers by marital status.

Category	Frequency	Percent
Married	121	39.5
Single	185	60.5
Total	306	100.0
Mean	1.60	
S.D	0.490	
married = 1		
single = 2		

These results indicate that slightly less than two thirds of ex-workers were single. It can be seen from the table that only 121 subjects or 39.5 percent were married whilst 185 subjects or 60.5 percent were single. The mean is 1.60 (S.D = 0.490) However, since the study investigates the number of children as well as the number of dependent relatives, our results show that the average of ex-workers number of children in the sample was 1.45 (S.D = 2.44) While several studies (Wadi Ata (1985) reported 4.9 as an average of the number of children in the Palestinian family. And the average number of their dependent relatives was 0.94 (S.D = 1.92). Clear, ex-workers in the sample had less family responsibility in comparison with the Palestinian population as a whole where the average family consist of 6.9 as shown in the previous chapters. However, the largest single group of ex-workers number of children questioned 233 subjects or 76.1 percent had two children. As to the number of

dependent relatives, findings show that the largest single group of ex-workers having 2 dependent relatives or less constitutes 86.6 percent of the total number. In contrast, only 19 subjects or 3.9 percent of those had 7 children or more, and 10 subjects or 2.0 percent of those had 7 dependent relatives or more.

6.3.4 Educational Level

Educational level refers to an individual's formal schooling. The personal characteristic of educational level has been included in many turnover studies.

The personal variable of educational level is included in this study to find whether or not the reasons for turnover in Palestinian industries differ according to educational attainment groups. Frisch (1983) found a correlation between, education and skill in the West Bank industrial firms. He argues that the higher the level of education the greater the percentage of skilled workers.

Educational level is measured by a single question in the questionnaire. Respondents ticked one of the following categories: below high school standard, high school standard, college standard and university graduate. Frequencies of this variable are shown in Table 6.8

Table 6.8 Distribution of ex-workers by educational level.

Code	Category	Frequency	Percent
1	Less than High Sch.	140	45.8
2	High School	79	25.8
3	College	49	16.0
4	University	38	12.4
Total		306	100.0

The results show that slightly less than half of the ex-workers included in the sample had not attended high school, and slightly more than the other half of the ex-workers included in the sample had a high school certificate or further qualifications. Table 6.8 shows that 140 subject or 45.8 percent had not attended high school. While 79 subjects or 25.8 percent had a high school certificate, 49 subjects or 16.0 percent were educated to college level (two years education beyond high school) and 38 subjects or 12.4 percent had graduated from university.

6.3.5 Work history

In this study, work history means the length of service of ex-workers, the number of jobs which have been held during the last five years of employment, and the number of jobs held during the whole working life of the

employee.

1. Length of service (tenure)

Tenure is the length of time a worker remains in work with one company. The personal variable of tenure is included in many studies. It has been recommended by several studies as one of the best predictor variables in studying turnover behaviour. It is also the aim of this research project to investigate whether long term employees terminate their jobs for the same reasons as those who leave after a short period of employment. Moreover, this personal variable receives consideration particularly in studies where turnover is considered to be wastage. The terms "turnover" and "wastage" are often used to refer to all employees who leave an organisation for whatever reason. However, the risk of leaving is high when the individual has a short service record. As a result, wastage rates are assumed to be higher among those who have a short service record as compared with those with longer service the nature and length of the attachment between workers and enterprises is one of the most important aspects of the work relation in modern industrial economics.

The relationship between length of service and rate of leaving is presented in graph 6.1. The graph shows that the risk of leaving was highest at the point when an employee joins the organisation. Therefore the risk of

leaving was extremely high (46.4 percent of the total number left within less than one year of employment). From the graph we can see the percentage of those leaving their jobs begin to fall as the length of service increases. Although as the graph shows the percentage of those leaving after a certain length of time (e.g., 6 years of service) begins to increase again. However, this finding supports Benson and Cason (1984) findings.

Table 6.9 Distribution of ex-workers by tenure

category	Frequency	Percent
Less than one year	132	46.4
1-3 years	97	34.6
4-6 years	34	8.5
7 years or more	43	10.5
Total	306	100.0
Mean = 32.49		
S.D = 55.72		

In relation to length of service, 132 subject or 46.4 percent left their jobs within the first year. results regarding length of service show that 22.7 percent left within the first three months of employment, 33.7 percent of the total number left in the first six months of their first year of work, and 34.6 percent left within 1 to 3 years of employment 8.5 percent left within 4-6 years of

employment, and 10.5 percent left within 7 years or more of employment.

2. Number of jobs held by ex-workers

The number of jobs held in the previous five years might be a good indicator as to whether or not newly recruited workers might leave soon after being employed or not. Of equal interest is the question of whether or not those who had held fewer jobs in the previous five years terminated for the same reasons as those who had held more jobs in the same period of time. This variable is measured by two questions in the questionnaire. The respondents were asked to specify the number of jobs had in the past five years, and the number of jobs they have held during their working life as well.

Table 6.10 Distribution of ex-workers by number of jobs in the past five years.

Category	Frequency	Percent
Two jobs	152	49.7
3-4	128	41.8
5 jobs or more	26	8.5
Total	306	100.0
Mean =	2.65	
S.D =	1.28	

In relation to the number of jobs obtained during the previous five years, table 6.10 shows that 49.7 percent

had held two jobs while 50.3 percent had held 3 jobs or more in the same period 8.5 percent of the total number had held 5 jobs or more. The average number of jobs held in the previous five years is 2.65 (S.D = 1.28). Thus, the average number of jobs held by the subjects of the sample was slightly less than three jobs in the past five years of their employment.

Table 6.11 Distribution of ex-workers by number of jobs in the past five years of employment.

Category	Frequency	Percent
Two jobs	82	30.1
3-5 jobs	161	52.6
6 jobs or more	63	17.3
Total	306	100.0
Mean = 4.04		
S.D = 2.26		

Table 6.11 indicate that 30.1 percent had held only two jobs during their working life, 52.6 percent had held 3 to 5 jobs and 17.3 percent had held 6 jobs or more during their working life. The average number of jobs held during the employees working life was 4.04 jobs (S.D = 2.26).

6.4 Organisational characteristics

6.4.1 Pay

Pay is the amount of money or financial rewards which an organisation gives to employees in return for their service. This variable has received considerable attention in research on turnover. Most of these studies conclude that high rates of turnover are expected in industries where wages are lower than the average wages in the area. The Palestinian industries on the West Bank face this same problem, since both the Israeli and the other Arab labour markets offer higher wages than in their Palestinian counterparts.

The average salary is 115.69 J.D (Jordanian Dinar) (S.D = 67.09). From this we can see that the average monthly salary in the Palestinian industries is low in comparison with the cost of living in the West Bank. This is due to the fact that the Palestinian economy is inextricably bound to the Israeli economy which is presently suffering from high inflation rates. This is supported by Fisch (1983) who states that salaries in Palestinian industries on the West Bank are noticeably lower than the average wages in the economy.

Table 6.12 Distribution of ex-workers by wages rates.

Category	Frequency	Percent
Less than 100 J.D.	151	49.6
100-199	119	38.7
200-299	23	7.5
300-399	11	3.6
400 or more	2	0.6
Total	306	100.0
Mean	115.69	
S.D.	67.09	

Our findings show that wages in Palestinian industries were between 40 J.D. and 450 J.D. It is clear from the frequencies in as displayed in the table, that slightly less than half of the total number of ex-workers in the sample were earning less than 100 J.D. (a proximately \$ 200). However 77.1 percent of the total number were earning up to 150 J.D Therefore, only about 22.9 percent of the total number of ex-workers were earning more than \$300. 8.2 percent of the total number of ex-workers were earning \$ 400 or more. 2.6 percent of the total number were earning 600\$ or more and only 1.0 percent of the total number of the ex-workers were earning 700\$ or more.

6.4.2 Type of job

The type of job refers to whether the ex-worker's previous job required skilled or unskilled workers.

According to Benvenisti (1983 p 73) only 30.0 percent of the West Bank labour force is skilled. This problem is due to the lack of adequate industrial training. Also, as Fisch indicates any discussion to this phenomenon should take into account the high emigration rate of educated manpower from the West Bank. Findings show that 108 ex-workers or 35.3 percent of those who left their jobs held skilled jobs whilst 198 subjects or 64.7 percent held unskilled jobs. These results lend support to other findings concerning the level of skill in Palestinian industries.

6.4.3. Union affiliation

This variable reveals the ex-workers status in relation to the union. Several studies have examined whether unionism increases the worker's attachment and commitment to the organisation or not.

Table 6.13 Distribution of ex-workers according to unionism.

Category	Frequency	Percent
Unionised workers	115	37.6
Non-unionised workers	191	62.4
Total	306	100.0

As can be seen from the frequencies in Table 6.13 37.6 percent indicated that they were members of trade unions whilst 62.4 percent said they were non-unionised. From the previous findings it is clear that non-unionised

workers outnumber unionised workers in the ratio of 2:1. However, because the majority of workers are non unionised, it is clear that most workers were not satisfied with the functioning of the unions. Results show that the average score for satisfaction in the different functions is 0.76 on a range 1 "highly dissatisfied" to 5 "highly satisfied". In addition, findings show that 249 subjects or 81.4 percent of the total number in the sample were employed and only 57 subjects or 18.6 percent of the total number were not employed. This result shows a high employment rate despite unionised respondent statements of dissatisfaction with unions in regard to finding a job via union help.

6.5 Administrative background

The purpose of this section is to shed light on the administrative environment in manufacturing companies in the West Bank. The phenomenon in question is different from its counterparts in other countries since it lacks published data. Therefore, it is important to consider personnel managers as another source of data.

6.5.1 Work Environment

Financial aspects, working conditions, personnel management functions and the relationship between

management and unionism are the focus of this section. It is important to give a brief account of each one of these three items in order to understand the administrative environment in which Palestinian industries operate. This will lead us to a better understanding of the nature of labour turnover.

1. Financial aspects

The first part contains an inquiry designed to investigate the financial, administrative and working aspects of Palestinian industries. Personnel managers were asked to assess these characteristics. They were asked about the working methods utilised in their companies. As stated previously the only generalisation that can be made is that there is no single factor which can be seen to cause turnover. Economic theorists would argue that if the wage rates are sufficiently high, there will be no problem of turnover. But sociologists and psychologists have shown that many other factors are of significance in the equation. However, both groups of theorists may be correct, . Rothwell's (1980) arguments are directed to the question "what motivates a worker" (p.30). Generally, however, the economic factor was the most frequently cited reason for high turnover. The ex-workers' views were clear on this issue, since they cited this factor as a major reason for high turnover. On the other hand, personnel managers' and

union leaders' opinions about the importance of this factor are vital in order to assess and to examine this issue more fully.

It is worth mentioning the results of the personnel managers' responses regarding various financial issues. It was somewhat surprising that the level of wages and the increase of wages tended to depend on individual bargaining with the owner of the company. 26 companies (i.e 81.3 percent) bargained on a one-to-one basis (see frequencies in Table 6.4.). Other methods are used far less frequently. Baker (1979) states that companies with individualized compensation and benefits packages are more likely to attract employees. That companies consider individual differences and do not treat employees as though they all have common needs and values tends to have an impact on the morale and general sense of well-being of employees within a company.

Table 6.14 Frequencies of the methods for determining wages.

Category	Used		Not Used	
	F	%	F	%
Collective bargaining	3	9.3	29	90.7
Government regulation	3	9.3	29	90.7
Conciliation and arbitration	-	-	-	-
One to One bargaining	26	81.3	6	18.7
According to labour market	9	28.0	23	72.0

It is clear that collective bargaining is seldom used, which is unfortunate, as it is a method which could create more equity between workers in terms of wage rates. This finding is a good indicator, for it concurs with the workers' questionnaires answers on the subject. It is useful to know about other financial arrangements within firms, and whether Palestinian companies were operating such schemes. It was somewhat surprising that despite the low level of wages, most of the sampled companies were not applying those financial schemes displayed in Table 6.15. The lack of these financial schemes further endorses the economic explanation put forward by ex-workers for having left their jobs. A close look at the frequencies in the table shows the extent to which these schemes are in operation. The majority of the sampled companies were not offering any such scheme. Of the 32 sampled companies 8 were offering loan schemes. This figure was the highest of all for employees, where such schemes were available. This was the most commonly found arrangement in the companies sampled.

All workers have aspirations. Work must furnish the hope of future advancement, and an examination of the financial index shows that the employees are not benefitting from most of the possible schemes. These schemes are vital if workers are to be motivated to

remain with a given company. They are important because the economic factor may be a prime reason for turnover.

In the last three years, social security schemes have been introduced by a limited number of public organisations. However, only two out of the 32 sampled companies have followed it, as a matter of fact one of these companies, namely, "The Jordanian Vegetable Oil company", has the lowest rate of turnover among the incorporated companies. It is important to introduce the saving scheme since only three companies have so far applied it. These two schemes are essential because of the non-existence of centralized authority to handle such vital needs.

In May, 1989, the HABITAT (U. N. Agency) contacted the Arab Economist Association in Jerusalem to conduct a study about the establishment of a social security fund on the West Bank. The study is being undertaken (Records of the Arab Economists Association in Jerusalem 1989)

Table 6.15 Frequencies of companies which applied financial schemes.

Schemes	Offer skilled workers	Offer un-skilled workers	Not used to any workers
Social security plan	2	1	30
Saving schemes	3	3	29
Housing projects	1	1	30
Health insurance	7	5	25
Loans scheme	8	4	24
Life insurance system	4	4	28

Inadequate financial schemes support the previous findings which indicate that inadequate salary was the most frequently cited reason. The explanation for this, is that the ex-workers perception of their situation had developed as a result of lack of these financial schemes, particularly social security and health insurance schemes. The "HABITAT" concern with this issue reveals the significance of these needs which might influence labour turnover.

2. Working conditions

Working conditions are found in literature as one of the variables which might cause labour turnover. Management should examine companies' working conditions: Are working condition generally acceptable, working areas clean and tidy? are employees facilities, working hours and working days of an acceptable standard?

Personnel managers were asked to assess working conditions in their companies. Several items are used to build the working condition index. Table 6.16 displays the frequencies and percentage figures of personnel responses towards the working condition items. About one quarter of personnel managers agreed that the work in their companies is messy. More than half of them agreed or strongly agreed that it is noisy; slightly more than one quarter agreed or strongly agreed that it is under

stress, and about one-quarter agreed that it is dangerous. Table 6.16 shows that the majority of sampled personnel managers, that is, 75.0 percent disagreed or strongly disagreed that the work in their companies is messy, dangerous or achieved under stress.

Table 6.16 Frequencies of personnel managers' responses on working conditions.

Category	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Messy	9	28.1	12	37.5	3	9.4	8	25.0	-	-
Noisy	4	12.5	6	18.5	3	9.4	16	50.0	3	9.4
Under Stress	11	34.4	10	31.3	2	6.2	6	18.8	3	9.4
Dangerous	6	18.8	11	34.4	7	21.9	8	25.0	-	-

Beside the previous items which characterised the working conditions, other aspects were examined. The days, hours and shifts of work might influence labour turnover. It was found 87.5 percent of the sampled companies are working 6 days a week, 9.4 percent 5 days a week, and only one company is working 7 days a week. Furthermore, more than half of the sampled companies are working a shift system. Rothwell 1982, p. 27) claims that, despite working hours, shifts, and number of working days these may not be the real reasons for turnover, but must be considered.

3. Personnel administration function

Hiring, training, working conditions, safety at work and employees' health are, generally, the prime functions of personnel departments which are supposed to facilitate the work of the other line departments in the organisation.

The personnel department may well need to pay particular attention to improving its own staff, recruitment, selection, induction, record keeping procedures, and acquire additional specialist staff, such as a recruit for training staff officers. Thus, in companies where no personnel department exists, or no independent personnel units, it is necessary to consider one.

However It is also perhaps necessary, to consider worthwhile presenting the nature of these two personnel functions. The first function of personnel administration is selection. Several studies suggest that selection procedures might be the remedial factors used to control labour turnover. The processes by which individuals choose and are chosen for jobs can help to control turnover.

As the review of the literature has demonstrated the traditional employee selection techniques such as weighted application forms, tests, interviews and

references can predict turnover. However, the degree of impact in using such selection techniques differs from one case to another. For example, in instances where recruitment techniques are costly, the continued development of valid predictors of turnover is worthwhile. Moreover, the first step to understand and to control turnover is to understand the recruitment, training and replacement costs. It is a safe generalization to say that most of the companies lack this understanding.

It is surprising that none of the sampled personnel managers has ever calculated the cost of turnover. Only three out of the 32 companies calculate the turnover rates. It was surprising to find that more than half of the sampled companies do not use application forms. The frequencies of personnel managers' responses on the selection system index are displayed in Table 6.17 in relation to skilled and unskilled workers.

Table 6.17. Frequencies of selection index.

Items	Skilled workers	Unskilled workers
Application form	14	11
Requiring exams	3	1
Interview	28	29
References	5	2

It is clear from the frequencies in Table 6.17 that the

interview is the most commonly used procedure of hiring new employees. The selection system in the sampled companies is one of the personnel management functions which should be evaluated; this evaluation might contribute to controlling turnover, particularly among new hires.

An apt comment of one of the sampled personnel managers on the importance and visibility of using application form was that workers who got the work easily, even without filling in an application form, often leave more easily than the one who got the job after competition.

The second function of personnel administration is training. It has been remarked that attending training programmes in some situations, can help enhance the job success of operators and result in the lower turnover rate. In addition, there are indications that training managers specialising in how to manage turnover and how to relate better to employees can have a beneficial effect on turnover behaviour (Hinriches 1980).

In order to assess this function in the West Bank industry, the study sought information about training. Three items were used in evaluating the training function: availability of training unit in the company, number of the employees in each unit, and number of employees who attended training programmes. Only 4 companies representing of the sample 12.5 percent

reported existing training units whilst 87.5 percent (i.e. 28 companies) reported that they do not have such units. There are only 2 employees in 3 out of the 4 training units who are responsible for coordinating the training, and only one employee in the fourth unit. None of the workers in 17 companies attended any training programmes. In 9 companies 1 to 5 workers had attended training programmes, 6 to 10 workers in only 4 companies and 15 workers or more in two companies. These results indicate clearly the nature training system in the West Bank. Accordingly the training system in the industrial sector is one of the aspects which should be thoroughly studied. As a matter of fact, the West bank lacks a central institute for training which should be established in order to be a training centre and advisory body for training programmes, tools, and facilities.

Information was obtained from the sampled companies concerning the application of the four suggested items of administrative function: orientation, counseling, performance evaluation and exit-interview. Frequencies of personnel managers, responses are tabulated in 10.18: 34.4 to 56.3 percent of personnel managers reported that none of these items were used in their companies. 9.4 to 28.1 percent of the managers they were used once per month, although 3.1 to 6.3 percent indicated that they were used once per quarter. These items were applied once per six months, as indicated by 15.6 to 21.9 percent

and at least once per one year.as reported by 12.to 28.1 percent

Table 6.18 Frequencies of personnel responses in regard to applying administrative function index.

Activity (index)	Never (N=32)	Once Per Month (N=32)	Once Per Quart. Of Year (N=32)	Once Per Six Months (N=32)	Once Per Year (N=32)
Orientation	40.6	15.6	6.3	21.9	15.6
counciling	56.3	9.4	6.3	15.6	12.5
Performance evaluation.	34.4	28.1	000	18.8	18.8
Exit-Interview	34.4	15.6	3.1	18.8	28.1

Percentage figures in Table 6.19 show how much the personnel departments, units or officials are applying these four items which may have an influence on the workers' decision whether or not to stay. Although the Palestinian companies are relatively small, these items could still be of great assistance if applied. It is reported that in a large well-established Midlands manufacturing company, as part of a programme to control turnover, some of the existing central personnel department was split up and one personnel officer appointed to each shop floor unit, to provide counseling service and back-up for supervisors in dealing

supportively with their work-groups Rothwell (1982). Thus, it is important to pay more attention to these personnel functions.

4. Union Affiliation

Personnel managers were asked to assess the relationship between the administration of the companies and the unions. Several items were used to build and evaluate the union affiliation index. It was found that in 21 companies the workers do not have their own union, but they can join other unions, and in 11 companies they have their own union. 21 companies reported that they faced working disputes in the year of study, whilst 11 companies indicated that they did not confront such disputes. Table 6.19 shows the number of grievances and Table 6.20 shows the number of grievances solved by intervention of the union.

Table 6.19 Frequencies of grievances reported in the year of the study.

Number of Grievances	Number of Companies	Percent
0	11	34.4
1-5	14	46.9
6 or more	7	18.7
Total	32	100.0

Table 6.20 Frequencies of grievances reported in the year of the study and solved by coordination with the union.

Number of grievances	Number of Companies	Percent
0	19	59.4
1-5	11	31.2
6 or more	2	6.2
Total	32	100.0

According to these figures, only 4 companies reached collective agreements with workers. One of them did so during the year of the study. In addition, we asked personnel managers to assess the priority of unions in four functions which were used to build the union function index. From a close look at Table 6.22, it is clear that 14 personnel managers out of 32 managers cited better wages as the first priority of unions, 8 personnel managers cited better working conditions, 6 of them cited job security and 3 personnel managers cited fringe benefits increases as the first priority of union leaders.

Labour turnover does not receive organizational concern. It was somewhat surprising to discover that only 2 companies out of the 32 companies compute employee turnover rates. However, 10 companies had recently

started to collect primary data and information in order to compute workers' turnover rates. Of interest here is the fact that during the field work three companies contacted the researcher to obtain advice on how to establish new recruitment procedures, particularly on designing an application form. It was also surprising that none of the sampled companies had tried to calculate the costs of turnover. The researcher spent much of his time explaining to personnel managers about the items and the formulae which might be used in order to evaluate the costs of employee turnover. From these interviews it was concluded that inadequate understanding of the phenomenon is prime factor in any control of the problem. In addition to the data gathered through the structured interview, labour turnover rates in each of the sampled companies were computed in the meetings with the personnel managers. These rates are presented in Table 6.21.

Table 6.21 Turnover rates in the sampled companies.

turnover rates	Frequencies	Percent
10 or less	4	12.5
11-20	11	34.5
21-30	7	21.9
30 or more	10	30.1
Total	32	100.0

Table 6.22 Frequencies of unions' function priorities as perceived by personnel managers.

