

# **Retention Strategies to Increase Organizational Commitment and Reduce Employee Turnover in Hospitality Sector of Karachi, Pakistan**

**Taha Shaikh**

Department of Business Administration, Iqra University, Karachi, PAK

Email: taha.shaikh8@gmail.com

**Marium Zahid**

Department of Business Administration, Iqra University, Karachi, PAK

Email: mariumzahid34@outlook.com

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## **Abstract**

This study aims to explore the relationship between retention strategies and employee turnover. In addition to that, the effectiveness of these strategies to enhance organizational commitment of employees working in the hospitality sector (fast-food chain) of Karachi, Pakistan. The study considered five decades of managerial literature to explain the relationship between variables.

Semi-structured matrix based survey questionnaire and open-ended unstructured interview questions as research instruments to investigate the relationship. The research philosophy has been interpretive and deductive research is used. The sample size in this study is 426 participants in survey and 34 interviews with the management from the entire chain of fast-food restaurants in different regions of Karachi. The sampling technique is non-probability "convenience sampling". The findings revealed that high employee turnover is due to part time employment and high number of temporary employees or drop out from college and universities. Moreover, there is a relationship between employee turnover and organizational commitment. The higher job satisfactions leads to increase employees' commitment. It is recommended to the management of restaurant that friendly environment and training workshops are essential to retain good quality employees.

## **Contribution**

The paper contributes to enhance the body of knowledge regarding job satisfaction, organizational commitment, and employee turnover. Moreover, the paper contributes to the managerial literature regarding the variables of interest from developing country's context, specifically hospitality industry. The previous studies were mainly conducted in developed

countries while it has considered developing country to explore the variation among research variables.

**Key words:** *Organizational Commitment; Job Satisfaction; Employee Turnover; Hospitality sector; Developing Economies.*

## **Introduction**

In this fast growing world of commerce the all-important factor to win the all-going races is first to keep a better eye on internal stakeholders of the company, most preferable its internal employees by which organization feel major and noteworthy change in functional activities. Employees turnover is a major conundrum that most organizations recently faced. Recently a number of organizations are recorded with major turnovers around the average of their total employees (Abelson, 1987). At a recent time employees turnover becomes a frequency tool to check out employee's dedication towards organization's fruition. Turnover can be defined as intended in contrast to unintended turnover (Mathis & Jackson, 2011). However the reliance of the rate depends on the variety in the commercial ventures alongside the slanting rivalry in the worldwide business sector which has prompted expanded center and goal on turnover. In this evolving business world the all-important factor to win the all-going races is first to keep a better eye on internal stakeholders of the company, most preferable its internal employees by which organization feel major and remarkable change in ongoing activities. The major problem that majority of the organizations in recent times faced was employees turnover.

High turnover is encountered correspondingly by the hospitality business. A complete research on the employee turnover at Fast Food eateries in Karachi, PAKISTAN is the primary purpose of this study. The main aim is to find out the specific purpose for the increase in employee turnover in Karachi's Fast Food eateries.

## **Aim**

The aim of research is to investigate the various driving factors behind high employee turnover along with the decline in job satisfaction and organizational commitment of employees in hospitality sector (fast food restaurants) in metropolitan city, Karachi.

## **Objectives**

The objectives of the present research are:

- To identify various internal and external factors causing employee turnover in hospitality sector of Karachi, Pakistan.
- To evaluate the employee retention strategies undertaken by management of fast food restaurants to reduce employee turnover.
- To examine the relationship between ongoing practices and employees' organizational commitment.

## **Hypothesis**

There is no relationship between job satisfaction and organizational commitment in reducing employee turnover at hospitality sector of Pakistan?

## **Literature Review**

Innumerable collective factors are on the back of internal stakeholders turnover of an organization, majorly considered and renowned includes organizational commitment and job satisfaction (Morrell, et al., 2004; Cole, et al., 2006; Iqbal, 2010; Nzukuma and Bussin, 2011; Makhbul et al., 2011; Haque et al., 2015). Extensive amount of information located in private zone about workforce turnover (Tang et al., 2000; Gill, et al., 2011). Public grouping mainly reflects concentration principally on two applications (Shah & Burke, 2011). Organizational commitment is vital for the organization's success (Haque & Aston, 2016). The uncertain and sensitive surrounding of the business world modifies the reliable chain among staff and management as fragile and creates conundrums in the relationship of employee and employer (Nzukuma & Bussin, 2011).