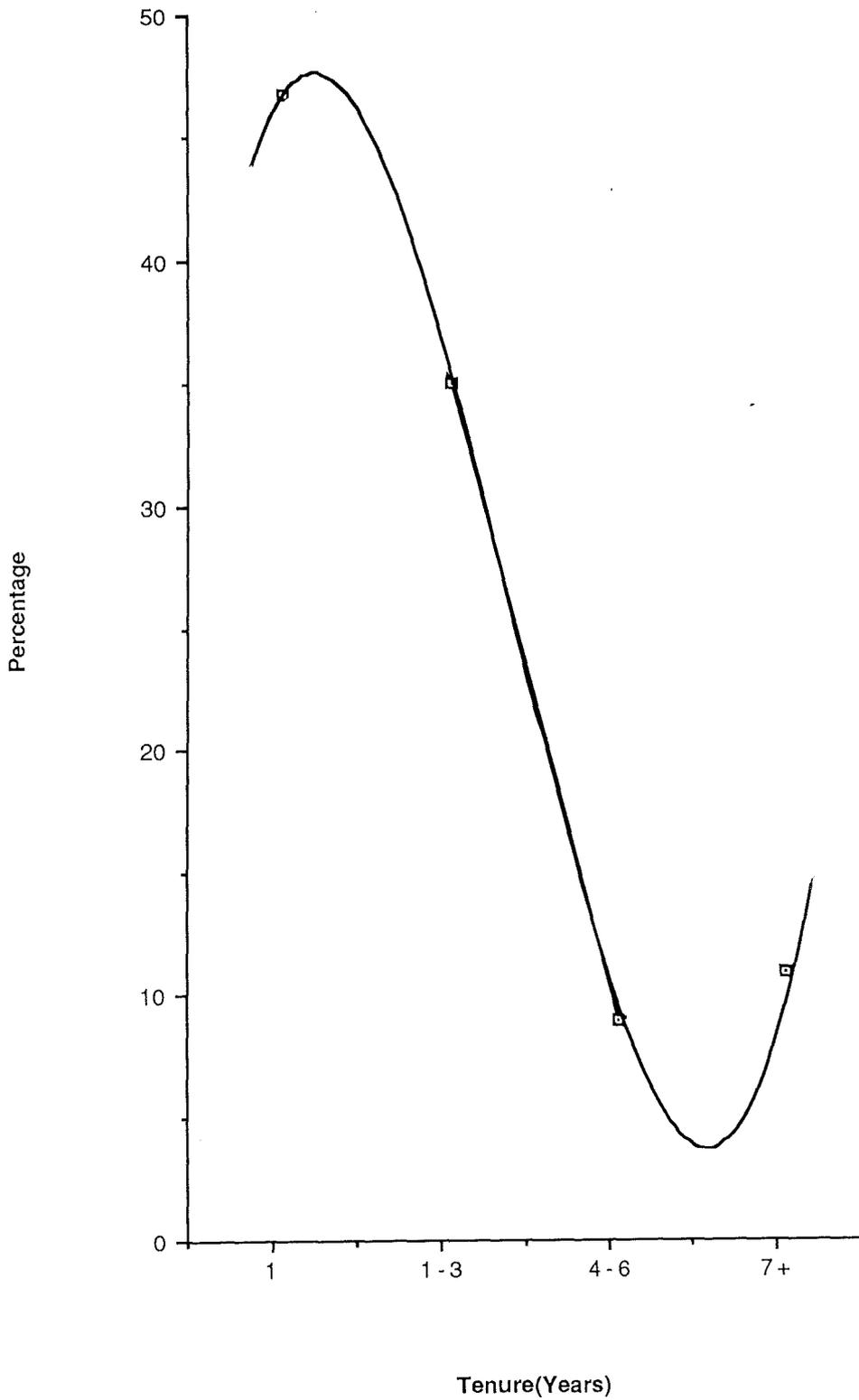
Functions	First	Second	Third	Fourth
Better wages	14	9	4	4
Better working conditions	8	5	9	7
Job security	6	6	3	14
Better fringe benefits	3	9	12	5

6.6. Summary

In this chapter the first section presented the characteristics of ex-workers and incorporated companies in the West Bank: the characteristics of the sampled companies in terms of their branches; number of employees; their educational level, sex and length of services. Companies from textile and clothing constituted 40.6 percent and about one fifth were rubber and chemicals of the sample. The companies incorporated in the study were employing 2680 employees in the year of the study. About two thirds of the companies were employing 20-50 employees and about one fifth were employing more than 100 employees. The majority of ex-workers were males, below 30 years, single, of high school level or less. Slightly less than half of the sample left within less than one year. The majority of

the ex-workers held about three jobs or more in the past five years. The second section of the chapter presented and discussed the administrative environment in the manufacturing companies in the West Bank. It was found that the worker's monthly salary less than 100 J.D for about half of the leavers. Moreover, most of the financial schemes were not applicable in the majority of the Palestinian companies. In addition about two thirds of ex-workers were not unionized and the majority of those unionised workers were dissatisfied with the their unions' functions. It was reported that 87.5 of the companies reported 21.9 percent as turnover rates during the year of study.

Graph 6.1 Pattern of Length of Service



CHAPTER SEVEN**SOME FACTORS INFLUENCING LABOUR TURNOVER:****EMPLOYEES PERSPECTIVE****7.1 Introduction**

This chapter reports the statistical results of the causes of turnover in the present study. It discusses:

1. The causes of labour turnover in manufacturing companies on the West Bank in general as perceived by employees who have left their jobs.

2. The most important causes of turnover influencing the decision of ex-workers to cease work.

3. A summary of the factors which may influence turnover. This will be a foundation for the analysis of turnover behaviour on the West Bank. This chapter will present the results in terms of frequencies and percentage figures. Analysis of turnover causes will be presented in subsequent chapters in relation to demographic variables and tenure patterns, for the purpose of obtaining a comparative perspective reflecting the different points of view as to these causes.

This chapter will put forward the results of the research relating to the study of the causes of labour turnover in manufacturing companies in the West Bank. The results are based on a survey which questioned 306

workers who gave up their jobs during the year 1986.

The chapter consists of three sections: the first deals with the economic factors which may influence the employees' decision to leave their work. The second deals with organizational factors and the third section examines the personal factors.

7.2 Background

The various studies which investigated labour turnover described the range of factors which as determinants of the behaviour of those leaving their jobs. Wild and Dawson (1972 p.16) pointed out in their study that determining turnover causes is important because the prevention or reduction of voluntary turnover, must be sought via the causes of turnover.

Employee turnover usually results from a complex combination of personal characteristics with organizational practices. Thus, people's level of satisfaction is the main determinant as to whether or not they do cease their work. Besides, availability of jobs does interfere to encourage employees to leave.

For the purpose of analysis and for a better understanding of the factors causing turnover in the manufacturing companies on the West Bank, it is more useful to categorise them into different reasons. In

this connection we may quote Rothwell (1980) statement:

The one safe generalization that can be made is that there is NO SINGLE FACTOR that can explain employee wastage even in a single company. It is very rare to be able to identify one cause alone to which high rates can be attributed (p.20).

Fifteen possible factors which could result in turnover were chosen for the analysis this phenomenon. They were economic, organizational and personal factors. These are cited in many academic studies such as Pettman's (1975) Mobley's (1982) and Saleh's (1985).

Up till now, on the labour turnover and its causes in industries in the West Bank have not been reported. However, a number of causes and possible factors for turnover in general have been selected for use in this study. It is somewhat surprising, that published literature on the industrial sector of the West Bank has neglected the labour turnover phenomenon. Furthermore, it was often found that companies did not measure either the cost or the rates of turnover within their workplaces. Only 3 companies out of the 32 sampled had figures relating to their turnover rates, and none of them had measured their turnover costs.

The factors included in this section however are mainly taken, from the U.S. department of labour (1972), Wild and Dawson (1972), Rothwell (1980), Nassar (1981), Mobley (1982) and Salih (1985). Besides, most of these reasons

are mentioned in the literature. The factors chosen for this study represent the major causes of turnover as the review of the literature has demonstrated. It is also worth noting that the pilot study which was carried out by this researcher included most of these reasons. The use of the same factors also enabled the researcher to make comparisons between the results of the present study and the findings of previous studies.

Ex-workers were asked to indicate the reason behind their cessation of work. A single question consisting of 15 items (Table 7.1) indicates the various possible factors which may influence turnover behavior in manufacturing companies in the West Bank. An examination of Table 7.1. indicates that inadequate salary, better opportunities, poor supervision and lack of autonomy at work are the most frequently cited factors for turnover. The table shows that over half of the total of sample indicated these factors as reasons for turnover. Therefore, these four reasons will be discussed thoroughly in this chapter and this will serve as a basis for further discussion in the following chapters.

TABLE 7.1. Frequency of ex-workers' responses to the fifteen possible reasons for turnover.

Causes	Frequency	Percent
Inadequate salary	209	68.3
Better opportunities elsewhere	176	57.5
Poor supervision	175	57.2
Lack of autonomy at work	171	55.9
Lack of equity	110	36.0
Inefficient feedback on performance	83	27.1
Lack of promotion	82	26.8
Lack of friendship at work	71	23.2
Job routine	62	20.3
Bad working conditions	61	19.9
Sickness	49	11.0
Uninteresting work	26	8.5
Relocation	25	8.2
Marriage	16	5.2

7.3 The Economic Factor

The economic factor was one of the most frequently cited reasons for turnover. It will be examined in depth. The prime element of this factor is the possibility of better opportunities elsewhere.

7.3.1 Better Opportunities Elsewhere

Several studies found that the economic factor is one of those that determine the rate of turnover. The prosperity of the government economic policies and the state of a particular industry all affect labour turnover (Fellow, 1982, p.25). The state of the economy, and

industry labour force usually constitute the dominant circumstances in the individual's decision to leave, especially when there is a definite intention to leave on the part of the worker. In times of depression, when unemployment is high and more employees are waiting to find jobs, employees are more likely to stay in their jobs (March and Simon, 1958, p.100, Bennison and Casson, 1984, P. 151, and Moser, 1985). Conversely, in times of economic boom, more opportunities are available elsewhere in other industries or cities, and employees will tend to leave in order to obtain better jobs in terms of wages, working conditions, and/or management practices.

Availability of jobs elsewhere, better pay, or alternative sources of good income are found in many studies to be the most important interval factors causing turnover (Mobley et.al., 1979). Therefore, whether or not employees leave their place of work may depend on the opportunities in the labour market. The employment rate may be seen as an indicator to these opportunities. Thus, if opportunities are plentiful, it will take more in terms of incentives within the organizations to meet the demands of the labour force.

As previously stated in Chapter Three, there is an apparent relationship between turnover rates and employment/unemployment levels. In the case of the West Bank's labour force, particularly after 1967, workers had

the possibility of finding work in Israel and in other Arab countries. Later, particularly after 1973, Jordan, along with the Arab oil producing countries witnessed an economic boom. Consequently, workers in the West Bank had two alternatives outside the internal labour market, for getting jobs (Israeli labour market and other Arab labour market). The number of workers from the West bank who worked in Israeli industries increased by 11.5 percent out of the total workforce in 1970, to 39.3 per cent in 1979 (Abdulla, 1985). According to Benvenisti (1987, pp.16) unemployment on the West Bank dropped from 5.0 percent to 3.8 percent in 1986. Also, there was an increase in employment on the West Bank rising from 151,200 in 1985 to 167,000 in 1986 viz., a figure of 15,80 (i.e 10.4 percent).

Ex-workers indicate that better opportunities elsewhere, were some of the factors which influenced their decision to quit their jobs. Hellriegel and White (1973) found that workers changing their place of employment reported a 20 percent increase in pay in their new jobs. Nassar (1981) found that in the manufacturing industries in the San Diego area (U.S.A), better opportunity was the first reason for turnover. Our findings as shown in table 7.2 indicate that about 57.5 percent cited better opportunities elsewhere as a reason for giving up their jobs, whilst 42.5 percent stated that it was not a reason. It is clear from this finding that

the availability of jobs either within or outside the West Bank influences turnover behaviour since more than half of the ex-workers indicated so. Moreover, 42 of the subjects (13.7 per cent) indicated inadequate remuneration as the most important factor influencing their decision to cease work.

Table 7.2 Frequencies of responses giving better opportunities as a reason of turnover

Category	Frequency	Percent
It is a reason	176	57.5
It is not a reason	130	42.5
Total	306	100.0

While this factor appears to be a reason for turnover, it is in fact only a condition. Availability of jobs or better opportunities elsewhere are part of the general economic environment that may encourage workers to leave, but can not be controlled by the organization.

As shown in Table 7.3. about two-thirds of those workers who left their jobs found other jobs before quitting. Therefore, availability of jobs facilitates the movement of those leaving employment.

Table 7.3. Ex-workers' responses in relation to locating alternate jobs before leaving.

Category	frequency	Percent
Locating job before leaving	196	64.1
Left before finding another job	110	35.9
Total	306	100.0

Moreover, a multi variate analysis at this stage was made. Several organisational, personal and economic variables were used in order to assess their contribution in discriminating between the responses of ex-workers who cited "better opportunities elsewhere" as a reason or not. The results in Table 7.4 show that most of the respondents' personal characteristics had the highest coefficients as compared to other variables. Therefore, personal variables in relation to better opportunities elsewhere as considered by ex-workers as one of the most important factors which influenced their decision. (These personal variables and discriminant analysis are discussed thoroughly in Chapter Eight.) However, no significant differences were found between any of the organisational or environmental variables in relation to better opportunities elsewhere.

Table 7.4 Factors influence better opportunities elsewhere as a reason of turnover.

Function	Eigenvalue	Canonical Correlation	Wilks' Lambda	Chi-sq.	SIG
1	0.120	0.33	0.892	33.8	0.000

STANDARISED CANONICAL DISCRIMINATION FUNCTION COEFFICIENTS

Reasons	Coefficients
Number of jobs held in the past 5 years	0.799*
Educational level	0.448*
Locating an other jobs	0.414*
marital status	0.403*
Sex	0.381*
Number of jobs during life	0.345*
Monthly salary	0.235
Number of dependent relatives	0.248
Degree of autonomy at work	0.241
Task variety in the job	0.233
Availability of induction programmes	0.266
Supervision style	0.265

7.4 Organisational Factors

Three organizational factors were found to be the most frequently cited reason for turnover. These factors were inadequate salary, poor supervision and lack of autonomy at work.

7.4.1 Inadequate salary

The amount of money a worker could earn elsewhere is a prime reason for workers leaving their jobs. This is clearer in the case of manufacturing companies in the West Bank, since 68.3 per cent of the total sampled group cited this as a reason for turnover, while 38.9 percent cited it as the most influencing factor in their decision to cease work. This confirms the statement in Chapter One that workers employed outside the West Bank, particularly in Israel and the Arab oil producing countries, are able to attain average wages several times higher than those offered in the West Bank, Benvenisti (1985). These results support Rothwell's finding (1982); i.e., that better pay is the most commonly given reason for leaving found in personnel records, interviews and special surveys.

Many studies have established a strong relationship between pay level and turnover rates in underdeveloped countries. Such were the findings of, for instance, (Salih, 1985, Fanic, 1980, Alaraj, 1981) in their studies on turnover behaviour in Iraq and Jordan.

Other studies have reached similar conclusions about the negative relationship between pay levels and turnover rates (Porter and Steers, 1973, Price, 1977, Nassar, 1981). However, Mobley et.al. (1979) conclude that other

researchers reveal an inconclusive pattern of results in respect to pay. Their results stand in contrast with the consistent negative generalization of Porter and Steers (1973). Moreover Finnigan (1973 p.72) and Bluedorn (1982) reached results which support the generalization of Mobley et al.(1979) They concluded that the total effect of pay was not great enough to be meaningful. Researchers have indicated that money is not the essential reason for high turnover, and that an increase in wages might be only a short term solution. However, the perceptions of females in this study in regard to pay are supported by Bluedorn's findings, whilst the perception of male workers contradict these results as will be illustrated in the next chapter. It is clear that pay was not the major explanation. We should recognize that money might attract people to the firm but would not be sufficient to keep them. Most studies particularly those involving western culture reported pay as a major explanation for turnover because of local skill shortages i.e engineers and computer programmers, whilst in less developed countries pay is likely to be a highly significant factor for turnover because of the low wage levels as a result of economic difficulties. Therefore, any comparative study would be deceptive. It is difficult to draw a conclusion in this regard when considering two such different societies.

The average monthly wages of the ex-workers sampled

were found to be 115.7 J.D. (approximately 230 U.S. dollars). Ex-workers' responses showed that inadequate salary was the most frequently cited reason for termination. Out of the total number in the sample, (i.e. 306) 105 subjects or 34.3 percent indicated that this factor was the most important reason influencing their decision to cease work. Moreover, wages were ranked from 40 J.D. to 450 J.D. It is worth noting that more than half of the total number in the sample (58.9 percent) were earning approximately 100 J.D.

Moreover, 147 subjects or 48.1 per cent of the total number indicated that salaries were "lower" or "much lower" than the cost of living. Out of the total number of subjects 170 respondents or 55.5 percent were "not satisfied" or "not satisfied at all" with the fringe benefits in their previous job. However, we should recognize the idea of Price (1977 p.68) which that pay is not always commensurate satisfaction with pay. Nonetheless, we can conclude that a high amount of pay in most cases probably produces a high level of satisfaction which is the members' social and psychological response to the amount of money received. These responses to inadequate salary as reasons derived from the following facts:

1. The absence of a national system responsible for the provision of housing, social security, health care and

all other essential social needs. Individuals are responsible for their own needs.

2. The economic situation with it's high rate of inflation. As shown in Table 7.5, only 15.6 percent of the workers questioned indicated that their wages were higher than the cost of living.

3. Lower wage levels than those of Israel or the other Arab countries.

4. The absence of effective unions. Only 37.6 of the sample were found to be unionized. More than two thirds of these were not satisfied with the union's functioning and services. These results contradict other findings; Backer (1978) suggests that unions are capable of providing more stable employment for their members.

Table 7.5 Employees evaluation of their salary in relation to the cost of living in the West Bank.

Category	Frequency	Percent
Less	147	48.1
The Same	111	36.3
Higher	48	15.6
Total	306	100.0

Moreover, a multi variate analysis in this stage was made. Several organisational, personal and economic variables were used in order to assess their contribution in discriminating between the responses of ex-workers who

cited "inadequate salary" as a reason or not. The results in Table 7.6 show that most of respondents' personal characteristics had the highest coefficients as compared to other variables. (Therefore, personal variables in relation to inadequate salary as considered by ex-workers as one of the most important factors which influenced their decision should be discussed thoroughly. Thus, Chapter Eight is advocated for this purpose.) However, no significant differences were found between the organisational or environmental variables in relation to inadequate salary.

Table 7.6 Factors influence inadequate salary as a reason for turnover

Function	Eigenvalue	Canonical Correlation	Wilks' Lambda	Chi-sq.	SIG
1	0.215	0.420	0.80	58.6	0.00

STANDARISED CANONICAL DISCRIMINATION FUNCTION COEFFICIENTS

Reasons	Coefficients
Monthly salary	0.511
Sex	0.450
General satisfaction	0.308
Number of jobs held in the past 5 years	0.277
Number of children	0.189

7.4.2 Poor supervision

Several factors may influence the relationship between

supervision and turnover behaviour. New recruits get their first impression of the work and of the organisation from their supervisors. Many studies indicate that there is a relationship between turnover and supervisory practices. Satisfaction with supervision is one of the significant factor which has received a tremendous amount of consideration from researchers, such as (Mobleh, 1982).

Finnigan (1973, p.72) stated that managers and supervisors who are not prepared to look at jobs from the stand point of the enrichment of the workers' environment are major contributors to the problems of labour turnover. Saleh et al. (1965) found that the lack of supervisory consideration is the second most frequently cited reason for job leaving among nurses. Nassar (1981) found that poor supervision is one of the prime reasons for turnover in manufacturing sectors. and this is reinforced by the findings of this study. Poor supervision is the third most frequently cited reason for giving up jobs among manufacturing workers on the West Bank. Regarding poor supervision as a possible reason for turnover, the findings indicate that about 57.2 per cent (n = 306) of those who left their work cited the variable as a reason for turnover.

Mobley (1982, p.65) and Rothwell (1980 p.48) indicated that when supervisors have little inter-personal interaction with employees, the latter may feel

frustrated and will not contribute their efforts to achieving the primary goals of the firm. Kochan and Barocci (1985 p.362) cited that in six out of seven studies that assessed the relationship between supervision and turnover, those workers with the lowest satisfaction levels in terms of supervision were most likely to quit their jobs. Recently Salih (1985) reached the same results when he studied turnover behaviour in manufacturing companies in Iraq.

Table 7.7 Employees' evaluation of their supervisors' concern.

Supervisors concern increases production	Frequency	Per cent
Agree	232	75.8
Disagree	36	11.8
Uncertain	38	12.4
Total	306	100.0

Table 7.8 Employees's evaluation of their supervisors' styles.

Percent	Category	Frequency
Satisfied	28	9.1
Dissatisfied	201	65.7
Uncertain	77	25.2
Total	306	100.0

Moreover, a multi variate analysis in this stage was made. Several organisational, personal and economic variables were used in order to assess their contribution in discriminating between the responses of ex-workers who cited that "poor supervision" as a reason or not. The results in Table 7.9 show that most of respondents' personal characteristics had the highest coefficients as compared to other variables. Therefore, personal variables in relation to poor supervision were considered by ex-workers as one of the most important factors which influenced their decision should discussed thoroughly. Thus, Chapter Eight is advocated for this purpose.) However, no significant differences were found between any of the other variables, and poor supervision.

Table 7.9 Factors influence poor supervision a reason of turnover.

Function	Eigenvalue	Canonical Correlation	Wilks' Lambda	Chi-sq.	SIG
1	0.070	0.266	0.93	22.1	0.000

STANDARISED CANONICAL DISCRIMINATION FUNCTION COEFFICIENTS

Reasons	Coefficients
Age	0.561
Number of jobs held in the working life	0.479
Marital status	0.439
Value of the salary money	0.301
Attending induction programmes	0.280

7.4.3 Lack of autonomy at work

Autonomy is the degree to which the job provides substantial freedom and independence for the workers in handling and scheduling the work, and in determining the procedures to be used to carry it out. It is believed that a high degree of autonomy is a positive outcome for individuals of a firm. It is also assumed that workers will negatively evaluate controls in the form of orders and rules imposed on them by management, and as the degree of autonomy at work increases, turnover will decrease.

Lack of autonomy at work in the Palestinian manufacturing industries on the West Bank as a reason for job leaving was cited by 55.9 percent of the total number. This reason is the fourth most frequently cited reason for quitting jobs on the West Bank. However, our intention here was not to find the relationship between turnover rates and lack of autonomy at work, but rather to find out whether or not this variable was a reason for termination. As shown in Table 7.10 more than half of the employees were dissatisfied with the degree of autonomy at work

However, some support for the relationship between lack of autonomy at work and turnover is apparent (Muchinsky and Morrow, 1980); (Muchinsky and Tuttle, 1979); But our

aggregate finding concur with their findings since the turnover behaviour occurred among 55.9 percent of the total sample who cited lack of autonomy as one of the reasons which influenced their decision to cease work.

Table 7.10 Employees' evaluation of the degree of autonomy at work.

Degree of autonomy at work:	Frequency	Percent
Satisfied	73	23.9
Dissatisfied	180	58.8
Uncertain	53	17.3
Total	306	100.0

Moreover, a multi variate analysis in this stage was made. Several organisational, personal and economic variables were used in order to assess their contribution in discriminating between the responses of ex-workers who cited that "lack of autonomy at work" as a reason or not. The results in Table 7.11 show that most of respondents' personal characteristics had the highest coefficients as compared to other variables. (Therefore, personal variables in relation to lack of autonomy at work as considered by ex-workers as one of the most important factors which influenced their decision should be discussed thoroughly. Thus, Chapter Eight is advocated for this purpose.) However, no significant differences were found between; any of the other variables than personal characteristics; and lack of autonomy at work.

Table 7.11 Factors influence lack of autonomy at works as a reason of turnover

Function	Eigenvalue	Canonical Correlation	Wilks' Lambda	Chi-sq.	SIG
1	0.14	0.36	0.873	40.6	0.000

STANDARISED CANONICAL DISCRIMINATION FUNCTION COEFFICIENTS

Reasons	Coefficients
Sex	0.185
marital status	0.396
Number of jobs held in the past 5 years	0.277
Number of jobs during life	0.374
Number of dependent relatives	0.223
Degree of autonomy at work	0.628
Availability of induction programmes	0.272

7.4.4 Other organizational factors:

This section describes the remaining less important organizational factors which influenced the decision of workers to leave the company. These factors appeared less frequently in the distribution will be discussed thoroughly in chapter ten in order to discover whether the few employees who cited them were short-term or long-term leavers

The first factor in the least frequently cited reason for leaving jobs group is lack of equality. It is

assumed that the more equity employees perceive in an organisation, the more willing they are to stay. This negative relationship has been confirmed by many academic studies. For the purpose of determining the reason for job quitting on the West Bank, workers were asked to indicate whether or not this variable was a reason for ceasing work. The findings show that 110 subjects, or 36.0 per cent of the total number in the sample stated this as a reason for cessation of work. Findings show that 23.2 percent of the total number in the sample (n = 306) indicated lack of friendship as a reason for leaving.

Other organisational factors have been chosen by respondents as reasons for leaving such as lack of feedback on the individual's performance., 83 or 27.1 percent (n = 306) indicated inefficient feedback on performance as the reason for their leaving the company. Workers will value clear feedback on their performance on the part of their bosses regarding the evaluation of their achievement and actual performance.

Review of the literature shown that workers are less likely to leave their work if they receive feedback on the evaluation of their performance. Our findings show that about a quarter of the workers who left the company, cited this as a reason for quitting jobs in the West Bank. In addition, respondents reported job routine as a

reason for cessation of their employment. Of the total number in the sample, 62 subjects or 23 percent cited job routine as the reason for leaving, but only 2.0 per cent of the total number in the sample reported this as the most important factor for quitting the job. Bad working conditions were also reported, by about 19.9 per cent. Moreover, about 3.6 per cent of the total number in the sample (n = 306) indicated this variable being the most important reason for leaving jobs on the West Bank.

In their present employment, employees have expectations such as the possibility of promotion and a concomitant increment in wages. Thus, lack of opportunities for advancement might be one of the factors influencing the decision of employees. Of the subjects interviewed, 82 or 26.8 percent cited this factor as a reason for turnover on the West Bank. However, only 10 subjects or 3.3 percent indicated this reason as the most important factor influencing their decision to cease work. Several studies have explored the relationship between opportunities for promotion and turnover. Poor promotion opportunities reduce the moral enthusiasm and hope of advancement of the workers. Individual looks to this factor as a means of increasing wages, the job itself and working conditions in general. There is much research evidence supporting the negative relationship between promotional opportunities and turnover (Porte and Steers, 1973, Nassar, 1981, and Salih, 1985).

One can conclude that the three organizational factors which had the greatest influence on the decision of the majority of ex-workers were: inadequate salary, poor supervision and lack of autonomy at work.

7.5 Personal factors

No personal factors were reported as the most frequently reason for turnover. A great deal of research work has been undertaken for examination of the importance of personal characteristics. These include: sex, age, marital status, educational level and the number of children in a family. Here we must point out the fact that there is a difference between personal characteristics and personal reasons for turnover, such as: pregnancy, marriage, relocation, or returning to school. However this study differs from the previous ones, in that it examines family responsibilities in terms of three elements: the number of children, the number of dependent relatives other than children, and marital status. Furthermore, this study differentiates between "causes", "conditions" or "correlates" as Wild and Dawson (1973) terms them.

we should recognize that turnover can usefully be studied by reference to various symptoms. For example, it has often been found that turnover is highest among younger workers and among single workers. Age and marital status cannot be considered to be a reason for turnover, but merely correlates of turnover. (p.15).

Personal variables were ascertained in order to assess whether these reasons are causes for job quitting in the Palestinian industry sector. Personal characteristics were also identified in the case of those who left their jobs so as to assess and predict those most likely to give up jobs.

Of the total number in the sample, 49 subjects or 11.0 percent cited illness while 26 subjects or 8.5 per cent indicated uninteresting work as reasons for leaving a firm. 25 subjects, or 8.2 per cent of the total number in the sample, reported relocation as a reason, and 16 subjects, or 5.2 per cent of the total number in the sample, indicated marriage as a reason.

One can conclude that the frequencies and response percentage figures for each of the 15 factors show that organizational factors are the most frequently cited reasons for turnover. Whilst personal factors are the least important and least frequently cited reasons for labour turnover in Palestinian industries on the West Bank. These results contradict Garrott's (1979) findings that personal reasons were one of the important factors which influenced labour turnover. These differences can be explained by the fact that employees in the West Bank are looking to satisfy their basic needs before other needs such as personal interests. In other words, workers in the West Bank are more concerned with better wages in order to achieve a better life before thinking

of self actualization.

7.6 Summary

Of the fifteen suggested factors, inadequate salary, poor supervision, lack of autonomy at work and better opportunities elsewhere were the most frequently cited factors affecting turnover behaviour. According to the criteria, developed through reviewing the previous literature (Chapter Three), causes or mere correlates were classified into two factors as follows:

1. Causes of turnover are, for example inadequate salary, poor supervision, and lack of autonomy at work.
2. Conditions which encourage the movement of those workers are better opportunities elsewhere.

It is also clear that organizational reasons formed 75 per cent of the whole, 25 per cent were "economic" reasons and none of the personal factors. It is important to note that the availability of jobs in Israel or in other Arab countries facilitated the movement of employees. Of the employees sampled 57.5 percent indicated that they had acquired another job prior to leaving their previous post. This data is illustrated in figure 7.1

Wild and Dawson (1972), Price (1977) and Mobley (1982) discriminate between the reasons and the correlates of

turnover. On the other hand IDS study No.199 (1979), rothwell (1982) Salih (1985) included demographic variables i.e., (sex, age, marital status, tenure and educational level) as one of the categories of the causes of turnover although these variables are correlates rather than causes of turnover as can be seen in the argument developed in Chapter Three.

Therefore, only the causes of turnover will be discussed in Chapter Eight. The correlates of turnover will be discussed separately in the next chapter. The reasons for this separation of variables are that:

1. Both aspects are actually different in nature.
2. Each of these two aspects lead to an understanding of turnover behaviour from a different perspective. Reducing current turnover rates requires remedial action through an understanding of the causes of turnover whilst the prediction of turnover can be achieved through the study of correlate variables.
- 3-The differentiation emphasizes the different ways in which these two aspects can help us understand turnover behaviour more fully.

It is clear that the first three main reasons influencing turnover behaviour on the West Bank are:

1. Inadequate salary.
2. Poor supervision.

3. Lack of autonomy at work.

The second thing which should be considered is the availability of jobs in the area and the differences in wage levels in other labour markets. These factors encourage employees to leave in some cases even if they are otherwise satisfied. Hence this factor is not a reason for turnover, though it influences turnover behaviour. Therefore, the researcher includes this factor in Figure 7.1, which demonstrates the causes of turnover, though not to the same extent as other more controllable factors.

The results show that most of the respondent's personal characteristics have more contribution in discriminating between the responses of ex-workers. Moreover, no significant differences were found between organisational or environmental variables in relation to inadequate salary, better opportunities, poor supervision or lack of autonomy at work.

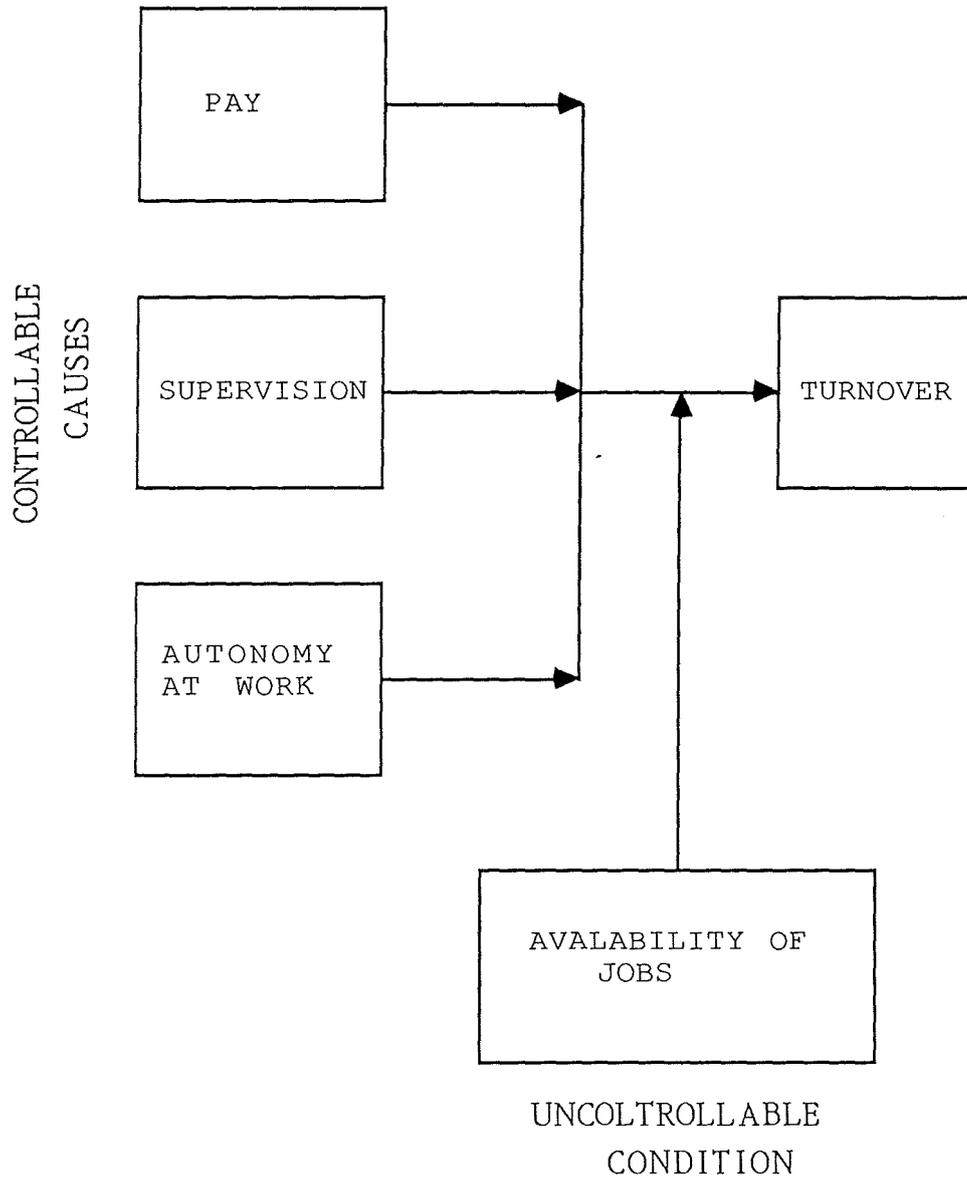


FIGURE 7.1.

SUMMARY OF REASONS OF TURNOVER

CHAPTER EIGHT

CAUSES OF TURNOVER AND DEMOGRAPHIC VARIABLES

8.1 INTRODUCTION

The argument often quoted concerning turnover behaviour, is that it correlates with personal characteristics, particularly those of age and tenure. The aim of this chapter is to investigate the causes of turnover in manufacturing companies in the West Bank in relation to personal characteristics and to judge whether the perception of Palestinian workers who quit their jobs differ in relation to these personal variables.

This new approach differs from the traditional one because it breaks down the causes of turnover in terms of personal variables. Within this context the three (i.e. inadequate salary, poor supervision and lack of autonomy at work) most frequently cited reasons of turnover are discussed in relation to personal characteristics, particularly sex, age, marital status, educational level, number of children, number of dependent relatives, number of jobs held in the past five years, number of jobs which were held during their working life and length of service in previous work.

As for the fourth reason for turnover, that is better opportunities it will be discussed independently as one of the factors which might encourage workers to leave their jobs. Based on the argument developed in Chapter Three, this factor is isolated because it is seen as a condition for turnover rather than a reason for turnover.

This chapter consists of four sections. The first section deals with personal differences and inadequate salary. The second deals with personal differences in relation to poor supervision. The third section deals with personal differences in relation to lack of autonomy at work. Finally, better opportunities will be discussed in relation to demographic characteristics in the fourth section.

8.2 Demographic variables and inadequate salary

Many studies in the literature dealing with the differences in rates of turnover in relation to personal characteristics concluded that female and single workers are more likely to leave than male and married workers. However, one rarely finds a study which does so in relation to the causes of turnover. For example, the researcher sought if there were any differences between the responses of male and female workers in regard to inadequate salary as a reason for leaving. Previous studies indicated poor pay as a major reason for

turnover. None of the reviewed studies show that females are more likely to leave because of this factor.

As shown in Table 7.1 in Chapter Seven, inadequate salary was the most frequently cited reason for turnover among sampled ex-workers in the West Bank. In order to examine the differences between the perception of those who cited this reason regarding their personal characteristics, crosstab, chi-square test and discriminant analysis techniques were utilised.

As a statistical tool for the researcher, cross-tabulation has primary functions. One purpose of cross-tabulation is to assess the statistical significance of association between variables by utilizing the Chi-square statistical tool.

Normally, however, a researcher working with a large number of variables in a large number of samples will utilise some types of computer programmes. In this study, the researcher used cross-tabulation and further statistical tools as discriminant analysis model programmes contained in the Statistical Package for Social Sciences (SPSS^X). This analysis gave us the Chi-square results which are used to assess the statistical significance of the differences between the demographic variables and inadequate salary as an economic reason for termination. Table 8.1 shows the demographic variables which are statistically significant: age educational

Level (P 0.05) sex, marital status, number of children, and number of jobs held in the past five years (p 0.01).

Table 8.1 Relationship between personal characteristics and inadequate salary as a reason for turnover.

Inadequate salary as a reason	X ²	D.F	P
Sex	8.16	1	0.01
Age	7.00	2	0.05
Marital status	9.31	1	0.01
Previous job	11.62	1	0.001
Number of children	12.79	3	0.01
Educational level	9.15	3	0.05
No. of jobs in 5 yrs	12.28	2	0.01

From the above table it is clear that the responses differ according to the already listed personal characteristics.

Furthermore, in order to examine the previous assumption, a multi variate analysis was vital to point out the significant differences and the interaction between the demographic characteristics as an independent variables, and the perception of those employees who left their jobs in relation for inadequate salary.

Therefore, the purpose of discriminant analysis was to identify the variables which contributed significantly to

the discrimination or differentiation. For example, if ex-workers who cited inadequate salary as a reason for turnover and their counterparts who stated that it was not a reason, were asked to indicate their personal characteristics. Discriminant analysis would aid the researcher in determining which personal characteristics contributed most significantly to inadequate salary being as a reason or not for job termination. These discriminating variables measure the characteristics which are expected to cause the groups to differ. The demographic variables displayed in Table 8.1 were used to see how these groups of variables discriminated between those who cited inadequate salary as a reason or not for turnover. This model of analysis is acceptable for evaluation of the differences since the values of Eigen value, Wilks' Lambda and Canonical correlation were acceptable.

One of the methods of assessing the importance of the included variables is to look at its discrimination function coefficient. The larger the coefficient, the more influence that particular variable has in determining the predictor assignment. As shown in table 8.2, the variable with the largest effect on whether inadequate salary was a reason or not was sex, followed by educational level, number of jobs held in the past five years, number of children and age. It is also worth noting that the signs of coefficients in discriminant analysis have no special meaning. Therefore, it is not

possible to think in terms of positive or negative association. Thus, cross-tabulation between each of the previous variables such as inadequate salary, be it a reason or not, was used in order to assess whether the effect of the independent variable (demographic variables) was positive or negative.

Table 8.2. Factors influence inadequate salary as a reason of turnover.

Function	Eigen value	Canonical correlation	Wilks' lambda	Chi-Sq.	SIG
1	0.14	0.35	0.88	38.1	0.000

Standardised Canonical Discriminant Function Coefficients

Variables	Coefficients	SIG
Sex	0.505	0.000
Educational level	0.429	0.000
Number of jobs held in the past five years	0.415	0.000
Number of children	0.295	0.000
Age	0.278	0.000

From an examination of Table 8.2, the variables with the greatest effect on the responses of ex-workers, whether or not inadequate salary was a reason may be concluded that the variables with the largest coefficients are: worker's sex with a value of 0.505 for the SDFC, followed by educational level with a value of 0.429 for the (SDFS), number of jobs held in the past five years with a value of 0.415 for the SDFE, number of

Children 0.295 for the SDFC and finally, age with a value of 0.278 for the SDFC (Table 8.2).

The above results indicate that the demographic variables with the greatest effect in discriminating between the sampled ex-workers' perception of inadequate salary as a reason for turnover are discussed below:

8.2.1 Ex-workers' gender

Gender is the first variables that discriminates between employees in terms of whether inadequate salary was a reason for termination of employment or not. To explain the above results, it is useful to mention the cross-tabulation results between the variable as a reason for termination, and between ex-workers' gender.

In order to assess the differences between sex and inadequate salary, the chi-square values were computed. The χ^2 value was 8.16 with one degree of freedom. This value is significant at the 0.01 level of significance. This means that there are significant differences between ex-workers in regard to their gender. A close look at the contingency table gives us a better understanding of the relationship between sex and inadequate salary.

Table 8.3. Differences in responses of inadequate salary as a reason according sex (percentages).

Inadequate salary	Male		Female	
	F	%	F	%
Is a reason	187	71.6	22	48.9
Is not a reason	74	28.4	23	51.1
Total	261	100.0	45	100.0

It is clear from the frequencies and the percentage figures displayed in the table that male workers are more likely to leave due to inadequate salary. The question that arises is: Do female workers consider wages to be less important than male workers in Palestinian industries?.

The findings reported in the previous chapter show that out of 45 subjects, only 14.7 per cent were females whilst 85.3 per cent were males. Regarding sex 89,4 per cent (i.e 187 subjects) who cited inadequate salary as a reason for leaving their jobs were males whilst 10.6 percent (i.e 22 subjects) were female.

But as can be seen from the figures in Table 8.3, 71.6 percent of the male respondents indicated inadequate

salary as a reason for leaving work whilst 28.4 percent of the male respondents indicated it was not a reason. In contrast, 48.9 percent of the female respondents indicated inadequate salary as a reason for leaving their jobs, whilst 51.1 percent reported that it was not a reason. Clearly, the percentage of males' answers regarding inadequate salary as a reason or an important reason is higher than the percentage of females. Thus we can conclude that workers tended to perceive other reasons as of more significance in turnover since more than half of the female workers sampled described "inadequate salary" as not being a reason.

Salary levels were considered higher by males than by females. Thus, difference is due to the fact that male workers are the prime and often the only bread winners in the family. Generally speaking, males in Arabian and Islamic culture, are responsible for the expenses of all dependents in the family. The dependents may be children, parents, or siblings. Females, to some extent, depend either on parents or husbands. Therefore, the female workers might be influenced by other factors (i.e. Leaving family or marriage) when ceasing work.

In addition, males are more likely to move to work either in Israel or outside of the country. In contrast, females have less opportunity to do so due to cultural and religious values, despite the obvious advantages of higher wage levels outside the West Bank. Moreover,

females tend to look for work in the same town or district in which they reside.

It may also be that women are less likely to complain about inadequate salary because of the greater availability of female in the labour market.

8.2.2 Ex-workers' educational level

Educational level is the second demographic variable which discriminates between employees in terms of perception of inadequate salary as a reason for termination of work in the Palestinian industries on the West Bank. To examine the differences between the responses of those who cited inadequate salary as a reason for turnover in relation to their educational levels, the chi-square values were computed. The χ^2 value was 9.15 with three degrees of freedom. This value is significant at 0.05 level of significance. This means that there are significant differences between the responses of these ex-workers with different educational levels in relation to inadequate salary as a reason for leaving work.

Data relating to inadequate salary as a reason for leaving work in relation to educational levels are presented in Table 8.4 which showed that as the educational level of the worker increases, the percentage figures of that factor as a reason decreases. This means

that there is an inverse relationship between inadequate salary as a reason and the educational level of ex-workers.

About half of the ex-workers who cited inadequate salary as a reason were educated below high school level, 26.3 percent had achieved a high school certificate, 13.8 percent had reached college graduate level and about 9.7 percent were university graduates. The contingency table shows that the differences between those workers who have a higher education are less than the differences between those in the less educated group of workers. Moreover, these figures show that there is relatively little difference between university graduates who left their jobs because of inadequate salary and their counterparts who cited that factor as not a reason. Whilst larger differences appeared between less educated workers who left their jobs for reason other than inadequate salary and those who left for inadequate salary reason.

This Phenomenon, i.e. that the higher the educational level of the worker, the less likely he/she is to leave because of inadequate salary, must also be viewed in relation to the fact that about half of them believed it was a reason for turnover. These results are due to the fact that university graduates usually work in menial work despite their higher educational standards.

Thus, one can conclude that as educational level

increases the percentage of ex-workers believing that inadequate salary was a reason to cease work decreases.

Table 8.4. Differences between respondents giving inadequate salary as a reason according educational level.

	Bellow high school		High school		College		University	
	F	%	F	%	F	%	F	%
Is a reason	105	75.0	55	69.0	29	59.0	20	52.0
Is not a reason	35	25.0	24	31.0	20	41.0	18	48.0
Total	140	100.0	69	100.0	49	100.0	38	100.0

$$\chi^2 = 9.15, P < 0.05 \text{ (3 D.F)}$$

8.2.3 The number of jobs held by ex-workers in the previous five years.

The number of jobs held by ex-workers in the previous five years is another variable that discriminates between the employees in terms of their perception of reasons for quitting the job. The percentage figures of ex-workers who indicated inadequate salary as a reason for leaving in relation to the number of jobs held previously were computed. The researcher was interested in examining this variable since few studies have dealt with it.

In order to assess the differences, it might be useful

to display the findings of cross-tabulation between this variable and the employees' responses of inadequate salary as a reason for termination. The chi-square values were calculated. The χ^2 value is 12.3 with 2 degrees of freedom. This value is significant at the 0.01 level of significance. This means that there are significant differences in the responses of various groups of ex-workers. As can be seen from the percentage figures in Table 8.5, as the number of jobs held in the previous five years increases the probability of leaving because of inadequate salary increases.

Table 8.5 Differences between respondents giving inadequate salary as a reason according number of jobs held in the previous five years.

Category	It is a reason (N=209)	It is not a reason (N=97)
2 Jobs	60.0	40.0
3-4	72.6	37.4
5 Jobs or more	92.3	7.7

$\chi^2 = 12.28, P < 0.01 (2 D.F.)$

Those workers who had left their places of work several times are more likely to leave because of inadequate salary. However, the availability of jobs or better opportunities elsewhere, particularly in terms of better pay, might encourage employees to leave more frequently. The economic situation and the absence of a central body in the West bank encourages people to depend

on their own efforts to satisfy their basic needs to keep moving on to better paid jobs. Thus, high mobility would occur particularly from West Bank industries into the Israeli labour market where better wages could be obtained.

8.3 Demographic variables and lack of autonomy at work.

The aim of this section is to discover whether there are differences between the personal characteristics of workers who quit their jobs and lack of autonomy at work. Sex, age, marital status, educational level and the number of jobs held in the previous five years are the intuitive demographic variables which are used in this regard. In order to assess the impact of these variables, the Chi-square test is used.

Table 8.6 Differences between lack of autonomy at work and demographic variables.

Variables	χ^2	D.F.	SIG
Sex	3.993	1	0.046
Marital Status	4.906	1	0.032
Age	5.600	2	0.061
Number of jobs held in the past five years	0.615	1	0.432
Educational Level	1.815	3	0.611

The Chi-square test of significance showed that there are significant differences in the relationship between the sex of the worker and lack of autonomy at work ($\chi^2 =$

3.993, $p < 0.05$) on the one hand and between marital status and lack of autonomy at work ($\chi^2 = 4.906$, $p < 0.05$) on the other. No significant differences were found for age, educational level and number of jobs held in the past five years as related lack of autonomy at work.

Table 8.7 Differences between Lack of Autonomy at Work and Gender.