The workforce market come within reach of prominence accepted usefulness and realistic economic preference among employees and perceived availability of substitute job prospects are common at an individual level. At times the occupational stress is also a key factor in reducing employees' organizational commitment (Haque, Aston, & Kozlovski, 2016). In addition to that, female employees have higher organizational commitment due to social support at workplace (Haque & Aston, 2016). However, in terms of hospitality sector of Pakistan there is no conclusive evidence if employee turnover is due to stress at workplace.

Substantially determined that a strong bond exists between turnover and multiple monetary components includes job vacancies and employment levels (Makhbul et al., 2011). Moreover a number of substitutes can fluctuate the rate of employee's turnover, although a solid bond always exists between perceived alternatives and actual turnover. In modern way meta-analysis is established by confirm manner of turnover that is predicted by perceived alternatives (Griffith et al., 2000).

## **Intentions to quit**

The factors that are on the back of absolute turnover depicted by many investigation which proved the causes of stop work. Surrounded by x-representatives of turnover exploration instead of experimental leap in execution although the objectives that lies at the end of actual turnover is proved to be concrete by many intensive researches. Continual and durable chain exists among actual turnover and its objectives on generic zone rather than the satisfaction-turnover relationship (Mobley et al., 1979). Moreover a certain decrease in variable has been noticed but proposed variable is acceptable (Shaw, 1999). Appropriate frequency of employee turnover is based on specific computation it is not constantly based on perceptions and individual's unplanned behavior.

## **Organizational commitment**

Precedent Logical perspectives of organizational commitments are needed to determine the relationship between research variables which are presented by various scholars in behavioral sciences (Haque & Yamoah, 2014; Haque & Aston, 2016; Haque et al., 2016). Employees display organizational commitment (OC) at workplace by displaying positive intent through securing

organizational goals (Haque, et al., 2015). Contractual obligations are on the back of employees turnover. Moreover employees devotion and efforts to accomplish goals and affiliate with their same organization reflects their organizational commitment (Beach et al., 2003). However, mutual settlement of norms are on the back of employee's organizational commitment (Porter, 1980). In addition to that, "Mowday et al., (1979) offered further explanation of OC by exploring worth of Porter (1980) by giving terms to these three dimensions; affective commitment (AC), normative commitment (NC), and continuance commitment (CC) respectively" (cited from Haque & Yamoah, 2014).

### **Affective, Normative, & Continuance Commitment**

Ingredients of organizational commitment include Employees attachment, recognition and their substantial involvement (Haque & Yamoah, 2014). Antecedent affective commitment – real involvement, normative commitment – recognition, and continuance commitment - attachment of employees are three definite components of OC (Allen & Meyer, 1996; Bartlett & Kang, 2004; Haque & Yamoah, 2014). Accomplishment of organizational goals by employees are evident of employees Affective commitment towards their organization (Robbins & Culter, 2003; Haque & Yamoah, 2014). Employees strong dedication and accountability to their organization supported by a type of commitment called Normative commitment. (Robbins & Culter, 2003; Haque & Yamoah, 2014). Furthermore, Employees intense inclination to affiliate with the same organization are evident of Continuance commitment (CC). Now that, all three antecedents of OC have been understood, researcher are in route to discover the relationship of these unique antecedents with occupational stress.

### **Job satisfaction**

There is no certain way perceiving it although that notion clarify the causes and overall practices of employee turnover however various types of attributes are available to explain the intentions to leave such as; affective commitment, normative commitment, continuous commitment, alterations in the dynamics of labor market, job satisfaction and psychological contracts (Morrell, et al., 2004). The decision to whether to stay to the same job or quit is outcome of job satisfaction and has strong influence on the process of decision-making of upper level managers (Nzukuma & Bussin, 2011).

Satisfied employees with their jobs show greater dedication with their organization (Nzukuma & Bussin, 2011). Work satisfaction is characterized as universal feelings concerning distinctive components of jobs by researchers. While employees who are unhappy with their job will leave their organizations, there it can be suggested that intentions of quitting job is highly influenced by the job satisfaction of the employees because turnover intention will be lower if employees are satisfied with their job as they are more commitment to their organizations whereas employees with low job satisfaction will have strong turnovers intentions (Shah & Burke et al, 2011; Zehra, 2016; Faizan & Zehra, 2016).