Lack of Autonomy at Work:	Male		Female	
	F	%	F	%
It is a reason	152	58.2	19	42.2
It is not a reason	109	41.8	26	57.8
Total	251	100.0	45.0	100.0

It is clear from the frequencies and the percentage figures displayed in Table 8.7 that males are more likely to leave due to lack of autonomy at work. The question which therefore arises is: Do females have more freedom at work than males in Palestinian manufacturing companies? If so, this result is surprising. The researcher's point of view is that female workers are less involved than males in work related discussions due to habit and cultural values. Therefore, the researcher would expect either female workers are given more freedom to achieve their work independently or are given types of work which require less involvement with male supervisors. It may also be that women are less likely

to complain about lack of autonomy, again, because of cultural factors.

Table 8.8 Differences between lack of autonomy at work and marital status.

Lack of autonomy at work:	Married		Single	
	F	%	F	%
Is a reason	58	47.9	113	61.0
Is not a reason	63	52.1	72	39.0
Total	121	100.0	185	100.0

We can note in Table 8.8 the differences between married and single workers who cited lack of autonomy at work as a reason for terminating employment. These figures show that more single than married workers leave for this reason. Generally speaking, when single workers enter the work place does not meet, the actual work their expectations as far as autonomy and freedom are concerned.

As mentioned earlier, no significant differences were found in the age groups, educational level or number of jobs held in the past five years as related to workers' lack of autonomy at work as a reason for leaving. Thus, it can be said that compared with female and married workers male and single workers are more likely to leave their jobs.

8.4 Demographic variables and poor supervision

The aim of this section is to analyse whether there are differences between personal characteristics of the terminating workers and poor supervision. In order to assess the differences between poor supervision as a reason for termination and each one of the intuitive demographic variables, the Chi-square test is used.

Table 8.9 Differences between Poor Supervision and Demographic Variables.

Poor Supervision as a reason	X^2	D.F.	SIG
Marital Status	10.478	1	0.001
Age	8.990	2	0.05
Number of jobs in the past five years	2.77	2	0.570
Educational level	2.127	3	0.546
Sex	0.007	1	0.931

The Chi-square test of significance showed that there are significant differences between marital status and poor supervision ($X^2 = 10.478$ $p < 0.01$) and age and poor supervision ($X^2 = 8.990$ $P 0.05$). No significant differences, however, were found between the number of jobs in the past five years, educational level, or sex on the one hand and with poor supervision on the other.

This means that both males and females perceived poor

supervision as a reason for quitting. All groups of workers, regardless of their educational levels, perceived it as a reason. Early studies reported that there is an inverse relationship between poor supervision and turnover. But none of these studies indicated whether all employees have the same perception or not. This study separates these results according to the reasons and demographic variable. Furthermore, significant differences were found between the perception of workers by age group and marital status.

Table 8.10 Differences between respondents giving poor supervision as a reason and age.

Category	30 years-less		31-50		51 +	
	F	%	F	%	F	%
It is a reason	137	60.4	32	56.2	6	27.4
It is not a reason	90	39.6	25	43.8	16	72.6
Total	227	100.0	57	100.0	22	100.0

Age is one of the demographic variables which shows significant differences between employees in regard to poor supervision. The percentage figures presented in Table 8.10 show that the perception of employees differs according to age groups. It is also clear that the percentage of those who cited this factor as a reason decreases as age increases. Thus, the younger the

employees, the more likely they are to leave because of poor supervision.

Table 8.11 Differences between workers who cited poor supervision as a reason and marital status.

Category	Married		Single	
	F	%	F	%
It is a reason	55	45.5	120	64.9
It is not a reason	66	54.5	65	35.1
Total	121	100.0	185	100.0

As for marital status significant differences regarding poor supervision showed up. From the figures in Table 8.11 in contrast to married workers more single workers appeared to believe that this factor was a reason for turnover more than married workers. Thus, unlike married and older workers, young and single workers seem to be more likely to leave because of poor supervision.

An explanation to these findings may be embedded in the cultural values and norms in the Arab Society. Old and mature people are given more respect in society. As an organisation is a part of the "big organisation" (i.e. the society), social norms in the company will be similar to those in the society. Moreover, young workers mostly have jobs which require direct supervision. In this case, the level of dependency is low.

The perception of young workers stems from their work experience. Usually, this perception is attained during the induction period where supervision is strict rather than normal. It is the period when young workers are treated as young trainee who should learn the work. Young workers, especially those who do not have a high education, think of leaving because this time span is tough. It is also the period when a worker is new to the system and feels alien to the organisation.

However, we previously found that the induction period was either insufficient or did not exist. When new employees, especially young workers, do not have any work experience they lack information. Recruits form their first view of the company from the treatment they are given at the interview, which is the only selection procedure in most cases in the West Bank, and from the early days at work.

Poor supervision can be attributed to lack of training programmes. Both managers and workers need such programmes. Managers need such training since the majority of them come without qualifications because they are either the owners of the company or because they hold degrees in other specializations.

However, any remedial action concerning turnover problems depends on the reasons for turnover in the first place (Dawson and Wild, 1972, p. 15). None of the

reviewed studies on turnover(see Chapter Three) did relate these demographic variables to the reasons for turnover, this study is an attempt to establish relationships between the causes of turnover and demographic variables. Furthermore, most previous studies reported that young, single workers and those with short length of service are more likely to quit. This study seeks to go beyond this approach and relate demographic variables to the reasons for turnover.

8.5 Demographic variables and better opportunities elsewhere.

The aim of this section is to discover whether there are differences between personal characteristics of workers who quit their jobs and better opportunity elsewhere. The intuitive demographic variables which are used in this regard are: sex, age, marital status, educational level, number of jobs held in the past five years, number of jobs held during the working life, number of children and number of other dependent relatives. In order to assess the impact of these variables, the Chi-square test is used.

Table 8.12 Differences between better opportunities elsewhere and demographic variables.

Variables	χ^2	D.F.	SIG
Sex	5.050	1	0.024
Number of jobs held in the past five years	6.756	2	0.034
Marital status	0.019	1	0.880
Age	0.940	2	0.624
Educational level	6.031	3	0.110
Number of children	1.224	3	0.747
Number of dependent relatives	1.161	3	0.762
Number of jobs held in the working life	0.827	3	0.842

The Chi-square test of significance showed that there are significant differences between sex and better opportunity ($\chi^2 = 5.050$, $p < 0.05$) and number of jobs held in the past five years and better opportunity ($\chi^2 = 6.756$, $P < 0.05$). No significant differences were found for age, marital status, number of children, number of dependent relatives, educational level and number of jobs held in the past working life as related to lack of autonomy at work.

It is clear from the frequencies and the percentage figures displayed in Table 8.13 that males are more likely to leave because better opportunity elsewhere.

Table 8.13 Differences between better opportunity and Sex.

Better opportunity elsewhere:	Male		Female	
	F	%	F	%
Is a reason	104	60.2	19	42.2
Is not a reason	157	39.8	26	57.8
Total	261	100.0	45	100.0

The question which arises is: Do female workers have less chance than male workers to find other jobs in Palestinian manufacturing companies?. The explanation to these results can be attributed to the less chance for females to leave in spite of the more availability of jobs outside the West Bank.

Table 8.14 Differences between better opportunity and number of jobs held in the past five years.

Better opportunity elsewhere:	2 Jobs		3-4		5 Jobs or more	
	F	%	F	%	F	%
Is a reason	94	61.8	73	57.0	9	34.6
Is not a reason	58	38.2	55	43.0	17	65.4
Total	152	100.0	128	100.0	26	100.0

Table 8.14 shows that even those who left for 5 times or more are still likely to leave because of availability of jobs. One third of those who had 5 jobs or more, and the majority of of those who had 3-4 jobs before considered that factor as an important condition in their

decision to leave their work.

8.6 Summary

In this chapter a number of demographic variables were discussed in relation to the most frequently cited reasons for turnover. Each of the three most frequently cited reasons for turnover were discussed separately. In the first section the eight demographic variables were utilised to assess the differences between employees who cited inadequate salary as a reason. A discriminant analysis test was used in order to find which of these characteristics had the greatest weight in discriminating between those who cited that factor as a reason. The main variables identified were: sex, educational level and number of jobs held before.

In the second section, intuitive demographic variables were discussed in relation to lack of autonomy at work. Two demographic variables, sex and marital status, showed significant differences. No significant differences were found for age, educational level or number of jobs held before in relation to lack of autonomy at work.

In the third section the demographic variables were discussed in relation to poor supervision. Age and marital status showed significant differences, whilst sex, educational level or number of jobs held in the past five years showed no differences in relation to poor

supervision.

In the fourth section the demographic variables in relation to better opportunity elsewhere were discussed. Sex and number of jobs held in the past five years showed significant differences. No significant differences were found between the rest of these variables and the factor of better opportunity elsewhere.

Thus, we can summarise that:

1. Males, those less educated and those who held more jobs in the past five years, are more likely to leave because of inadequate salary than other workers.
2. Male and single workers are more likely to leave because of lack of autonomy at work.
3. Young (those below 30 years) and single workers are more likely to leave their work because of poor supervision.
4. Male workers and those workers who held two jobs or less before are more likely to leave their work because of better opportunity
5. Based on the above results, other worker groups perceived these four factors of turnover uniformly.

In the following chapter, tenure patterns, are discussed as prerequisite to the analysis of labour turnover causes.

CHAPTER NINE

KEY INFLUENCES ON LABOUR TURNOVER BEHAVIOUR ANALYZING LENGTH OF SERVICE

9.1 Introduction

A review of workers' attitudes and their employment history may shed light upon the nature of turnover behaviour. The high level of labour turnover is a subject of considerable concern for both management and researchers. Many studies e.g Price(1977), Mobley (1982) and Pfeffer and O'Reilly (1987) suggest that length of service is one of the best predictors for understanding labour turnover behaviour. The literature emphasises the notion of tenure, particularly in the cases of those who see wastage being higher amongst short-term quitters. Ex-workers who have left their work after different time spans acquire different perceptions of the reasons for leaving the organization.

Jovanic (1984 P.2) indicates that current wages, years of schooling and job tenure offer the best explanation of turnover among the variables which are included in all studies. He also states that the strongest and most consistent finding of all is the negative relationship between the leaving of workplaces and tenure.

Ex-workers, in this study, were classified into three groups according to their time span in previous jobs, viz short-term, medium-term, and long-term quitters. The personal as well as the organisational characteristics will be discussed here in relation to these three patterns of tenure.

This chapter consists of two sections. The first deals with the characteristics of each pattern. The second section investigates the differences between the three patterns of the sampled ex-workers.

9.2 Employees' characteristics by tenure patterns

Length of service is the time span a worker is on the pay-roll of the organization. For the purpose of analysis, sampled employees were categorised into short-term, medium-term and long-term quitters. This section presents a brief discussion of the characteristics of employees regarding the tenure pattern they belong to. More specifically it deals with the characteristics of the patterns of the Palestinian ex-workers in relation to length of service. The three patterns mentioned above are modelled to some extent on those differentiated by Price (1977, p 125) and recently by Kanfer (1988) who classifies leavers into three tenure groups relatively similar to those of Price i.e, short-term quitters (2-5 months), medium (6-12 months), and long-term quitters

(those who left after more than 12 months). However, Price reported that workers can survive the early stages as their employment time period with the firm increases.

(I) The short-term quitters

In line with Price's (1977) model, in this study those ex-workers who left within the first three months of employment fit in the first pattern of turnover behaviour. The rationale behind the choice of three months or less for the defined short-term period is based on the fact that the majority of companies apply special training and induction programmes during this period. This time span is usually the proportional period for both the new employees and the employer. Therefore, the first three months of employment will represent the time span of the first pattern of turnover according to length of service. Consequently, those workers who leave their jobs during this period will be identified as short-term quitters.

This period of time, usually called the "period of induction crisis", is when a certain number of factors arise from the interaction between the organisation and the new employees. Like other previous studies, this study focuses on this issue. The contention is that the levels of labour turnover are generally higher for starters than for longer service employees. So firms that want to lower the level of labour turnover should

pay particular attention to those new workers. However, the first pattern of turnover behaviour is a subject of considerable management concern, because high levels of turnover have been reported in many studies in relation to starters. Forbs and McGill (1985) stated that leaving is of higher frequency among starters. In addition, as mentioned in Chapter Two, new hires cost companies a great deal of money, whilst their productivity and production levels are lower than desired. Moreover, although they are counted as part of the future labour force by the company, according to Samuel (1969) they rarely remain

The frequently observed phenomenon of a high rate of employment wastage in the first few weeks of employment has resulted in the concept of the induction crisis..
(p.32)

Ex-workers were asked to indicate some of their personal characteristics. It was found that short term quitters constituted 22.2 percent of the sampled ex-workers. Of these employees 59 were male and only 9 were females, 61 were single, and only 7 were married. .It it was found that their average age was 21.3 years, and their average monthly salary was 79.05 J.D. Out of the 68 subjects, 59 reported that they had no commitment to any dependent relatives, 42 had attained a lower than high school level of education, and the remaining 26 had achieved a high school level of education or beyond.

(II) The medium-term quitters

For the analysis we suggest that the first year is the time span for the second stage in the employment period. This is the period in which those who have gone through the first stage formalise themselves within the company and so can judge their own potential.

This time span might be sufficient to enable workers to develop their views as to whether or not to remain with the company. Thus, those ex-workers whose time span in their previous job was between 4-12 months constitute the second pattern of turnover behaviour. The main purpose of determining this pattern was to distinguish clearly the short term-quitters from the long-term quitters in the analysis.

(III) The long-term quitters

The long-term quitters form the third pattern suggested in this study. Those who were employed for more than one year in their previous jobs are characterised as long-term quitters. In other words, this period relates to those who have survived the first two periods. Ex-workers who quit after being at work for more than one year (13 months or more) are classified as long-term quitters. Long-term quitters are characterised as follows:

Of those sampled, 82.4 percent were males and 17.6 percent were females. This means that about 53.3 percent of the total number of females were long-term quitters, and about 43.0 percent of the total number of males were long-term quitters. This indicates that female employees are more likely to be long-term quitters than their male counterparts. Since women tend to move outside of the country less than men, as Benvivisti (1984 P.4) pointed out, the emigration rates for women are lower in general; however, there are indications that middle-aged women tend to leave to join their husbands rather than to seek employment.

In this connection, it is worth mentioning that male workers have more opportunity to move outside of the country, and are more liable to find jobs in the local labour market than their female counterparts. It is also common to find males but not females in Israeli industries. Abu-Shokor (1987 P.109), found that 97.36 percent of Palestinians working in Israel were males whilst only 2.64 were female. Working outside of the country or within Israel is considered unacceptable for female workers due to cultural factors. Female workers do not often move to find work outside of the country unless either the husband or the father is moving. Thus, the availability of jobs for females is limited to some extent in the local market .

Because of social reasons, females are generally prevented from working away from their homes.

From the researcher's point of view, it could simply be explained in terms of family responsibilities. In addition to their work responsibilities, women are also responsible for all other household tasks, including the raising of children. Thus, travelling a distance from home proves difficult. Women, therefore, prefer job places close to their home rather than seeking jobs which require long distances travel. Work in Israel requires workers either to reside there (which is either difficult or even prohibited) or commute. Most of the females who work in Israel are working in an area close to their home town. Forbes and MacGill (1985 P.17) found that some companies have found that those who travel relatively farther to work tend to have higher voluntary turnover rates. This may be due to the distance/time factor involved. This is relatively more difficult, relatively, for females than for male due to social and household responsibilities.

It was also found that about 71.1 percent of the married ones were long-term quitters and 29.6 percent were single. From the above results the general trend is that single workers leave earlier than married workers. The majority of the workers who left within the first year were single whilst the majority of long-term

quitters were married.

Table 9.1 marital status in relation to tenure patterns.

Category	Married (N=121)	Single (N=185)
Short-term Quitters	5.8	33.0
Medium-Term Quitters	23.1	37.8
Long-Term Quitters	71.1	29.2
Total	100.0	100.0

Long-term quitters' average age was 34.3 years. It was 21.3 years in the case of short-term quitters. This means that older workers leaving the firm were more stable than their younger counterparts. The average monthly salary of long term quitters was 143.8 J.D. and about double the average monthly salary of short term leavers. It is also found that in the case of about 60.0 percent of long-term quitters their level of education was high school or beyond, whilst about 38.0 percent of short-term quitters had the same level of education.

9.3 Differences between employees' responses in relation to their tenure patterns.

Further explanation of turnover behaviour commonly reported in the literature is related to individual and organizational characteristics. This section aims to

present the differences between employees' responses in relation to the three tenure patterns. More specifically ,it attempts to answer the question: "are there any personal or organisational differences between quitters in terms of their tenure patterns"?

Despite previous research on turnover behaviour focusing on the relationship between turnover rate and employees' tenure, only limited studies of the characteristics of the different groups of employees in regard to their length of service are found in the literature about the phenomenon of turnover. Hence, this section aims to investigate the issue because determining the characteristics of these short-term, medium-term, and long-term quitters will enhance our understanding of turnover behaviour.

The focus of the first section was the tenure patterns of Palestinian ex-workers. In this section, three groups of employees in relation to their length of service in previous employment are identified to determine their personal characteristics. It is the concern of management to understand these characteristics in order to either obtain information relating to future plans or to reduce current turnover rates. To accomplish this end, this section will discuss the variation between these three patterns: short term, medium term and long term quitters .

The purpose in examining this variation is not to explore the differences in the leaving rates of the different groups as most of the previous studies did. It is rather to determine whether there are personal and organisational differences between the tenure patterns.

The first stage of analysis was to determine which of the 20 selected personal and organisational variables account most for the differences in the responses of ex-workers. The second stage was to determine the differences between short-term and long-term quitters in relation to the variables which account much of the differentiation. To this end, discriminant analysis was used. This technique has recently been utilised by West et.al. (1987) in their study of transition into newly created jobs. This is a technique where in linear combinations of variables are used to distinguish between two or more cases Hedderson (1987).

The summary of the results is displayed in Table 9.2. The model which is applied for this purpose is the two groups model. In order to evaluate the discriminant model the following criteria need to be evaluated. These criterias are: eigenvalue, conanical correlation and Wilks lambda.

The eigenvalue is the between-groups variance divided by the within-group variance. It is worth mentioning here that eigenvalue is a statistical indicator for

evaluating the worth of discriminant analysis. An eigenvalue of 0 means that the discriminant analysis yielded no discriminant value. An eigenvalue of about 0.40 is considered excellent in discrimination. The eigenvalue for the model was 0.593 for length of service patterns, as shown in Table 9.2.

The Canonical Correlation squared is the ratio of the between groups variance in scores on the function to the total variance in scores. It is a good measure of how well the function discriminates between groups on a scale that ranges from 0.0 to 1.0. The Canonical Correlation value for this model was 0.610 .

Wilks' Lambda is the within-group sum of squares divided by the total sum of squares. This ratio can vary from 0.0 to 1.0. For this model the value of Wilks' Lambda was 0.543 as shown in Table 9.2.

The table shows that the method of assessing the importance of a particular independent variable is to look at its standardised discriminant function coefficient (SDFC). The term "standardised" indicates that each variable score is standardised then multiplied by the discriminant function coefficient:

$$\text{Standardised score} = \frac{X - X_i}{S_x}$$

S_x

Where X is a case score on a variable

X_i is the mean of the variable

S_x is the standard deviation for the variable

The signs of the coefficient in the discriminant analysis have no special meaning. That is because the dependent variable is treated as a nominal measure. It is not possible to think in terms of positive or negative associations. Thus, the results of correlation derived through cross tabulation were used to indicate whether the effects of the independent variable were positive or negative. Generally speaking, the previous criteria values show the acceptable model to be used in order to evaluate the variable which counts discrimination between the three tenure patterns.

The table also shows the variables which might cause the discrimination between tenure patterns. The variables with the biggest effect on tenure patterns were ordered as the number of jobs held in the past five years, with a value of 0.368 for the (SDFC), the number of dependent relatives with a value of 0.332 for the (SDFC), the number of children with a value of 0.317 for the (SPFC), the monthly salary with a value of 0.294 for the (SDFC), age with a value of 0.265 for the (SDFC), the worth of the money earned, with a value of 0.239 for the (SDFC), the educational level with a value of 0.213 for the (SDFC) and finally the number of jobs which had been held in the working life with a value of 2.03 for the (SDFC).

Table 9.2 Factors which Influence Tenure Patterns

Function	Eigen Value	Canonical Correlation	Wilks' Lambda	Chi-sq.	SIG
1	0.595	0.610	0.543	177.9	0.000

Standardised Discriminant Function Coefficient

Number of jobs held in the past five years	0.368
Number of dependent relatives other than children	0.332
Number of children	0.317
Monthly salary	0.294
Age	0.265
The worth of the salary compared to living costs	0.239
Educational level	0.213
Number of jobs held in the working life	0.203
Sex	0.183
Marital status	0.154
Attending induction programmes	0.130
Attending training programmes	0.125
Task variety in the previous job	0.060
Degree of autonomy in previous work	9.117
Feedback about work and achievement	0.057
Unionised affiliation	0.056
Worth of fringe benefits in previous jobs	0.093
Supervision style in dealing with work issues	0.046
Availability of locating work before quitting	0.083
General satisfaction	0.044

The above findings are different from previous findings, since they include new variables, such as dependent relatives, which might influence labour turnover in the Arab culture where extended family structures predominate. However, Garrott (1979 PP.100-103) suggested that sex, age and marital status are discriminant variables in the prediction of short-term and long-term quitters.

The above results indicate eight variables which have the greatest effect in discriminating between the sampled ex-workers in relation to the length of service patterns. These variables are discussed below :

9.3.1 Number of Jobs Held by Ex-workers before their previous job

The number of jobs held previously is one of the variables which discriminated between ex-workers' patterns of tenure. Within this variable the number of jobs held in the previous five years are distinguished from the number of jobs held during the employment life of the worker. It was found that those who had several jobs before their last employment tended to quit after a short period of time.

To explain these results it might be useful to recall the importance of the worker's life history, particularly the individual's job duration record. Generally

speaking, the greater the number of times that the workers leave their employment, the more likely they are to belong to the short term quitters' pattern. The absence of a national body on the West Bank, and the lack of centralised institutions such as a Social security organization and the like, the more likely workers tend to move in order to find better paid jobs, and hence to save money to secure their future. Because of the availability of jobs, particularly in the Israeli labour market, the probability of changing jobs increases. Therefore, as the number of jobs increases the length of service decreases. The use of this variable is crucial in any prediction study concerning the length of employee's service.

Further, weighted application forms of new applicants might also depend on the number of the jobs that employees had held during the previous five years. At this stage of evaluation the number of jobs might be a good indicator of the probabilities of the tenure pattern. These results, support previous findings (e.g Forbes and MacGill, 1985 p.19), Forbes and Macgill claim that the previous record of the worker is essential. Employees who leave their previous work after a short length of service have been found by many organizations not to stay with them as long as those with a more stable job history.

9.3.2 Number of dependent relatives other than children

The number of dependent relatives other than children is one of the variables which discriminated between the characteristics of ex-workers in terms of length of service patterns. The review of the literature showed that previous studies attempt to utilised the factors of sex, age, marital status and family responsibilities to identify the length of service of employees, (e.g. Garrott,1979, and Williams et.al.1979).

Aside from the above factors, the present study undertakes to examine a number of relatively new variables, such as the number of dependent relatives as well as many other personal variables, e.g the number of jobs held in the past five years and number of jobs held during the whole working life of the employees under consideration, However, the number of dependent relatives was used independently to assess the differences between tenure patterns. Extended families are a major social characteristic in the culture of the Arab world. A family size of more than 15 persons is common. Thus, as the number of dependent relatives increases, as family responsibilities increase as well as a result of this, moving from one job to another becomes more difficult.

It is worth mentioning that previous literature

examines family responsibilities as a whole. Rarely does one find a study which examines these different variables independently. It is the aim of this section to fill the gap. It seems essential to examine variables such as family responsibilities in a society which has different values in terms of family responsibilities from its western counterparts, where governmental and social security funding constitute an integral part of the socio-economic family structure. In extended families of the kind mentioned above the number of dependent relatives other than children frequently exceeds the number of children. The question which arises is the number of dependent relatives and the number of children in a family influence the length of the employee's service, and if so, what is the nature of this influence?

It was found that those who had fewer dependent relatives quit after a very short time. A close look at the contingency table reveals that the majority of those who had no dependent relatives other than children (10.2 percent with 1-3 dependent persons and only 3.1 percent with 4 dependent persons or more) leave their employment after a short term of service. Comparable results, apply to obtained medium-term as contrasted with long-term quitters. The percentage figures of the three tenure patterns in relation to the number of children show relatively the same relative results. In this section, all references to "dependent relatives" are to be interpreted as dependent other than children.

Table 9.3 Differences between tenure patterns in relation to number of dependent relatives.

Category	No Dependent (N=213)	1-3 (N=69)	4+ (N=24)
Short-term Quitters	27.7	10.1	8.3
Medium-term Quitters	33.8	26.1	33.3
Long-term Quitters	38.5	63.8	58.4
Total	100.0	100.0	100.0

$$X^2 = 18.7, \text{ (D.F. =4), } P < 0.001$$

In order to assess the relationship between the length of employee service and the number of dependent relatives, the chi-square value was computed. The value of X^2 was 18.6. This value is significant at the .001 level of significance. Also the Gamma value was 0.41 as related to length of service. Thus, a significant and strong positive relationship was found between the number of dependent relatives and tenure patterns. Hence, as the number of dependent relatives increases, the probability of length of service increases. Thus, turnover rates might decrease.

We suggest that further studies include, both the number of children as well as the number of dependent relatives in any prediction study for labour turnover in general and length of service of employees in particular in similar cultural studies.

Accordingly, it is reasonable to expect that quitting employment involves more expenses for the employees, and less time to search for another job. Therefore, employees are more likely to spend a longer time in their current employment.

9.3.3 Number of children

The number of children is also one of the variables that discriminate between the characteristics of ex-workers. In order to assess the relationship between the length of employee service and the number of dependent relatives, the chi-square value was computed. The value of X^2 was 68.8. This value is significant at the 001 level of significance. Also the Gamma value is 0.71 for the number of children as related to the length of service. Thus, there is a significant strong positive relationship between these two variables. Hence, as the number of children increases the probability of length of service increases. Thus, employment turnover might tend to decrease.

The majority of those who have children were long term quitters, while a small portion of them were medium-term and short-term quitters. These results can be explained by the fact that the more the number of children increases the more family responsibilities increase. as a result, moving from one job to another becomes more difficult. It is also worth noting that as the number of

children increases, the period of employment increases. This indicates a relationship between these two variables. This has implication for any employee turnover strategy, recruiting married ones with children might decrease turnover rates.

These results contradict the findings of (Williams et al. 1979). He found that the number of children is not statistically significant in relation to length of service. The contradiction in the results is due to the differences between the average number of children in the Western family and Arab families. In the latter the number of children is about three times the number in the former.

Table 9.4 Differences between tenure patterns in relation to number of children.

Category	NO Children (N=195)	1-3 (N=51)	4 + (N=60)
Short-term Quitters	31.3	7.8	5.0
Medium-term Quitters	40.0	27.5	10.0
Long-term Quitters	28.7	64.7	85.0
Total	100.0	100.0	100.0

9.3.4 Monthly Salary.

Monthly salary is also a variable that discriminated between the three patterns of tenure. It was found that

better paid workers were more likely to stay longer than less paid counterpart workers.

As mentioned in Chapter Seven, inadequate salary and better opportunities elsewhere in terms of better pay, were the most important reasons for termination of work. Thus, the economic factor is the dominant variable with discriminating effects on the ex-workers in terms of all tenure patterns. Moreover, it is clear from Table 9.2. that the value of the money (i.e wages) compared to the cost of living, is one of the variables which discriminated between patterns of length of service.

As stated in the first section of this chapter the average salary of long-term leavers was about twice the average monthly salary of the short term leavers. Moreover, about 95.0 percent of the short-term quitters were earning 100 J.D or less whilst a similar amount was earned by only about 60.0 percent of the medium-term quitters and about 40.0 percent of the long-term quitters. It is clear from these percentage figures that as salary increases so length of service increases. It is also clear that there is a strong relationship between employees leaving work and their monthly salary, (the Pearson correlation is 0.41 and the Gamma correlation is 0.65). These findings support the findings of the previous chapter which shows that an inadequate salary is the most frequent reason for voluntarily turnover in the West Bank. Moreover, these findings support other

findings presented in Chapter Two and three, particularly those related to developing countries. Both Saleh (1985) and Jovanovic (1984, p.2) indicate that wages (or income) have a strong negative relationship to employee resignations. Thus the higher the wages the less employees tend to quit their jobs.

9.3.5 Ex-workers' age.

Ex-workers' age is a variable that discriminated between the workers in terms of tenure patterns. Table 9.5. shows that as age increases the percentage of short-term, medium-term quitters decreases, while the percentage of long-term job leavers increases. The relationship between age and length of service was assessed. The chi-square value and the correlation significance were computed. The χ^2 value was 57.3 at 0.001 level of significance. Also, the value of Gamma was 0.76. This means that there are significance differences between tenure patterns and age groups. Moreover, there are strong relationships between, length of service patterns and age. This indicates that the age of the employee is a determinant factor of turnover.

Price (1977) argued that employees of the same age often differ considerably in the time they stay within an organization. To explain the above results it might be useful to mention again the importance of age as an

indicator of tenure in Palestinian industries on the West Bank. Generally speaking, younger workers are most likely to leave early because of availability of work in Israel.

The finding corroborates Garrott's findings. Garrott (1979 p.102) found that younger workers were most likely to be short-term quitters while older workers were long-term quitters. Similarly, Forbes and MacGill (1985 p.17) reported a relationship between age and length of service. They show that the percentage of workers leaving in the first few months were higher among younger workers than in the older workers category. Williams et al (1979) found that age in the ancillary staff in two London Hospitals was statistically significant in relation to tenure patterns. They found a higher propensity among older workers to stay longer than the younger ones. They concluded that age was one of the best predicting variables as to whether employees would be stayers (i.e long-term quitters) or leavers (i.e short-term quitters). Pittman (1973) also pointed out that the older the employee the more important becomes job security and the benefit accruing to length of service.

Table 9.5 Differences between tenure patterns in relation to age groups.

Category	30 or < (N=227)	31-50 (N=57)	50 or > (N=22)
Short-term Quitters	28.6	5.3	0.0
Medium-term Quitters	37.9	19.3	4.5
Long-term Quitters	33.5	75.4	95.5
Total	100.0	100.0	100.0

9.3.6 Ex-workers educational level

Finally, Ex-workers educational level was also a variable which discriminated between workers in relation to their tenure pattern. For example, in our sample, the number of workers who left within the first year of employment decreased with increased educational attainment level. Of the whole sample, 50.0 per cent (i.e. 83 subjects) were educated below high school level, 28.3 per cent had attended high school, and 21.7 percent were college or university graduates.

Our assumption was that educational level is one of the personal characteristics which might discriminate significantly between tenure groups. The chi-square values were computed. The X^2 value was 18.3. This value was significant at the 0.01 level of significance. This means that there are significant differences between

short-term, medium-term, and long-term quitters in relation to their educational level. The length of service increases as educational level increases except among short-term quitters. The educational level was below high school level in 61.7 percent of short-term quitters and 38.3 percent held a high school degree or above. On the other hand, the educational level of about 40.0 percent was below high school level and in slightly less than 60.0 percent it was of high school level or above. Earlier studies reviewed by Jovanovic (1984), showed that the simple correlation between educational level and job leaving was negative. Thus, as the educational level increases the length of employee service increases.

9.4 Summary

In this chapter three groups of workers were identified in relation to their tenure patterns: short-term quitters who left within the first three months of work, medium-term quitters who left within the first twelve months of work and long-term quitters who left after one year of work. About one quarter of ex-workers sampled were classified as short-term leavers, about one third of them were classified as medium-term quitters whilst 44.6 percent left after being in their jobs for more than one year. One can conclude that availability of better jobs in the area encourage even those workers with a long time

span to leave.

The characteristics of short-term and long-term leavers were defined. It is found that male, single and low wage workers are more likely to be short-term quitters. interesting enough, females were found to be long-term leavers. Most previous studies reported the contrary that females were more likely to leave early. Thus, our finding contradicts the previous findings in this regard

The variables which had the highest weight in discriminating between the three patterns of tenure were determined. These were found to be, in order of significance, number of jobs held in the past five years, number of dependent relatives other than children, number of children, monthly salary, age and the worth of the salary compared to living costs. The following chapter discusses the relationship between tenure and the causes of turnover in order to assess the factors which may influence each tenure patterns.

CHAPTER TEN**RELATIONSHIP BETWEEN TENURE AND THE SUGGESTED
REASONS FOR TURNOVER****10.1 Introduction**

It is often argued that turnover behaviour is influenced by tenure patterns. This chapter discusses the factors which may influence labour turnover in West Bank's manufacturing companies in relation to their tenure patterns. This will enable us to determine whether the Palestinian workers' perception of the causes of their quitting are altered by their tenure patterns or not. This chapter is developed to break down of the possible reasons for turnover viz-a-viz tenure patterns.

10.2 The importance of this approach

Examination of personal or organizational factors in employment turnover offers a better understanding of the turnover behaviour commonly reported in the literature. It was predicted that the short-term quitters could be differentiated from long-term ones in regard to the suggested reasons for turnover.

According to Forbes and MacGill (1985 p.19), personnel policies can be better formulated if voluntary turnover

is broken down into several factors, particularly length of service. Most of the previous studies examined the relationship between length of service and labour turnover rates. Some of these studies (e.g Garrott' 1985 P.100) have broken down the length of service in terms of some personal characteristics, particularly sex, age and marital status. But this study aims at breaking down this variable in relation to the possible factors which may influence turnover behaviour. Therefore, personnel policies can be better formulated if voluntary turnover behaviour is analysed in this way. Breaking down the ex workers into short-term, medium-term, and long-term quitters according to the suggested reasons for turnover offers a better understanding to the turnover behaviour and can facilitate the formulation of a better policy to control it. Thus, the list of reasons for turnover in relation to each of the three suggested tenure patterns provides a reliable basis for developing such a policy.

This chapter aims at pointing out the differences between the perceived suggested reasons for turnover in the Palestinian industries in the West Bank and quitters in the three tenure patterns. The main hypothesis in this section is stated as follows:

"Short-term, medium-term and long-term quitters have different perceptions of each one of the suggested reasons for turnover".

The hypothesis was tested on the basis of (1) the data gathered about length of service of the sampled workers in their previous work, and (2) the suggested reasons which have been developed and discussed in the previous chapter,

In order to test the hypothesis concerning each of these suggested reasons, the researcher utilized both the "chi-square" and "Kruskal-Wallis" tests. The latter was used independently and the results were compared with the results of chi-square to double check for accuracy.

Only six reasons were found statistically significant in relation to tenure patterns. Differences between each of these reasons and tenure patterns were tabulated. All the cited reasons for turnover, regardless of their statistical significance, are presented and discussed to enrich the comparison in this regard.

10.3 The most frequently cited factors

10.3.1 Inadequate salary

The relationship between inadequate salary as a suggested reason for turnover and tenure patterns is set out in Table 10.1. In order to test the hypothesis, chi-square values were computed and displayed in Table 10.7. The X^2 value for tenure and inadequate salary was 9.86 with two degrees of freedom. This value was significant at the 0.01 level. These results are supported by the

result of the Kruskal-Wallis test which indicates the same differences: $\chi^2 = 9.84$, $p = 0.01$. This means that inadequate salary as a reason for termination becomes more or less significant depending on the tenure patterns of the Palestinian workers.

Table 10.1. Differences in Responses between patterns of turnover in relation to inadequate salary.

	Short-term quitters		Medium-Term quitters		Long-term quitters	
	F	%	F	%	F	%
It is a reason	55	80.9	70	71.4	84	60.0
It is not a reason	13	91.1	28	28.6	56	40.0
Total	68	100.0	98	100.0	140	100.0

An examination of the relations, the reason "inadequate salary" was cited by 81.7 percent (i.e 55 out of 68 subjects) by 70 percent (i.e 70 out of 98 subjects) of medium term quitters , and by 60 percent (i.e 84 out of 140 subjects)of long term quitters

It is clear from the above results that as the length of service increases the probability that workers will quit because of inadequate salary decreases. Also, Kendal's correlation value was 0.20 on 0.000 level of

significance. Thus, one can summarise and conclude that there is a negative relationship between longer service and inadequate salary as a reason for turnover. From the percentage figures in Table 10.8, inadequate salary as a reason for termination is greater among short-term quitters than either medium or long-term quitters.

Generally speaking, the wages of employees with long time spans are higher than the wages of those with short time spans. Employees who survived the first two stages are most likely either to be satisfied or to lack other opportunities. Thus, the possibility that longer time span employees may leave because of reasons other than inadequate salary is higher than for those who have lower wages. Garrott (1979 P.82) indicated that long-term quitters in Southern Stores, U.S.A, left their jobs due to dissatisfaction with supervisors whilst short-term quitters gave looking for more secure employment elsewhere as the first reason for leaving. In addition, as presented earlier, wages are correlated positively with length of service. Therefore the probability of leaving for this reason is less likely to be found among long-term quitters than short-term quitters.

10.3.2 Better opportunities

In order to test this hypothesis, the chi-square values were computed and displayed in Table 10.7. The χ^2 value is 3.141 with two degrees of freedom. This value is not

significant at any acceptable level of significance. The Kruskal-Wallis test supports these results, since it also shows no significant differences ($\chi^2 = 3.131$, $p = 0.20$). However, this factor was found early in Chapter Seven as one of the most frequently cited factors which influences the turnover behaviour. This result supports Nassar's study (1981) findings that better opportunity was the prime reason for turnover in manufacturing companies in the San Diego area.

It is clear that availability of jobs either inside or outside of the country made only marginal differences in the percentage figures between the three tenure patterns. About 50.0 to 60.0 per cent of short-term, medium-term and long-term quitters cited this factor as a reason for termination. As argued in the previous chapter, better jobs in terms of better wages encouraged an equivalent number of subjects in all tenure groups to terminate their jobs. Therefore the results show slight differences in relation to length of service because of the availability of better paid jobs.

Some regulations have been imposed on the West Bank's inhabitants. For example, Palestinians who are under 26 years old are not allowed to leave the country unless they accept to stay outside of it for nine months at least. Such regulations will save the local jobs for the younger workers whilst the older workers can leave the

country as less restrictions are imposed on them, and thus, are more likely to find jobs outside of the country. These findings are in accord with Forbes, and MacGill's (1979 p.19) views which argue that voluntary turnover tends to be higher if the organization is located close to potential alternative employment.

10.3.3 Poor supervision

Similarly we assess the differences between those who cited poor supervision as a reason for termination according to tenure patterns. The chi square values were computed. As shown in Table 8.3 the χ^2 value was 0.968 with two degrees of freedom. The Kruskal-Wallis test support these results as no significant differences showed ($\chi^2 = 0.965$, $p = 0.61$). This value is not significant at any level of significance. In other words, no differences between short-term, medium-term and long-term quitters appeared as regards poor supervision as a reason for ceasing work.

Therefore, one can conclude that an equivalent number of workers in all three groups terminated because of poor supervision. Of the sampled employees, 75.8 percent (i.e 232 subjects) reported that their supervisors were concerned with the question of how to increase the work production. In addition, 201 sampled terminating workers rated their supervisors' styles either as very bad or

bad. About 61.0 per cent of short-term quitters, 54.0 per cent of medium-term quitters and 57.0 per cent of long-term quitters indicated poor supervision as a reason for termination. It is clear from these results that the majority of the three groups' member, uniformly indicated poor supervision as a reason for turnover. The Previous literature on turnover reported a consistent negative relationship between length of service record and turnover. Mobley (1982 P.104) found that turnover is significantly higher for employees with a record of short tenure.

The results concerning the above three factors lead to the conclusion that the organisational reasons, such as poor supervision, are among the areas which requires the management and the researchers concern. The researcher's explanation for these results can be explained in the following points:

1. As stated by Murrar (1981, P.26) separation of ownership from management is still one of the obstacles confronting management development in the Arab business firm, particularly in small companies.

2. As a result of the previous point, supervising posts, as Abed (1988) indicates, are usually reserved for members of the extended family or to some extent for friends. In many cases the qualification is not criteria to get the job.

3. Lack of training is the third explanation. As noted

in Chapter IV, the West Bank is in need of a training centre where managers and supervisors can increase their knowledge, improve their skills and change their behaviour and attitudes.

10.3.4 Lack of autonomy at work.

In order to test this hypothesis in regard to this suggested reason, the Chi-square values were computed. The χ^2 value is 0.571 with two degrees of freedom. This value is not significant at any acceptable level of significance. The Kruskal-Wallis test support these results as no significant differences ($\chi^2 = 0.570$, $p = 0.75$) were shown. This means there is no difference between the groups tenure pattern as far as lack of autonomy at work as a reason for terminating employment is concerned. The previous results indicate that those who cited this factor as a reason for termination were either new hires or had been working for different time spans. Therefore, an equivalent majority in all three groups of workers cited this reason.

Autonomy at work is the degree to which the job provides substantial freedom, independence and capacity to determine the procedures to be used in carrying out the job. Reviewers of the turnover literatures, such as Munchinsk and Tuttle (1979) reported a consistent negative relationship between degree of autonomy and

turnover. In the present study, 180 subjects or 58.8 percent of the sample (i.e 180 subjects indicated that they did not have autonomy to do their jobs in their own ways. They were working on fixed procedures. Thus, more than half of the sampled ex-workers, regardless of their length of service (short-term, medium-term or long term), had to work with this job characteristic. Also about the same percentage cited this factor as a reason for turnover. Low level of delegation offering a limited degree of freedom and independence, leads to centralization. Under such administrative style, lack of autonomy influences all three tenure pattern groups.

10.4 The other factors for turnover

10.4.1 Lack of promotion

In order to test the hypothesis in relation to lack of promotion, the chi-square values were computed. Table 10.7 shows that χ^2 is 0.324 with 2 degrees of freedom. This value is not significant at any level of significance. Similarly ,the Kruskal-Wallis test shows no significant differences ($\chi^2 = 0.323$, $p = 0.85$). This means that there is no difference between each one of the tenure patterns in terms of lack of promotion. There are no significant differences between tenure groups in relation to lack of promotion as a reason for turnover. It is also worthwhile to mention here that lack of promotion was one of the most frequently cited reasons

for turnover. Generally speaking, wage levels and promotional opportunities are very low compared to other labour markets because of limited economic situation.

For example Jabr (1985) stated: that the Israeli Per Capita Income is three times that of the West Bank.

The explanation for these results is that the promotion system in the Palestinian industry does not often exist. An understanding of this phenomenon requires an understanding of the structure of these organizations

As stated before, the Palestinian companies are small in terms of their number of workers. The hierarchy structure of the Palestinian companies might also be one of the factors which may explain why there are no differences between short-term and long-term quitters' as regards lack of promotion as a reason for turnover. First, as small sized companies, their hierarchy structure is Typically horizontal where the number of levels is limited. A horizontal hierarchy shape is a major obstacle to the promotional function in general and secondly, an organisation structure with a horizontal shape lead to increased span of control.

However, both of these points lead necessarily to centralisation in the managerial style. Muna (1980 pp. 44-58) studied fifty-two Arab executives from six Arab countries. He found that a low level of delegation of authority is one of the feature of Arab business

management.

As a matter of fact, researchers believe that this factor may influence the promotion system which is found to be one of the most frequently cited reasons for turnover in this study. Because by more delegation, new positions can be created, availability of jobs decreases the complaining of workers in this regard. It also increases the hierarchy levels, where there is a need for promotion function. Third, delegation saves supervisors' or managers' time. As noted in this study, many companies do not have separate personnel departments. The owner or the director of the company holds most of the administrative and supervisory responsibilities. Therefore, his time is distributed among several administrative functions. However, as Muna (1980 p. 119) stated, that delegation of authority motivates and trains employees. Further, as stated by Rothwell (1982). The explanation for turnover behaviour and the long service of employees commonly reported in previous literature are related to motivation and the training of employees.

All in all, in such promotion systems, all three groups of workers uniformly reported lack of promotion as a reason for turnover. Statistically, there were no differences between short-term, medium-term, and long-term quitters in this regard.

10.4.2 Lack of Friendship at Work.

In order to test the hypothesis in relation to lack of friendship at work, chi-square values were computed and displayed in Table 10.7. The χ^2 value was 8.64 with two degrees of freedom. significant at the 0.05 level .The Kruskal-Wallis test shows the same differences: $\chi^2 = 8.612$, $p = 0.01$. This means that there is a significant difference between the three groups in regard to lack of friendship at work.

The frequencies in the contingency table gives us a clear picture of this relationship.

Table 10.2 Frequencies of responses on Lack of Friendship at Work in Relation to Tenure Patterns.

Category	Short-term		Medium-term		Long-term	
	Quitters		Quitters		Quitters	
	F	%	F	%	F	%
It is a reason	22	32.4	27	27.6	22	15.7
It is not a reason	46	67.6	71	72.4	118	84.3
Total	68	100.0	98	100.0	140	100.0

It is clear from the previous finding that length of service increases as the probability of leaving employment because of lack of friendship at work. Thus, there is a negative and significant relationship between lack of friendship at work and tenure patterns ($r = -0.316$ $p = 0.01$.)

Moreover, as the percentage figures in table number 10.2. show, 32.3 per cent of short-term quitters cited that factor as a reason for termination, 27.0 per cent of medium-term quitters and only 15.7 per cent of long-term quitters. Therefore, one can conclude that there is a negative relationship between lack of friendship at work and length of service patterns. The shorter the length of service the greater the percentage of those workers who left their jobs for this reason on the West Bank.

This result can be explained by understanding the relationship between a group's members at work. The relationships between an individual and immediate non-physical environments, such as family, friends, fellow students, colleagues and the like are observed by Khadra (1981 pp.12-25). Understanding the development of behavioral norms shared by the group's members as well as the structure of the group is a necessary step in understanding the effect of lack of friendship on turnover behaviour, although, the members of a group do not usually choose each other. According to Khadra (1981 pp.32-35) they certainly come to share a motivational basis and a number of roles and norms for their behaviour in most cases. The problem of new employees, however, is the adaptation to the new environment. Employees who survived were usually, capable of adapting to the new groups of workers. By contrast workers who failed to adjust themselves to the new environment are more likely

to be short-tenure employees. As a result, the more a worker is capable of building friendship at work the longer will be his stay in the organization. In other words, as length of service increases, the possibility that an employee is accepted as a group's member increases. (Muna 1980 P. 75) found that in Arab business the factor of friendship and relations is not only widespread, but is also an important and necessary part of the worker's life.

10.4.3 Inefficient feedback on performance

For the other factors, in order to test the hypothesis in relation to inefficient feedback on performances as a reason for turnover, the chi-square values were computed. The χ^2 value was 0.615 with 2 degrees of freedom. This value is not significant at any of the acceptable levels of significance. Similarly the Kruskal-Wallis test supports shows no significant differences ($\chi^2 = 0.613$, $p = 0.73$). Thus, there appeared to be no differences between short-term, medium-term and long-term quitters who indicated this factor as a reason for termination of employment. As a result, we might expect workers to leave for this reason despite a long time span with the company.

10.4.4 Employment routine

In order to test the hypothesis in relation to

employment routine as a reason for turnover, the chi-square values were computed. The χ^2 value was 0.371 with two degrees of freedom. This value is not significant at any acceptable level of significance. The Kruskal-Wallis test support these results by showing no significant differences ($\chi^2 = 0.370$, $p = 0.83$). In other words there was no differences between short term quitters and long term quitters as far as this reason was concerned.

10.4.5 Inefficient information concerning work

In order to test this hypothesis, the chi-square values were computed and presented in Table 10.7. The χ^2 value was 13.457 with two degrees of freedom. This means that there is a significant difference between those who cited that factor as a reason for termination and those who did not in relation to length of service. The Kruskal-Wallis test indicates the same differences: $\chi^2 = 13.413$, $p = 0.01$. Thus, there is a negative relationship between inefficient information concerning work as a reason for termination and length of service ($r = 0.513$).

The percentage figures illustrate the relationship between length of service and information about work. Length of service increases as the problem of inefficient information concerning work decreases. Moreover, the percentage of those who cited this factor as a reason for termination is greater among short-term quitters than among the other two tenure pattern groups, as shown in

Table 10.8. This confirms the previous result that a low percentage of employees had attended induction or training programmes. Thus, new hires, particularly younger and less experienced workers are more likely to leave at this stage. This finding supports other finding results

Findings show that 13.23 percent of short term quitters (n = 68) and only 2.14 percent (n = 140) of long-term quitters indicated this factor as a reason for turnover. The percentages of short-term quitters who perceived this factor as a reason is higher than that of long-term quitters. This is due to the fact that Palestinian companies lack induction and training programmes. More than half of the sampled ex-workers (n = 306) did not attend any induction programme when they started their work. Of the ex-workers sampled, 80.1 percent (n = 306) did not attend any training programmes during their time span in their previous work. However Garrott (1979, p.83) indicated that some of the short-term quitters cited in the open-ended questions that they left because they needed someone to familiarize them with their duties, because the job caused a tremendous amount of tension when they did not understand completely what their functions were.

Table 10.3 Differences of responses on inefficient information concern work in relation to tenure patterns.

	Short-term Quitters		Medium-Term Quitters		Long-term Quitters	
	F	%	F	%	F	%
It is a reason	9	13.2	14	14.5	3	2.1
It is not a reason	59	86.8	84	85.5	137	97.8
Total	68	100.0	98	100.0	140	100.0

10.4.6 Lack of equality

In order to assess whether or not there is significant differences between those who cited this factor as a reason for turnover and tenure pattern, the chi-square values were computed and displayed in Table 10.7. The χ^2 value was 0.385 with two degrees of freedom. This value is not significant at any acceptable level of significance. The Kruskal-Wallis test support these results by showing no significant differences ($\chi^2 = 0.784$, $p = 0.67$). This means that the majority of those who terminated their jobs were not treated equally during their previous employment. One possible explanation for this result is the absent of affixed wages system. Pricing the jobs in manufacturing firms depend mainly upon bargaining rather than a set of rules and

regulation. Those firms which have set internal rules and regulations were found to have lower turnover rates than others. They were corporations rather than partnerships or sole proprietorship firms. This point of view was confirmed by the personnel managers and the union leaders who expressed their views. Some of them clearly stated that this issue is one of the important issues to which companies and unions as well should give some attention..

10.4.7 Relocation

In order to test this hypothesis the chi-square values were computed. The χ^2 value was 0.206 with two degrees of freedom. This value is not significant at any level of significance. The Kruskal-Wallis test showed no significant differences ($\chi^2 = 0.205$ $p = 0.90$). This factor was one of the least cited reasons for turnover, but relocation may force individual's decision whatever the length of service is. Therefore, length of service is not a significant reason in this regard. As a result, there are no differences between employees who cited this factor as a reason, whether they were short-term or long-term quitters.

10.4.8 Working Conditions

In order to test this hypothesis in relation to the

above reason, the chi-square values were computed. The χ^2 was 12.625 with two degrees of freedom. This value is significant at the 0.01 level of significance. The Kruskal-Wallis test results indicate the same differences: $\chi^2 = 12.584$ $p = 0.01$. This means there are differences between short-term, medium-term and long-term quitters who cited working conditions as a reason for turnover. There was a negative relationship, however, between those who cited working conditions as a reason for turnover and length of service ($r = 0.39$).

Moreover, the percentage figures in Table 10.4 show that as length of service increases the percentage figures of those who terminated for reasons of working conditions decreases. On the other hand, the percentage figure of those who cited this factor as a reason was higher among short-term quitters than among both of the other two tenure groups. This could be due to the fact that new hires do not have a previous idea of the work before, although, as noted by Abed (1988), sometimes new graduates accept any type of jobs, even if it is not related to their field of studies. As a result, they might face some difficulties because of the unexpected working conditions, Some times the company administration does not give details on the nature of jobs, so new hires who are facing such a situation might leave early. As a matter of fact, more than half of the ex-workers sampled reported that they did not have any induction programmes

at the time of entering.

Table 10.4 The differences of responses on working conditions in relation to tenure patterns.

	Short-term		Medium-Term		Long-term	
	Quitters		Quitters		Quitters	
	F	%	F	%	F	%
It is a reason	23	33.8	20	20.4	18	12.9
It is not a reason	45	66.2	78	79.6	122	87.1
Total	68	100.0	98	100.0	140	100.0

10.4.9 Uninteresting Work

In order to test this hypothesis according to the above reason, the chi-square value was computed and presented in Table 10.7. The Chi-square value was 10.557 with two degrees of freedom. This value is significant at 0.01 level of significance. The correlation value is 0.473. The result of the Kruskal-Wallis test which indicate the same differences: $\chi^2 = 10.522$, $p = 0.01$. In other words, there are differences between short-term, medium-term and long-term quitters among those who cited uninteresting work as a reason for turnover. The percentage figures show that the percentages of both short-term, medium term quitters are greater than that of long-term quitters for the same reason. The difference may be related to the education system which is not well orientated in the West Bank. Most of the students go to the theoretical

colleges, particularly art colleges. Therefore, those graduating from such colleges are working temporarily in the industrial sector, as cheap labour, though it is not their field of interest. These workers do not see their future career in such jobs. They leave when they have the opportunity. These individuals will leave at the first opportunity because they are dissatisfied with their job and have few environmental pressures to compel them to stay. It is important to understand the difference between staying because of job satisfaction and staying because of environmental reasons. Although employees remain on the job, they may do so for reasons that benefit neither the company nor the individual. Therefore, their length of service is characterized as medium-term or long-term. This result is supported by the finding of a study carried out by the researcher in 1981 (un published paper) about the characteristics of employee turnover in the Royal Scientific Society (R.S.S), in Jordan. About half of the terminated employees perceived their work in the R.S.S. as being temporary. Abed (1988) indicated that the educational system in West Bank is one of the obstacles impeding any industrial development. There are shortages in the number and the quality of vocational schools.

Table 10.5. The differences of responses on uninteresting work relation to tenure patterns

	Short-term		Medium-term		Long-term	
	Quitters		Quitters		Quitters	
	F	%	F	%	F	%
It is a reason	10	14.7	13	13.3	4	2.9
It is not a reason	58	85.3	85	86.7	136	97.1
Total	68	100.0	98	100.0	140	100.0

10.4.10 Illness

In order to assess the differences, the chi-square values were computed and shown in Table 10.6. The χ^2 value was 7.700 with two degrees of freedom. This value is significant at 0.05 level of significance. The Kruskal-Wallis test indicates the same differences: $\chi^2 = 7.675$, $p = 0.05$. Thus, there are differences between short-term, medium-term and long-term quitters among those who chose illness as a reason for turnover. As the contingency table shows, the number of long-term quitters is greater than that of medium-term or and short-term quitters who cited this factor as a reason for turnover. For the same reason it also shows that the percentage of short-term quitters is greater than that of the medium-term quitters. This could be due to the fact that, new hires, particularly young workers, do not have idea of

the work conditions. On the other hand long-term quitters are more likely to face such circumstances after being working for longer time than those workers who quieted after shorter time span.

Table 10.6. The differences of responses on illness in relation to tenure patterns

	Short-term		Medium-term		Long-term	
	Quitters		Quitters		Quitters	
	F	%	F	%	F	%
It is a reason	9	13.2	9	10.2	31	22.1
It is not a reason	59	86.8	89	89.8	109	77.9
Total	68	100.0	98	100.0	140	100.0

10.4.11 Marriage

In order to examine the differences, the chi-square values were computed and presented in Table 10.7. The chi-square value was 0.38 with two degrees of freedom. This value is not significant at any acceptable level of significant. The Kruskal-Wallis test support these results by showing no significant differences ($\chi^2 = 0.384$, $p = 0.82$).

Table 10.7. Significant difference values for turnover reasons in relation to length of service

Reasons	Chi-square	SIG	Correlation
Inadequate salary	9.86	0.01	0.32
Lack of friendship at work	8.64	0.05	0.32
Inefficient information concerning work	13.4	0.01	0.51
Working conditions	12.6	0.01	0.39
Uninteresting work	10.5	0.01	0.47
Illness	7.7	0.05	0.30
Lack of promotion	0.32	0.85	0.05
Poor supervision on performance	0.96	0.61	0.03
Job routine	0.61	0.73	0.08
Lack of autonomy at work	0.57	0.75	0.01
Better opportunities	3.14	0.20	0.15
Lack of equality	0.78	0.67	0.08
Marriage	0.38	0.82	0.02
Relocation	0.20	0.90	0.01

Table 10.8 Differences between the percentage figures of perceived reasons in relation to tenure patterns.

Reasons for turnover	Short-term	Medium-term	Long-term
	Quitters (N=68) %	Quitters (N=98) %	Quitters (N=140) %
Inadequate salary	81.0	70.0	60.0
Lack of friendship at work	32.3	27.5	15.7
Inefficient information concern work	13.2	14.3	0.2
Working conditions	33.0	20.0	12.0
Uninteresting work	13.0	13.2	2.8
Illness	13.2	9.2	22.1

10.5 Summary

Findings show that the factors studied are divided into two major groups in regard to their significance in relation to the tenure patterns. Those (1) factors that show significant differences between short-term, medium-term and long-term quitters, and (2) factors that show no significant differences.

The results indicate that only one factor out of the most frequently cited reasons shows significant differences in relation to tenure patterns. This factor is inadequate salaries.

On the other hand, three factors out of the four most

frequently cited reasons show no significant differences between tenure patterns. These factors are : better opportunities elsewhere, poor supervision and lack of autonomy at work.

There are more factors showing marginal differences in the employees' perceptions of the suggested reasons for turnover in relation to tenure patterns than those showing significant differences.

As a result, management faces more problems from factors which may cause turnover among all groups of workers regardless of their tenure patterns than from factors showing significant differences.

In the following chapter, comparative perspective to the causes of turnover as perceived by personnel managers, union leaders and ex-workers is discussed.

CHAPTER ELEVEN

CAUSES OF TURNOVER A COMPARATIVE PERSPECTIVE

11.1 Introduction

Generally speaking, companies tend to hire the right people for job openings. But why do some of these carefully recruited, well compensated and highly motivated employees leave after commencing work?. Kushell (1979) indicates that one of the most pressing tasks is to develop and maintain a working climate that will stimulate rather than stifle employees. Employers must learn to give the same priority and prominence to human resource development as they do to manufacturing, finance and marketing.

In order to understand the problem under study, it is important to consider personnel managers and unions leaders' views as another source of data. The purpose of this chapter is to provide further discussion of the data used in order to examine the causes of labour turnover in the West Bank from the personnel managers', union leaders' and ex-workers' point of views.

This chapter consists of two sections. The first compares the perception of the three groups of respondents (personnel managers, union leaders and ex-

workers) with the most frequently cited reasons for turnover. The second deals with other reasons for turnover.

Frequency distribution and percentage rates were calculated in the analysis. However, these frequencies were computed in order to examine whether or not there are differences between the responses of employees and of the personnel managers as well as union leaders in relation to the reasons for turnover.

11.2 Importance of this chapter

The review of the literature has shown how previous studies have attempted to utilise other sources of data to identify possible causes of turnover. Personnel managers as well as archives were the main sources of data to serve this end. The review of the literature also showed that the unions and unionisation could influence labour turnover. However, previous studies failed to consider the union leaders' views concerning the causes of labour turnover. Such data could be helpful in identifying the causes of labour turnover in West Bank industries or in companies elsewhere. Such approach, where union leaders' views are concluded would determine if a set of causes for turnover could be differentiated using these three sources of information.i.e, (workers, personnel managers and union leaders). The identification of causes of turnover by the use of this

means is of additional value. It is hoped that it will fill the gap in the literature in general and for the West Bank in particular.

11.3 Causes of voluntary labour turnover

It seems important to assess the perception of personnel managers and union leaders. Rothwell (1982) states that an understanding of the reason why workers leave employment with a company is crucial to the control of labour turnover. For example, the provision of transport could be appropriate if domestic or travel problems are found to be a major cause, but not if employees are leaving for "career" or "job-satisfaction" reasons.

ex-workers' responses to the reasons which influence them to leave their work will be discussed in terms of each individual factor. Conversely, the union leaders' responses to questions set out in the form of structure interview are discussed and compared in connection with both ex-workers' and personnel managers' responses. The factors reported by ex-workers are divided in this chapter into two types: first, factors which are referred to as the most frequently cited reasons and second, those which are referred to as the least frequently cited reasons for turnover.

11.3.1 The most frequently cited reasons

This section examines the differences and the similarities between the perceptions of personnel managers, unions leaders and ex-workers in relation to the reasons for turnover, such as inadequate salary, poor supervision, better opportunities elsewhere or lack of autonomy at work. In other words, with the question of whether these factors which had been cited by the majority of ex-workers are also cited by personnel managers and unions leaders at the same rate of frequency or not.

1. Inadequate salary

Responses to statements asking ex-workers to give their opinion as to whether or not inadequate salary was a reason for turnover were that 93 percent decided it was a reason. This leads to support previous findings reported in Chapters Three and Four that the lack of provision of financial schemes aggravates the problem.

According to the majority of the personnel managers respondents, "inadequate salary" was a major reason for voluntary manpower turnover. None of the personnel managers indicated that this factor was not a reason, while 6.2 percent were uncertain. Saleh (1985) in his study of the perception of the personnel managers in

Iraqi manufacturing companies arrives at the same conclusion

Table 11.1 Frequencies of personnel managers' perception of inadequate salary.

Category	Frequency	Percent
Inadequate salary:		
Is a reason	30	93.8
Uncertain	2	6.2
Is not a reason	00	00.0
Total	32	100.0

Turning now to the union leaders' perceptions, the majority of the respondents (9 out of the 10 subjects) thought that "inadequate salary" was a reason. None, however, said that this factor was not a reason for turnover. These results confirmed with both personnel managers and ex-workers' perceptions.

Therefore, inadequate salary as the one reason for turnover has been confirmed by the three different sources of data. These results confirm the argument that Palestinian workers leave companies because of inadequate salary. It is a major cause, since this factor was the most frequently cited reason by ex-workers, personnel managers and union leaders alike.

Diagnosing the causes of the turnover is relatively

easier than controlling the phenomenon. The problem for management in tackling this phenomenon is complicated by an economic climate where the wage levels are lower than those of their counterparts in both Israel and other Arab countries. It is the management's responsibility either to give equivalent wages, which is difficult, or to find other means which encourage workers to stay.

2. Better opportunities elsewhere

The statement that better opportunities elsewhere could be a reason yielded results that 96.6 percent of personnel managers decided it was a reason for voluntary turnover in the Palestinian companies. It was observed that most sampled personnel managers evaluated the "better opportunity" factor to be a reason for voluntary turnover in the Palestinian companies in the West Bank. As shown in Table 11.2 none of them indicated that "better opportunity" was not a reason for labour turnover. Better opportunities elsewhere were also one of the most frequently cited reasons for turnover given by ex-workers, whom 57.0 percent of respondents indicated that this factor was a reason for turnover. Therefore, there is a similarity between the point of view of the majority of personnel managers and more than half of ex-workers in relation to better opportunities as a reason for turnover.

Table 11.2. Frequencies of personnel managers' responses to better opportunity as being a reason for turnover.

	Frequency	Percent
Better opportunities:		
Is a reason	31	96.6
Uncertain	1	3.4
Is not a reason	00	00.0
Total	32	100.0

Union leaders, however, have different perceptions in this regard. Only 3 of the interviewed union leaders believed that availability of jobs either in Israel or in other Arab countries to be a reason for voluntary labour turnover, whilst 7 out of the 10 interviewed leaders of the Palestinian unions in the West Bank thought it was not.

We can conclude from the above results that the personnel managers considered better opportunities to be the most important reason for labour turnover. Moreover, they considered this factor as the prime reason for turnover as, 31 out of the 32 cited better opportunities elsewhere as a reason. These results confirm the ex-workers' views in relation to this reason. More than half of ex-workers have reported better opportunities

elsewhere to be the reason for turnover in the West Bank companies.

Nassar (1981) found that better opportunity was the most frequently cited reason for turnover reported by personnel managers in American manufacturing industries in San Diego area in California. Therefore, with the increased availability of jobs, the turnover rate increases, whilst the converse is also true.. On the other hand better opportunities elsewhere was not a reason for turnover according to union leaders. The majority of them referred to mismanagement in the organisation rather than better opportunities elsewhere. They suggested employees will be less likely to leave if there were management better in the company.

3. Lack of autonomy at work

The factor referred to as lack of autonomy at work was suggested to find out the extent to which the workers had freedom in the organisation of their work and flexibility of work procedures. Table 11.3 shows that less than two-thirds of the personnel managers indicated that "lack of autonomy at work" was not a reason for turnover and about one-third were either positive or uncertain about it.

Table 11.3 Frequencies of personnel managers' responses giving lack of autonomy at work.

	Frequency	Percent
Lack of autonomy at work:		
Is a reason	6	18.6
Uncertain	6	18.6
Is not a reason	20	62.8
Total	32	100.0

Different points of view were given by the sampled union leaders. About half of the interviewed union leaders considered "lack of autonomy at work" as a reason for turnover, whilst 4 suggested that it was not. They believed that "mal management" is the major cause of turnover in the West Bank.

Slightly more than half of the sample who left their employment indicated that this factor was a reason for turnover. The information supplied by both personnel managers and ex-workers contradicted the information supplied by union leaders. The results concerning the degree of freedom which organisations offer to the workers in the performance of their work can not be conclusive. It may be that personnel managers give such information so as to give a good impression of their managerial style.

It seems also that union leaders in the West Bank are more likely to be concerned with improving wages, and hence believe this factor is not a prime reason for turnover. It is worth mentioning that better wages is a first priority for the unions as cited by the majority of interviewees.

4. Poor Supervision

Poor supervision was another suggested reason for turnover. Mobley (1982, p 65) indicated that the supervisor tended to establish a positive personal relationship with employees; hence a degree of consideration was often shown towards workers and a supportive environment was thus created. The employees under such circumstances are less likely to quit because of their personal attachment to supervisor. Employees value attainment and rewards as fundamental to employee attachment to the organization. Immediate supervisors can be an important source and facilitator of intrinsic and extrinsic employee rewards. Therefore, supervisors can play an important role in turnover management. Mobley suggested six diagnostic questions in the area of supervision:

1. Are supervisors developing a supportive work environment?

2. Are supervisors facilitating employees' task attainment?
3. Are supervisors trained effectively in managing the role-learning and assimilation of new employees?
4. Are supervisors active participants in the training and development of subordinates?
5. Are supervisors establishing reward contingencies?
6. Is the organization providing supervisors with procedures, training and rewards for accomplishing the preceding objectives?

Generally speaking, poor supervision can be evaluated by answering questions like:

- 1 Do supervisors treat workers like machines?
- 2 Are supervisors only interested in output?
- 3 Are supervisors concerned about workers only as a means of production
4. Do workers receive little respect from their supervisors.?

The supervisor can also play an important role in the early socialization of new employees. The supervisor is a primary source of information, role expectation, feedback, and social support for new employees. Supervisory activities with respect to new employees include assisting the new employee by reducing the ambiguity of the new situation, introducing the formal

and informal cues, norms and communications network. The immediate supervisor is the initial contact who gives the first impression of the organization to the new employee. Therefore, the supervisor might influence the new employee in terms of whether or not they stay with a company.

We now turn to the finding of this study. More than half of the personnel managers, 59.4 percent cited that "poor supervision" was not a reason; were uncertain and 21.9 percent believed it was a reason while 18.8 percent were uncertain (Table 11.4).

Different evaluations were made by union leaders and ex-workers. Out of ten union leaders interviewed eight cited that "poor supervision" was a reason. No union leader reported that the factor was not a reason.

This finding's accordance with the results reported earlier in Chapter Seven, that "poor supervision was a reason for voluntary turnover for more than half of the workers who left (n = 306). The negative perception that was reported by personnel managers, however, may be due to the fact that personnel managers were aiming at giving a good impression of supervisory function in their companies.

Table 11.4 Frequencies of personnel managers' responses to poor supervision as a reason for turnover.

	Frequency	Percent
Poor supervision:		
Is a reason	7	21.8
Uncertain	6	18.8
Is not a reason	19	59.4
Total	32	100.0

Although it may be thought that personnel managers had given biased responses to the question of whether or not poor supervision was a reason, about 40.0 percent of them believed it was. This implies that the workers' point of view regarding this question might be correct.

To sum up, inadequate salary was the only factor which was considered as a reason for turnover by all groups of respondents (i.e ex-workers, union leaders and personnel managers). This consensus suggests the importance of this factor as a reason for turnover in the West Bank. Nassar the (1981) found the same result and concluded that poor wages in the San Diego area's manufacturing industry represented the second most important reason for turnover. Poor supervision, lack of autonomy at work and better opportunities elsewhere have been estimated differently by the three groups .

11.3.2 The least frequently cited factors.

This section discusses the differences and the similarities between the perception of personnel managers, unions leaders and ex-workers in relation to the factors which were believed to be the least important reasons for turnover in manufacturing companies in the West Bank. In other words this section is mainly to examine these factors from other points of view to see whether these factors are also considered less important than other reasons by personnel managers and union leaders as reasons for turnover or not.

1. Lack of promotion

Lack of promotion was one of the factors investigated as a possible reason for turnover. The frequencies and percentages displayed in Table 7.5 show that slightly less than two-thirds of personnel managers (62.6 percent) described "lack of opportunity for promotion" to be a reason for labour turnover.

Relatively similar opinions were given by union leaders, 40.0 percent of whom said that lack of promotion was not a reason, and 60.0 percent thought it was a reason. However, it is often claimed that lack of promotion is associated with salary increases. Mobley et

al(1979), for instance, argued that turnover was related to present satisfaction and to future expectations. Therefore, seen in this way, lack of promotion opportunity could be one of the factors which cause labour turnover in the West Bank. The same consideration was reported by union leaders about lack of promotion as a reason for turnover. More than two thirds of union leaders believed that "lack of promotion was a reason for turnover in the West Bank.

Lack of promotion being a reason for turnover was claimed by more than one quarter of those workers who left their jobs. Therefore, Palestinian workers often leave companies because of lack of promotional opportunity. The new positions usually entail an improvement in individual salary and an improvement in their expectations. Most of the Palestinian companies in the West Bank do not offer opportunities for promotion. As noted in Chapter Ten some of the workers in the West Bank leave their jobs because they expect to succeed in being promoted. Inadequate opportunities for promotion might influence the individual's decision for two reasons: firstly, the worker does not have the opportunity to make more money; and secondly, he seeks a wider experience by getting other jobs. Many of the highly educated employees in Palestinian industries expect a wider experience from working in big companies , particularly in large organisations which offer training

programmes and better opportunities. Such types of employees are more likely to leave the country or to start their own business.

These results show some differences between ex-workers' and personnel managers' perceptions. Once workers enter the company, they know that the opportunities for promotion are limited, due to the size of the organisation. Therefore, they consider this factor as a reason. But managers value this factor as a reason because they participate in policy making and goal setting, and further view promotion as an important element to maintain their employees. But, the level of wages in the West Bank is relatively low compared to that of neighboring countries thus, realistically, any promotional policy will not be able to raise the level of wages in order to narrow the wages gap in the West Bank for many reasons particularly economic.

summing up the argument, lack of promotional opportunities was one of the factors which received different consideration by personnel managers, union leaders and ex-workers. The rational argument behind this result is that ex-workers might understand promotion only in terms of salary increase.

2. Uninteresting work

Generally speaking, the higher educated applicants are not always the best for a job, or the most likely to stay in specific jobs. For example, in some cases where the best qualified employees or those holding higher education degrees were hired in manual industrial jobs, employees were annoyed because their expectations were not met. Even if these highly educated workers remained on the job, they may do so for reasons that benefit neither the company nor themselves.

This factor was cited by Personnel Managers as one of the factors which caused turnover in the West Bank. Table 11.6 shows that more than half of the personnel managers indicated that "uninteresting work" was a reason for turnover, a quarter of were uncertain and almost quarter believed it was not a reason for turnover.

Table 11.6. Frequencies of personnel managers' responses giving uninteresting work as a reason for turnover.

	Frequency	Percent
Uninteresting work:		
Is a reason	17	53.1
Uncertain	8	25.0
Is not a reason	7	21.9
Total	32	100.0

Similar views relating to this factor were reported by the union leaders. Of the total number of the union leaders none indicated that this factor was not a reason for turnover, two were uncertain whereas eight decided it was a reason for turnover.

On the other hand only few ex-workers chose the option "not interesting work" as a reason for turnover. Their difference of views might derive from that personnel managers' awareness that those workers who are working in fields other than theirs are not satisfied even if they take the job or accept the wages. Benvenisti (1987 p.93) pointed out that managers in the West Bank's industrial firms complained that employees with high education, particularly those from field of specialisation other than industry, leave their employment early. Management should attempt to develop a realistic selection of criteria for their individual departments and companies as a whole.

3. Inefficient information concerning performance

Another suggested reason for turnover is inefficient information concerning procedures which must be followed in order for workers to perform their jobs. This statement sought whether inadequate information concerning the job causes inefficiency. It also deals

with misleading information concerning the job.

About more than half of the personnel managers considered that inefficient information concerning the work was not a reason for turnover. These results confirmed the results reported also by union leaders regarding the same reason. Out of the 10 unions leaders, 7 described inefficient information concerning the work as not being a reason for turnover. In regard to these results, these responses do not support the assumption that workers in Palestinian industry leave the organization because of inefficient information concerning performance.

Ex-workers, who were asked about the same reason with regard to inefficient information had the same views as those of personnel managers. As far as as the West Bank is concerned inefficient information was not perceived as a reason among the three groups. A review of the previous literature shows that Saleh (1985) in his study arrived at the same conclusion.

It appears to the researcher that West Bank industries are simple types of industries. There are other reasons which might cause turnover such as the fact that the work is mostly manual. In this case, the unit is different from a highly advanced industrial unit, where employees need advanced knowledge and information. Thus, the personnel managers' perception of this factor as a reason

may be explained in two ways

1. There are some employees with different specialisation working in the industrial sector.
2. It is also possible that shortages in the training programmes should be taken into consideration by personnel managers since it was seen factor as a reason for turnover

However, it is hard to compare West Bank industries, which are characterized as small and simple units with large advanced and industries in Western countries, especially in relation to this factor.

4. Working conditions

Working conditions constituted another reason for turnover in corporate companies in the manufacturing sector. By working conditions, we mean the effect of the physical work environment, be it physical or psychological in nature. According to the results shown in Table 11.8 about half of the personnel managers mentioned the factor of "working conditions" as not being a reason for turnover and one third perceived it as a reason for turnover. The finding supports the point made earlier as presented in Chapter Six, that of the personnel managers believe about the work in their companies as being noisy, messy, dangerous, or achieved under stress.

Table 11.8. Frequencies of personnel managers' responses giving working conditions as a reason for turnover.

	Frequency	Percent
Working conditions:		
Is reason	11	34.4
Uncertain	5	15.6
Is not a reason	16	50.0
Total	32	100.0

This is due to the fact that Palestinian industry in general lacks technology. Most industries are more dependent upon manual work, rather than advanced equipment. However, about 19.9 per cent ($n = 306$) of ex-workers cited this factor as a reason for turnover. According to union leaders, this factor was a major cause for blue-collar employees' voluntary termination of employment. More than half of the unions leaders showed that "working conditions" were a reason for turnover. Working condition as a reason for turnover was confirmed by one fifth of the ex-workers, and about one third of the personnel managers. The majority of personnel managers may have been aiming of giving a good impression of the working conditions in their companies. One of the personnel managers described the work in his company as quiet because workers were "accustomed to working in such conditions ...". He added that it might be noisy to visitors, but not to those who worked there.

5. Inefficient feedback.

Inefficient feedback on performance is suggested as a reason for turnover, for it was assumed that it is hard for workers to stay in a job for a long period of time without finding out how they are performing. It is the role of their supervisors to give them feedback about how well they are performing in their work. Moreover, workers sometimes might not be instructed well as to how their job should be done. Such circumstances might influence the decision of a worker, as to whether or not to stay with a company.

The information supplied by Personnel Managers shows as displayed in Tables 11.9, that slightly more than half of the sampled managers have described inefficient feedback on performance as not being a reason for turnover and about one third considered it factor as a reason.

Table 11.9. Frequencies of personnel managers' responses giving inefficient feedback on performance as a reason for turnover.

	Frequency	Percent
Feedback on performance:		
Is a reason	10	31.3
Uncertain	4	12.5
Is not a reason	18	56.3
Total	32	100.0

Like personnel managers, nine out of ten of the union leaders interviewed thought that inefficient feedback on performance was not a reason for turnover. A similar view was given by ex-workers as presented in Chapter Seven. Of the sampled personnel managers, 56.3 percent indicated that they never held any employee counselling in their companies, 34.5 percent personnel managers cited that they never evaluate performance with workers. It seemed that most of the Palestinian companies tended to be highly centralised and their organisational communications for the evaluation of individual performance, both formal and informal, were inadequate. However, results similar to these were reported by Saleh (1985) that this factor was not believed to be a reason for turnover by the majority of the sampled personnel managers.

The findings reveal a relative conformity in the points of view between the three groups. Inefficient feedback on performance was not, therefore, a reason for turnover in the Palestinian industry sector.

6. Lack of equity

Lack of equity is one of the suggested reasons for turnover which refers to the wages and fringe benefits which workers earn because of their service in the

organization. How do we assess and evaluate these rewards in comparison with those offered by other companies? Does a good worker get paid as much as the not so good worker? The majority of the personnel managers reported that "lack of equity" was not a reason for turnover.

Turning to the union leaders' views, the majority did not see it as a reason, whereas about one third of those workers leaving the company claimed that it was a reason for turnover.

To sum up, the majority of personnel managers and union leaders did not see lack of equity as a reason for turnover, whilst one third of the ex-workers did.

7. Illness

This factor refers to workers' health problems as a reason for turnover. Several studies have found a connection between job satisfaction and health Rothwell (1982, p. 64) argues that improvement of Action on physical working conditions, good communications and the availability of medical advice might all minimise the risk of damage to health at work through physical injury or mental stress. On the other hand, cases of poor health could be caused by the nature of the work. Several cases have been reported in sewing shops, and tailoring for long period can affect the workers' sight.

Only 15.7 percent of personnel managers described sickness to be a reason for turnover, whilst the majority did not consider it as a reason for turnover. The personnel managers' responses are confirmed by the responses of union leaders.

Only 11.0 per cent of those workers quitting their jobs cited industrial related illness or health problems as a reason for turnover. These responses (reported by the three sampled groups) refute the contention that employees leave an organization because of illness

The probable reason for these results lies in the fact that Palestinian industries are of a simple nature. Manufacturing companies tend to have very low levels of technology; there is no danger in using of chemicals or radiation. Furthermore, because Palestinian industry is of a small scale in comparison with both Western and other industries in the area, mental stress is less likely to occur on a large scale. There are certain industries which might cause long-term health problems to workers; these are for instance, stone cutting workshops, sewing shops, and wheat mills, since a number of health problems have been reported in the last few years in these organisation.

8. Relocation

The assumption, was that relocation might be one of the important reasons for turnover behaviour in the West Bank, i.e. many employees might have been leaving the country in order to find jobs abroad. Several studies indicated that relocation is a reason for turnover. Relocation is another possible reason for turnover. The West Bank is a small geographical region. Most people, however, prefer to work in the area in which they reside. Our findings show that, 87.5 percent of the personnel managers, 90.0 percent of the union leaders and 91.8 percent of the workers sampled indicated that relocation was not a reason for turnover. As a suggested cause for turnover relocation was rejected by almost the three groups. Thus, relocation was not one of the major reasons for turnover.

One explanation for these findings is simply that military controls restrict individual movements both inside and outside of the country. This has been prevalent especially within the last five years, due to the new Jordanian regulations announced in 1984 which prohibited West Bank Palestinian workers from becoming residents in Jordan for the purpose of seeking work. These new regulations have influenced this variable in the last few years. In addition, as indicated by an

official in the statistical affairs bureau on the West Bank, changes in the migrant rates from the West Bank and changes in addresses have been less frequent than it used to be since these regulations became operative. To summarise, our findings contradict the findings in previous studies since relocation was not seen as a reason for turnover. Our results might be related mainly to the political and occupational situation in the region.

9. Job Routine

Job routine refers doing the same repeated task in a mechanical manner. Employees might leave their jobs because they feel that their job is repetitive and monotonous. Of all respondents, 91.6 percent of the personnel managers, 90.0 percent of the union leaders and 81.9 percent of the ex-workers indicated that job routine was not a reason for turnover. It could be rather that, Palestinian companies offered inadequate variation in jobs. This is due to the nature of the industries, which are small, simple, and traditional. Those who accept this type of work anticipate a situation of this nature. Several previous studies emphasized a weak and positive relationship between routinization and labour turnover (Price and Miller, 1981; Martin, 1979; and Price, 1977). However, our findings confirmed Saleh's conclusions (1985), that among personnel managers, this

factor was not thought to be a reason for turnover.

10. Lack of friendship at work

Lack of friendship at work was suggested as one of the possible reasons for turnover. Social life is one of the basic human needs which Maslo suggests. Indeed, it is easier for workers to perform their work properly if they are provided with a social environment viz., friends at work. Thus, the job should satisfy the worker's need for a socially amenable environment, and it should not be difficult to make personal friends in the work place. One necessary component of Arab culture lies in the establishment of friendship in any organization to which they belong Munna (1981). However, as expected of the sampled personnel managers the majority described lack of friendship at work as not being a reason for turnover. Similar responses were given by union leaders.

All in all, these responses reported by the three sampled groups refute the argument that employees leave an organization because of lack of friendship at work.

11. Marriage

Marriage was stated as a possible factor which might influence labour turnover behaviour. More than two thirds of the sampled personnel managers stated that marriage was not a reason for turnover. The Union

leaders' responses confirmed these results; seven out of ten union interviewees believed that marriage was not a reason. The workers leaving companies of their own volition gave the same view. Among the ex-workers, 94.8 percent rejected or made no references to marriage as a reason for labour turnover. On the whole, the three groups questioned in this study rejected marital status as a reason for turnover in Palestinian industries.

11.4 Summary

Data were collected from thirty two palestinian manufacturing companies located in the major cities and towns in the West Bank. The data were obtained from personnel managers and ten union leaders, and therefore reflects the management's and union's perception of the problem. These data were compared with the ex-workers responses in relation to the possible factors which may influence the turnover behaviour in the West Bank.

Data analysis showed that personnel managers and unions leaders considered inadequate salary to be the major reason for that influence voluntary blue-collar workers. This result was consistent with the ex-workers, responses since inadequate salary was considered as the first reason for turnover. Thus, inadequate salary was the only factor to be considered as the major reason for turnover by all three parties.

What is interesting is how the majority of personnel managers presented the problem. It seemed they were trying to give a good impression about the style of their management. They did not consider poor supervision or lack of autonomy at work as important factors which they disagreed on as a reason for turnover. By contrast the majority of ex-workers and union leaders believed that these two factors were reasons for turnover.

Moreover, better opportunities elsewhere was one of the reasons considered by ex-workers and personnel managers as a major reason for turnover but not by union leaders. Union leaders, rather, believed that if there is a good management practice and inside promotional opportunities, then employees temporise in their decisions. The majority indicated that the main factor to reduce labour flow from the West bank firms either to Israel or to other Arab countries is through the administrative reform.

The remaining possible factors(marriage, lack of friendship at work, job routine, relocation illness, and lack of equity) were thought to have only little effect upon blue-collar voluntary separation. These findings were similar to those found among ex-workers.

CHAPTER TWELVE**CONCLUSIONS, RECOMMENDATIONS AND IMPLICATIONS
OF THE STUDY****12.1 Introduction**

This chapter outlines the importance of the study, the findings related to turnover behaviour in the industrial sector in the West Bank, conclusions and recommendations of the analysis are also presented.

12.2 Importance of the Study

The main purpose of this research was to explore the problem of voluntary turnover, in general and its causes in particular, in the manufacturing companies in the West Bank. The major objective of this study was to clarify and analyze the attitudes of ex-workers, personnel managers and union leaders towards the causes of turnover. This study is important for the following reasons:

1. It attempts to introduce a new approach to studying turnover behaviour. This approach combines the perspectives of three parties involved in the turnover behaviour, that is, the employees, management and unions.

2. It tries to introduce new variables such as the number of dependent relatives other than children, and the number of jobs held before, and to investigate the problem in one of the developing countries whilst the majority of the previous studies were carried out in the developed countries.

3. It attempts to make a comprehensive investigation of the factors which may influence employee turnover. In this connection, it attempts to differentiate between:

- a. On the one hand the "controllable factors" which are under the management control and the "uncontrollable factors" which are beyond the management control, and
- b. Between the "causes" which influence the individual decision to leave the work, and the correlates which are the personal variables which might affect their turnover behaviour, and patterns rather than being a cause for that on the other hand.

4. Further contribution of the present study may emerge from its attempt to introduce a new method of studying the causes of turnover in relation to the correlates variables. Rarely one finds a study using such an approach. By contrast, the traditional approach investigates correlates in relation to the turnover rates. Another contribution of the study may emerge from

its attempt to investigate causes of turnover in relation to the tenure patterns. By contrast, the traditional approach investigates length of service as one of the variables in relation to the turnover rates.

5. Its importance stems also from the fact that there are indeed many differences between the location of this study and those of Western researchers. It is important to note that most people on the West Bank are mostly Moslem. Some of the religious restrictions influence the movement of female workers from one place to another. Differences might be seen in the Islamic perception of the work carried out by women. For example, moslem men are seen as the bread winner for the family. Therefore, female workers are less concerned about income than male workers. This might encourage female workers not to move as much as male workers do. In Western societies female workers in many cases are the bread winner as well as males. The average family size in the West Bank as we have seen consists of 6.9 persons. The extended family is one of the Arab characteristics. This might influence the worker's decision of whether to leave their work or not. Inhabitants live under Israeli occupation, a condition which must be considered as an important variable when carrying out a study of this nature. Many of the Israeli military occupation orders influence the industrial sector in general and the turnover behaviour in particular.

On the whole, this was the first attempt to study labour turnover in the manufacturing companies in the West Bank. Thus, its aim is to change the type of studies conducted in the West Bank from being general to being more specific.

A cross sectional survey of six major branches in the manufacturing industrial sector in the West Bank was carried out. Data was obtained from workers who voluntarily left their jobs in 32 companies in the West Bank. The data consisted of:

1. Responses to questionnaires completed by 306 employees who left their jobs from January 1, 1986 to December 31, 1986.
2. Responses to questionnaires completed by 32 personnel managers of the companies incorporated in the research.
3. Responses of the interviews held with 10 union leaders participating in the study.

The areas of interest probed were:

1. The personal characteristics of those employees who left their jobs. Several personal characteristics such as: sex, age, education, marital status, number of children, number of dependent relatives other than children, length of service and number of jobs held

before being examined.

2. The evaluation of workers' perceptions of the causes of turnover behaviour in the West Bank. Thus, the examination of the factors which may have influenced employees and caused the turnover behaviour was the prime focus of this study. According to the employees' responses fifteen factors were discussed

3. The important reasons for turnover such as inadequate salary, better opportunities elsewhere, poor supervision and lack of autonomy at work were identified.

4. The patterns of employees according to length of service were explored; and grouped as short-term, medium-term and long-term quitters. Employees personal characteristics, and reasons considered important for turnover were identified and discussed. These results serve as indicators of those workers who are more likely to be stayers and those who are more likely to be leavers. Thus, reasons for turnover among short-term quitters and long-term quitters were identified.

5. The views of personnel managers' and union leaders' about the causes of turnover in the West Bank were presented and compared with ex-workers responses regarding the possible factors which may have influenced their decision. In order to examine the above aspects, several statistical techniques and computer programmes

were utilized. The predominant techniques used to perform the analysis were cross-tabulation, chi-square and discriminant analysis.

12.3 Findings of the study

The problem of turnover was discussed from the point of view of ex-workers, personnel managers and union leaders. The findings of the study in relation to these groups are presented below:

12.3.1 Findings and Conclusions Pertaining to Ex-Workers Study.

This study was similar to previous studies in identifying the characteristics of ex-workers who left their jobs. Because the majority of the workers in the Palestinian industries are males the results show that the majority of the leavers were males. However, gender is one of the personal variables which have received considerable emphasis in many turnover studies. Saleh (1985, p. 84) concluded that despite all of the previous considerations regarding gender, a simple turnover pattern, according to this variable does not emerge. Therefore, the study emphasised other factors to study the differences between male and female workers. The tenure patterns and the causes of turnover in relation to sex groups were examined.

In regard to workers' age, it was found that about one fifth of those who left their jobs were below 20 years while 78.2 per cent of them were less than 30 years old. The largest single group of ex-workers were between 20-24 years of age (27.8 per cent of the total numbers) and slightly less than two thirds of the leavers were single. The data also showed that slightly less than half of the ex-workers had not attended high school, whilst the rest held a high school certificate or had higher qualifications and 41.8 per cent were holding jobs before.

The possible factors which may have influenced the ex-workers' decisions were classified into three main groups: Personal factors, Organisational factors, and Environmental factors. Three controllable reasons, inadequate salary, poor supervision and lack of autonomy at work, and one uncontrollable reason availability of jobs either in Israel or in other Arab countries were found as the most important reasons for turnover in industries in the West Bank. Thus the "controllable" and the latter mentioned "uncontrollable reasons" were the most important factors which influenced first the ex-workers' decision and then the turnover behaviour in the West Bank.

Both organizational (i.e. inadequate salary, poor supervision and lack of autonomy at work), and environmental factors (i.e. better opportunities

elsewhere) had important effects on turnover behaviour. However, none of the personal factors (i.e. marriage, relocation or pregnancy) were reported among the four most important factors. Therefore, according to the criteria developed in Chapter Three these factors were classified into causes or mere conditions as follow:

1. The causes of turnover were, inadequate salary, poor supervision and lack of autonomy at work.
2. The conditions which encourage the movement of those workers were better opportunities elsewhere.

The above classification for the possible factors which were found as the most important ones are consistent with previous studies (e.g Wild and Dawson 1972, Price 1977, Mobley 1982 and Bevan 1987), findings which discriminated between reasons, correlates, and conditions for turnover.

It was found that ex-workers considered the organisational factors as the most important reasons for turnover, while personal factors were considered the least important one. Of the organisational factors, inadequate salary, poor supervision and lack of autonomy at work were found to be the most important reasons for turnover. One explanation for this would be the low level of wages in the West Bank compared to that of the available comparable labour market in Israel and other Arab countries, and the absence of a national system

responsible for the provision of housing, social security, health care and all other essential needs. Individuals are responsible for their own needs in this regard. Another explanation would be the economic situation with its high rate of inflation. Thus, the purchasing power of their income decreases.

Findings regarding each of those most important reasons for turnover are summarised:

1. **Inadequate Salary:** the amount of money a worker could earn elsewhere (e.g., in Israel or other Arab countries) was the first reason for the majority of workers leaving their jobs. As Bevan (1987, p. 13) argued, for many employers, pay is seen as one of the most important factors affecting turnover behaviour. He concluded that it is likely that few attitude surveys would find a large proportion of any work force would express positive satisfaction with their current pay levels. The majority of those who left their jobs indicated that low pay was one of the main reasons for turnover. More than half of the sample (58.9 per cent) were earning approximately 100 Jordanian Dinar monthly per employee while the average monthly salary in Israel for Palestinian workers in the Israeli industries is more than double of that the West Bank.

Moreover, pay is a highly valued extrinsic reward for

employees whose jobs offer relatively few opportunities for personal growth, independence, self-expression and other intrinsic rewards. The majority of workers in the Palestinian industries come under this classification. Thus, high levels of wages were an important reason for staying at work. Therefore, it was important to view pay (as a turnover determinant) within other employee groups as gender, educational level, marital status and the like. For example, it was found that females in the Palestinian industrial sector were less concerned about levels of pay as a reason for turnover. These results were due to cultural and religious backgrounds where the male is the prime bread-winner in the family.

2. Poor Supervision was the second most frequently cited reason among the organisational reasons for turnover, more than half of the sample (57.2 per cent) chose this factor. Moreover, the majority of the sample considered that their supervisors' concerns were production oriented. About two thirds of them were dissatisfied with the supervisor's style of management. One might explain this dissatisfaction in two ways: one is the fact that the majority of those who are holding supervisory positions are either of the owners or close relative or friend; the other is the lack of training programmes for those supervisors. The above findings are consistent in general with the findings of (Mobley (1982), Rothwell (1980), Haddock (1980), Kochan & Barocci

(1985), Salih (1985) and Bevan (1987).

3. Lack of autonomy at work in the Palestinian manufacturing industries in the West Bank was the third most frequently given reason among the organisational factors for turnover. More than half of the sample (55.9 per cent) indicated this factor as a reason for turnover, and 58.8 per cent of the sample showed dissatisfaction with the degree of autonomy at work. This reflects the poor supervision exercised, which might not be accepted in an environment which is highly educated. The high educational level among the Palestinian population made them require autonomy at work. The nature of the Arab management is mostly authoritarian style. The workers have less chance to express their ideas. Thus, lack of autonomy is considered as a reason for turnover.

4. Better opportunities elsewhere: the state of the economy and the structure of the labour force are usually the dominant circumstances in the individual's decision to leave, especially when the worker has a tendency to leave. There is an apparent relationship between turnover rates and employment/unemployment levels. Better opportunities were considered to be the most important factors for labour turnover in the West Bank. This is possibly, due to the availability of jobs in the other near labour markets. Moreover, availability of opportunities in the Israeli settlements built in the

West Bank or other sub-contractors to Israeli companies, particularly in the sector of textiles, in the West Bank increases the availability of jobs in the internal labour market.

Therefore, in the case of the West Bank's labour force, workers had the possibility of finding work in Israel and other Arab countries. According to Benvenisti (1987 p.16) unemployment in the West Bank dropped from 5.0 per cent in 1985 to 3.8 per cent in 1986. Availability of jobs was cited by more than half of the sample as a reason for turnover. This factor was the second most frequently cited reason for turnover. Further, 64.1 per cent of the sampled workers indicated that they had found another job before leaving. Recently Bevan (1987) presented a model of employee turnover which shows that high availability of jobs encourages employees to leave even if they are satisfied with their current jobs. Availability of jobs in the area, therefore, encourage the Palestinian movement.

It was found that personal factors were the least important ones in the manufacturing companies in the West Bank. This might derive from the fact that individuals in the West Bank are more concerned with better wages for their basic, personal, and social needs respectively.

It is often argued turnover behaviour correlates with personal characteristics. In the traditional approach,

the relationship between turnover rates and the personal characteristics in certain organisations, sectors or country, are usually studied. However, unlike many studies, this study breaks down the causes of turnover in terms of the personal characteristics of those employees who left their jobs. It is important to understand the personal characteristics of those who left because of inadequate salary, poor supervision, better opportunity or lack of autonomy at work.

The differences between those ex-workers who mentioned inadequate salary as a reason and those who did not were examined in relation to sex, age, education, marital status, number of jobs held before, number of children, type of previous job and tenure. In order to find which of the above variables had more weight indiscriminately between the responses of workers whether inadequate salary was a reason or not, a discriminant analysis technique was used. The variables of sex, educational level and number of jobs held in the past five years, number of children and age discriminated between the respondents' answers. Moreover, sex, education and number of jobs held in the past five years were the highest discriminating variables.

These findings should be considered in order to define which type of the ex-workers is more likely to leave

because of this reason. It was found that male workers, less educated workers and workers who had more jobs in the past five years, were more likely to leave because of poor wages compared to wage levels in the near labour markets.

The explanation for that would be that male workers in the Arab society are the bread winners, while females, to some extent, depend either on parents or husbands. Moreover, because of cultural and religious values, females were less likely to leave. One may also expect that women are unlikely to complain about inadequate salary and so may be available in the labour force.

Compared with highly educated workers, less educated workers were more likely to leave because of inadequate salary. There were significant differences between workers who left their work because of inadequate salary in relation to their educational level. The higher the educational level the less likely the employee is to leave because of inadequate salary. But the differences between ex-workers who have high educational levels were marginal in relation to inadequate salary whether it was a reason or not. The differences were larger between those of low level of education who believed inadequate salary was a reason and those who believed it was not.

This was due to the fact that University graduates usually do menial works despite their higher educational background and experience. As a matter of fact, the West

Bank population has higher educational standards compared with other Arab countries. But due to the absence of a national body who would be responsible on a centralized educational planning, the number of graduates from the academic faculties is higher than that of graduates from technical or vocational institutions and colleges.

There were also significant differences between the sex of workers and lack of autonomy at work and the marital status in relation to lack of autonomy at work. The data suggest that male and single workers were more likely to leave because of lack of autonomy at work than female and married ones. No significant differences were found between lack of autonomy at work and each of the following variables: age, educational level and number of jobs held in the past five years.

The relationship between those who cited poor supervision as a reason for turnover and demographic variables were examined. The results showed significant differences between young and old workers on the one hand; single and married workers on the other in relation to the reason of poor supervision. No significant differences were found between sex, educational level, or number of jobs held in the past five years and poor supervision. Among the age groups, those workers below 30 years and single workers are relatively likely to leave their work because of poor supervision.

Finally, sex and number of jobs held before showed significant differences since males but not females, were more likely to leave jobs because of better opportunities rather than female, due to cultural values. Also those workers who held three jobs or less before were more likely to leave their jobs because of better opportunities. No significant differences were found between the rest of the demographic variables and the availability of jobs. The personal characteristics of the employees have implications to the turnover strategy of any firm.

Concerning the causes of turnover in relation to employees' tenure, three groups of ex-workers were identified: They were short-term, medium term and long-term quitters. About one quarter of ex-workers left in the first three months whilst 44.6 per cent left after being at work for more than one year. The rest left after already being at work for about 3-12 months. The findings suggest that the availability of jobs in the near labour markets encouraged them to leave.

In regard to the length of service it was found that male, single and low wage workers were more likely to be short-term quitters than their counterparts. The most interesting result was that females were more likely to be long-term quitters. This contradicts the findings of some previous studies like Rothwell's (1982) and

Mobley's (1982), and Saleh's (1985). They reported that females are more likely to leave early. Recently Schwartz (1989) indicated that a study by one multinational corporation shows that the rate of turnover is two and a half times higher among top performing women than it is among men. On the other hand, Pettman (1975) argued that these findings emerge due to discriminatory employment practice in these areas. In the case of the West Bank females usually like to work near their residences, therefore, they are less likely to leave. In addition, female workers are less likely to leave independently to seek jobs available outside the country. The female workers leave for another job outside the West Bank depends on their parents' or husbands' leave. Therefore, there are less opportunities of work for females than for males.

The most important variables which discriminated between short-term and long-term quitters highly were the number of jobs held in the past five years, number of dependent relatives other than children, number of children, monthly salary, age, and the worth of the salary, compared to living costs. These are the variables which could be considered in order to increase the length of service of current employees or to consider in case of other candidates to vacanced positions.

From the results presented in Chapter Ten, it can be

concluded that the tests of the major hypothesis in relation to the fifteen reasons of turnover, using the Chi-square were first made. The main purpose of this test was to examine whether there were differences between short-term and long-term quitters regarding the reasons for turnover. The Chi-square values were significant in relation to six of the fifteen reasons. The rest show marginal differences. The group of reasons which influenced both short-term and long-term quitters have implications in the turnover strategy of any firm.

Ex-workers leave for different reasons in relation to their tenure patterns. Among the main factors which had been considered by ex-workers as the most important factors for turnover was that short-term quitters were more likely to leave because of inadequate salary. Other factors (e.g., poor supervision, lack of autonomy at work and better opportunities elsewhere) show that the three tenure groups considered these factors as important factors which influenced their decision to leave. Therefore, the differences between their attitudes towards these three factors were marginal. The Chi-Square values were significant in one of the reasons, namely inadequate salary. Moreover, five reasons which were considered by ex-workers as the least important reasons showed significant differences in relation to tenure patterns in the West Bank.

Short-term quitters were also more likely to leave because of lack of friendship at work. This can be explained by understanding the relationship between a group's members at work. Starters are more likely to leave because they generally feel alienated in their first employment. Moreover, the problem of new employees lies in the adaptation to the new environment.

Also, short-term quitters were more likely to leave because of inefficient information concerning the work. The problem would be related to the lack of induction and training programmes in the sampled companies. Workers, particularly those doing menial jobs, were aiming to learn and develop their skills during their work. But, because of the lack of the training programmes, they may decide to leave as a result of dissatisfaction in their work.

Moreover, it was found that short-term quitters were more likely to leave because of working conditions than those long-term quitters. Young and new workers are more likely to leave early due to lack of information about the job beforehand. They might accept the job but do not stay, either because of difficult working conditions or lack of interest. The group of employees in question accepted the job as a temporary one. They leave once a better opportunity arises. These findings have

implications for the turnover strategy of the firm.

One can therefore conclude that the characteristics of the Palestinian Management (i.e poor supervision and lack of autonomy at work) have influenced most workers in their decision to leave, despite their length of service. The results show marginal differences between ex-workers who considered better opportunities as a reason for turnover in relation to their tenure patterns. This is due to availability of jobs in the near labour markets which attracted workers regardless of their length of employment service.

12.3.2 Findings and Conclusions Pertaining to Personnel Managers and Union Leaders Study.

The data indicated that Personnel Managers believed that better opportunities elsewhere, inadequate salary and uninteresting work to be the most important reasons that influenced workers to leave their employment. Moreover, they noted that the remaining possible reasons (i.e., poor supervision, lack of autonomy at work, lack of promotion, inefficient feedback, illness, working conditions, inefficient information concerning work, job routine, lack of equity and relocation, have only a little effect upon employees' voluntary turnover.

On the other hand, union leaders considered inadequate salary, poor supervision, lack of promotion, lack of

autonomy at work, working conditions and uninteresting work, to be the major reasons that influenced the workers to leave their organisation. The remaining possible factors were thought to have marginal effects upon employee voluntary turnover.

However, they reported only inadequate salary as a reason for turnover. This consensus shows the importance of inadequate salary as a reason for turnover in the West Bank. The rest of the three reasons most frequently cited by ex-workers as reasons for turnover were estimated differently by personnel managers and union leaders. On the other hand, some of the reasons, the least frequently cited by ex-workers, were also cited by the majority of personnel managers or union leaders.

12.3.3 Comparison among the ex-workers, personnel managers and union leaders opinion regarding the causes of turnover

Of particular importance to this study is the determination of the degree of similarity between what, on the one hand, personnel managers and union leaders perceived as being turnover factors, and the reasons for turnover as considered by ex-workers on the other.

One finding which reflects the relative complete congruence among the three groups questioned did emerge in this study. Inadequate salary in the Palestinian

companies compared to wage levels in other labour markets was perceived by all groups as a major reason for turnover. This reflects a consistency of perception of the three groups. The following comments are pertinent when speculating on the significance of these findings. It is thought that personnel managers and union leaders may not be entirely effective in diagnosing the causes of voluntary turnover. There is evidence indicating that individuals under certain conditions do alter their perception of causality in order to protect or enhance their own self-esteem. Therefore, there is reason to believe that personnel managers and union leaders may not always be in a good position to objectively evaluate the reasons why employees leave, particularly when some matters of internal management may have contributed to turnover. The majority of personnel managers considered both poor supervision and lack of autonomy at work as minor reasons for turnover. These considerations came from personnel managers despite excessive turnover rate often reflecting poorly on the effectiveness of management. The result clearly indicates that union leaders do not feel that factors such as availability of jobs in the area are reasons for turnover. They argued that if there are available internal promotional opportunities, workers are less likely to leave. Their arguments were to give bad impressions about management. Their answers were political. They represent the traditional position between the two opposite parties.

It is clear from the union leaders' responses that the reasons indicated are directly related to the management responsibilities.

It is also clear that personnel managers tried to attribute reasons of voluntary turnover to external factors such as: availability of jobs and high unemployment. With special reference to the Palestinian situation, it could be emphasised that most of the union leaders and personnel managers in the West Bank have limited knowledge about management techniques.

In conclusion, personnel managers' perception of some of the factors that influence voluntary turnover seem to be different from those of the employees, and of the union leaders. perception of the factors that influence turnover. Figure 12.1 shows these differences.

Figure 12.1 Differences of ex-workers', personnel managers' and union leaders' opinions regarding the importance of the causes of turnover.

As considered by	Reasons according to their importance
I.Ex-workers	1) Inadequate salary. 1) Better opportunities elsewhere. 3) Poor supervision. 4) Lack of autonomy at work.
II.Personnel managers	1) Better opportunities elsewhere. 2) Inadequate salary. 3) Lack of promotion. 4) Uninteresting work.
III.Union leaders	1) Inadequate salary. 2) Poor supervision. 3) Uninteresting work. 4) Lack of promotion

12.4 Recommendations

The personnel managers in the West Bank companies incorporated in this study all recognised that labour turnover is one of their problems. From this, some suggestions may be made as it is necessary to provide the manufacturing companies with the organisational means to deal with the problem.

1. A more systematic understanding of the turnover phenomenon is necessary. The finding showed that lack of

data about the phenomenon required more effort to compute the labour turnover rates and turnover costs. A large availability of this data increases the organisational attention of the problem. The data collected about the administrative environment showed that the majority of these companies do not have separate personnel units. This is due to being small companies. The activities related to personnel are handled by the manager or the director of the company. The researcher argues that these will not spare the time and effort to handle such activities including turnover. Thus, it is suggested that managers give more attention to this problem. This might be done through allocating such an activity to one of the personnel who could be called personnel service officer. This personnel officer will be responsible for evaluating the problem regularly, gathering up-to-date data, suggesting remedial actions to control turnover and predicting the size of the problem. Once the company grows, a separate unit dealing with the problem could be established.

The Palestinian companies should compute the employee turnover rates. This is required to distinguish between excessive labour turnover from acceptable rates, and between groups of employees who leave the organisation in relation to their demographic characteristics or their importance to the organisation. It is also vital to distinguish the current employees who are more likely to

stay from those who are ready to leave in the near future. Such bank of data can be exchanged and reported to a central unit in the district to be a base for further studies and for advice to the companies. Chambers of commerce could be used as central units in the current political situation.

2. From the responses of the ex-workers who reported poor supervision and lack of autonomy at work as two major reasons for turnover, we suggest that managers attend training programmes. An awareness of management techniques can help managers change attitudes towards employees and management.

3. It is important, in any evaluation for the future recruitment, to take into consideration the fact that female workers are more likely to stay longer than male workers due to cultural and social norms. Female workers should to some extent be encouraged to work in the industrial sector. As a matter of fact, West Bank is a poor country in its natural resources but rich in its labour force.

4. More attention should be given to the employee's earlier stages as we found that the younger the individual, the more likely he/she is to leave the organisation. It is thought that orientation programmes would reduce the employee turnover rate for the new hires

to these companies.

5. Availability of jobs elsewhere was one of the most important factors for turnover for the majority of both personnel managers and ex-workers. It is therefore important that Palestinian companies in the West Bank assess the competitiveness of their wage, working conditions, internal facilities, allowances and other factors. As a matter of fact, it is difficult to reach equivalent wages with either Israel or other Arab countries in the short term. Therefore, providing social security schemes, health insurance schemes, saving schemes, housing schemes would encourage individuals to stay. These schemes might be applied by co-ordination between the employers and the unions and the management. The researcher's personal feelings and inferences either during the survey or as an employee in the university, feels the value of these above mentioned schemes. From a personal experience applying saving schemes, health insurance and life insurance as it is in An-Najah National University, and expects that they will be highly valued so as to encourage workers to stay. The An-Najah experiment might be transferred and applied in other companies. The above mentioned schemes (i.e saving schemes, health insurance and life insurance) can be managed by a committee representing the employees, the union and the university administration. Applying such these schemes could be used to encourage the stability of

the workers.

6. Increasing the promotional opportunities can be achieved by introducing changes in the hierarchical structure of the organisation. The West Bank is in serious need of a training institute to work on the national level. In general, establishing separate personnel departments and training units would help introduce such changes as noted above. A great deal of administrative work requires some personnel attention.

12.5 Suggestions for further research

Several areas of future research, either in the West Bank or other places, can be recommended in this section. These include the following:

1. It seems useful to investigate the various causes of turnover in the West Bank. (I) Any longitudinal study will enhance the results of the present such as: A good topic to be investigated in the current situation is to study the turnover behaviour during the two year period of the Palestinian uprising to be compared with the results reached by the present study, which was carried out a few months before the uprising. Such a study will assess the turnover behaviour in the time of high unemployment and lack of jobs in the Israeli labour market due to the political situation. This assessment will evaluate other causes identified in this study other

than the better opportunities in Israel. (II) Turnover consequences will also need investigating. It is important to compute turnover costs to show the importance of this issue.

2. It seems necessary to examine turnover problems and their relations to other factors in the West Bank. Such are, for instance, (I) relations between turnover behaviour and the payment systems in the West Bank, (II) relations between turnover behaviour and management practices and (III) relations between turnover behaviour and the structure of the labour force.

3. Furthermore, comparative studies of labour turnover behaviour in different countries would give an overall view of the problem. Such studies would explore the nature of the problem in different cultures, for instance (I) Comparative study between employee turnover in the West Bank and Israel. (II) Comparative study between employee turnover in the West Bank and Jordan. (III) Comparative study between employee and turnover patterns who left to work in Israel and those who left to work in other Palestinian firms in the West Bank. Such comparison will explore the causes which influenced the employees' decisions in both groups. and (IV) Comparative study between turnover behaviour in developing countries and turnover behaviour in the West Bank.

4. Additional variables such as number of jobs held

before, number of dependent relatives other than children and other cultural variables will serve to help further identify variables which predict employee turnover.

5. Additional multi variate research be conducted to better identify characteristics of cohort employees in order to compare their turnover patterns with other employee turnover. Thus, the causes of turnover in both groups can be identified.

6. Since there is relationship between turnover and absenteeism or apathy, though very little research is available to confirm this. some investigation on the relationship between turnover and other withdrawal behaviour such as absenteeism will contribute to research in this area.

7. Concerning the relative lack of emphasis in research on the controllable and uncontrollable causes of turnover, a distinction between causes and correlates of turnover in other studies will further elicit the two concepts and their respective relations to the problem of turnover.

8. Future research could seek additional research about the phenomenon in the West Bank in order to collect more data about labour turnover. This study can be replicated in other sectors either in the private or services sector, particularly health and schooling.

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Appendix, 1

Dear Sir/Madam,

As part of my doctoral degree I am conducting a survey to determine some of the reasons why people voluntarily leave their job with large industrial firms in the West Bank. In your case, the Company you left included your name as a former employee who had left their employment.

I would appreciate it if you would take a few minutes to complete the enclosed questionnaire. Your former employer or recent employer will not see the survey results. The Survey will be used only in my research. Please do not put your name on the questionnaire.

It is vital that a large number of the questionnaires are returned in order for the Survey to be meaningful. Your response is essential for me to complete this research. I would be grateful if you will complete the questionnaire and return it to me promptly.

Thank you for your participation in the Survey.

Husein Al-Araj
University of Glasgow
Glasgow - U.K.

EX WORKERS QUESTIONNAIRE

1. Please fill in the following information with regard to your previous job.

a. Male Female

b. Age _____ years

c. Marital status Married Single

d. No. of children _____

e. No. of dependent relatives other than children _____

f. Educational level

(1) Less than high school

(2) High School

(3) Community College (2 years after secondary education)

(4) University degree

g. Monthly salary _____ J.D.

h. Length of Service _____ months/years

i. Your previous job was _____

2. Do you have a job now?

Yes 1 No 2

3. Number of jobs held in the past five years _____

4. Number of jobs held in your employment life _____

5. In your previous job

a) Have you ever been introduced to your work?

1 Yes 2 No

b) Have you attended any training programme?

1 Yes 2 No

6. Did you find any other another job before leaving your previous work?

1 Yes 2 No

7. What are the reasons for leaving your previous job (Tick all that is appropriate)

1. Inadequate salary

2. Lack of promotion

3. Poor supervision

4. Lack of friendship at work

5. Lack of equity

6. Inefficient information concern-
ing performance evaluation

7. Job routine

III

- 8. Lack of autonomy at work
- 9. Better opportunities elsewhere
- 10. Marriage
- 11. Relocation
- 12. Working conditions
- 13. Uninteresting work
- 14. Sickness
- 15. Lack of feedback
- 16. Other (specify) _____

4. Are you a member of any labour union?

1 Yes 2 No

5. If your answer to the question 4 was yes, please indicate your degree of satisfaction with each of the following union activities. (5, highly satisfied, 4 satisfied, 3 uncertain, 2 dissatisfied, 1 highly dissatisfied).

	5	4	3	2	1
Help in finding jobs for members	<input type="checkbox"/>				
Salary increase	<input type="checkbox"/>				
Improvement of work conditions	<input type="checkbox"/>				
Health services	<input type="checkbox"/>				
Job security	<input type="checkbox"/>				
Solving disputes with management	<input type="checkbox"/>				

Other (specify) _____

6. How do you evaluate the promotional allowances in your previous job?

Very bad Bad Uncertain Good Very good

7. In general what was your degree of satisfaction about the previous job?

Highly satisfied Satisfied Uncertain Dissatisfied Highly

Dissatisfied

IV

8 Does your work include a variety of tasks?

Yes NO Uncertain

9 Do you have autonomy at your previous work?

Yes No Uncertain

Appendix, 2

Dear Sir/Madam,

This Company has been selected as part of the sample for this research which is about voluntary turnover.

This questionnaire is designed to obtain your own opinion about why employees leave their jobs. We would like to call on you to help us by answering fully and frankly the questions that follow.

The Survey will be used only in my research, and views will be kept in the strictest of confidence.

Thank you for your time and co-operation.

Husein Al-Araj,
University of Glasgow,
Glasgow - U.K.

I
PERSONNEL MANAGERS QUESTIONNAIRE

1. Name of the Company: _____

2. Kinds of products _____

3. No. of Workers: in 1987 in 1986

4. No. of employees: Male _____ Female _____ Total _____

5. No. of employees according to their length of service

 Less than one year _____ employed

 Less than 5 years _____

 Less than 10 years _____

 10 years and above _____

6. No. of employees according to their educational level.

 1. Less than high school _____ employee

 2. High schooling _____ "

 3. Community College _____ "

 4. University degree _____ "

7. Which of the following wage determination methods is used at your firm?
(Tick all that are appropriate)

a) Collective bargaining

b) Government regulation (labour department)

c) Conciliation and arbitration

d) Employee Employer Bargaining

e) Supply and demand mechanism

8. Who benefits from the following fringe benefits, if available, in your firm?

<u>Fringe Benefits</u>	<u>Skilled</u>	<u>Unskilled</u>
Social security	<input type="checkbox"/>	<input type="checkbox"/>
Saving Schemes	<input type="checkbox"/>	<input type="checkbox"/>
Health Insurance	<input type="checkbox"/>	<input type="checkbox"/>
Housing projects	<input type="checkbox"/>	<input type="checkbox"/>
Loan Schemes	<input type="checkbox"/>	<input type="checkbox"/>
Life Insurance	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>

9. Indicate your degree of agreement or disagreement on each of the following:
(5 strongly agree, 4 agree, 3 uncertain, 2 disagree, 1 strongly disagree).

	5	4	3	2	1
1. Work is messy	<input type="checkbox"/>				
2. Work is noisy	<input type="checkbox"/>				
3. Under stress	<input type="checkbox"/>				
4. Dangerous	<input type="checkbox"/>				
5. Other (specify)	<input type="checkbox"/>				

10. Indicate the recruitment procedures used in your firm regarding each category of employees. (Tick all that are appropriate).

	Application Form	Exam	Interview	References
Skilled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unskilled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

III

11 a. Is there a specialized training unit established in your firm?

1 Yes 2 No

11 b. If your answer to 11 a was yes, please answer this part.

What is the number of employees of the training unit?

12. What is the number of employees who attended training programmes inside or outside your firm? _____

13. Does your firm have a labour union?

1 Yes 2 No

14 a. Did you face any labour disputes last year?

1 Yes 2 No

b. If you answer to the previous question was yes, how many complaints did you receive during the last year? _____

c. What is the number of complaints solved through the intervention of labour union? _____

d. Did your firm make any collective agreement with the labour union?

1 Yes 2 No

e. If yes, how many collective agreements did your firm arrange with these unions?

During the previous year _____

During the last five years _____

IV

15. In your opinion, indicate the importance of each of the following activities you consider union leaders consider important.
(1 the most important, 4 the least important)

- Better working conditions
- Better fringes benefits
- High wages
- Job security

16. How often was each of the following activities used in your firm during the previous year?

<u>Activity</u>	<u>Never</u>	<u>Once per month</u>	<u>Once per quarter of a year</u>	<u>Once per six months</u>	<u>Once per year</u>
Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Counselling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exit interview	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. In your opinion, what are the factors which lead employees to leave their work voluntarily in your work?

	1 Yes	2 No	3 Uncertain
1. Inadequate salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Lack of promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Poor supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Lack of friendship at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Lack of equity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Inefficient information concern-

- | | | | |
|-----------------------------------|--------------------------|--------------------------|--------------------------|
| ing performance evaluation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Job routine | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Lack of autonomy at work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Better opportunities elsewhere | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Marriage | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Relocation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Working conditions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. Uninteresting work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Sickness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Lack of feedback | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

18. a. Do you work according to shifts?

1 Yes 2 No

b. How many days you work per week? _____

c. How many hours you work per day? _____

19. How many employees left the work at your firm during the period from

1.1.1986 to 31.12.1987? _____ employees

20. a. Do you calculate labour turnover rate at your firm?

1 Yes 2 No

b. If you calculate this ratio, what was the labour turnover in your firm during the last year?