### **Communication and job satisfaction**

Communication is considered to be the most fruitful component for organization growth subsequently it is also a greater tool for organization to retain workforces devoted towards work (Howard, 2008). At workplace the paramount factor that majorly involved in the reinforcement of the involvement of employees, problem, solving and decision making and to run smooth setups at every step. Two heads are always better than one that is why communication develops, the strong sense of having opinion is developed by the help of discussion and suggestion of employees in meetings and has influence on the environment of the organization (Howard, 2008).

### **The relation between commitment and satisfaction**

Job satisfaction has a reasonably indirect influence on employee's turnover propose by a research on pediatric nurses. Whereas it is more affected by organizational commitment and has direct influence on turnover (Lum et al., 1998). There is a correlation among organizational commitment, job satisfaction and turnover propose by preceding finding. Organizational commitment has direct impact on intentions of turnover whereas job satisfaction reflects impact (Haque et al., 2015; Zehra, 2016). The theory of organizational commitment and job satisfaction are not intended linked but in employees turnover models it is by intent assimilated (Elangovan, 2001). In addition to that, same study indicated close link between stress and satisfaction (Lower satisfaction from job derive higher stress) in addition between commitment and satisfaction (High commitments are on the back of low satisfaction of employees). Related research also proposes that nature of commitment are simultaneously joint with the intentions of turnover (Lessen commitment level keep employees away from the intention of quit employment). On the basis of this research study, it can be concluded that the sole factor that affects the intentions of turnover is exclusively organizational commitment.

### **Features of workforces**

Personality attributes and attributes of employees have marked turnover like age and tenure investigated by great number of research studies. Factors of intentions of turnover and age found with negative interaction when workers get older there is low chances of turnover. There are many other attributes correlate with age that is why age variable has not explained the turnover in depth. Therefore age variable are not much concerned with turnover patterns. Negative association has exists among tenure and influence with turnover (Griffith et al., 2000; Faizan & Zehra, 2016).

### **Remuneration and performance**

Remuneration and remuneration-related variable influenced turnover in uncertain way (Griffith et al., 2000). Substantial association found between employees remuneration, performance and employees turnover presented by similar study. Their research also wrap up that if employees are not properly rewarded for their high conduct there are high chances of employees turnover (Griffith et al., 2000). Mutual remuneration system have been changed the individual inducements, which leads to higher probabilities of quitting in high performers.

### **Worker Turnover**

To individually describe the internal and external reasons for the workers to leave their jobs in hospitality sector is worker turnover. A worker initiates by valuating of basic existing job and job is accomplished in the setting. It is a practice that starts and endures with slow and stable level (Mobley, 1977). Usually, the decision of the individual to whether leave or carry on with job at hand forms work surroundings and the outcome of job dissatisfaction is to quit the job. Herzberg has discussed in his two factor theory hygiene factors such as status, job security, salary, fringe benefits, work conditions, good pay, paid insurance and vacations. These self-determining variables may contain these hygiene factors.

### **Cultural Factors**

Due to diverse work force there are great fears of depressions and anxieties as diverse ethnic group employees' work in one organization. Organizations consider culture as a highly significant factor as it also reveals the progress organization's economics (Nzukuma & Bussin, 2011). The management technique of the organization also affects its organizational culture (Haque et al., 2015). If style of management is autocratic for instant, then there possibility of more directions less participation may be there, which can create anxiety for workers who want to take edge and choose to quit the organization (Nzukuma & Bussin, 2011). Sometimes the circumstances arise for employee to choose to stay or to quit the job, due to opposition dominating between teams, group circles and department.

### **Research Methodology**

The researchers used cross-sectional survey design to investigate causes of high employee turnover in hospitality sector of Pakistan, specifically in Karachi. In this study, inductive-deductive approach is considered by first inducting data and later on deducing the irrelevant facts to reach conclusion. Survey Questionnaire as well face-to-face 34 interviews are conducted to explore the perspective of management and employees regarding research question. Though pragmatic research methods are undertaken but this study is more qualitative in nature. Additionally, the findings are quantified through using SPSS 23.0 from IBM to express it in numerical terms.

A total of 426 participants were drawn from various fast food restaurants in various areas of Karachi, including; Tariq Road, Clifton, Sea View, Bhadurabad, and Defence in this study. The restaurants were selected through probability sampling technique thus using random sampling technique, fast food restaurants were selected in specific areas. However, it was also combined with non-probability sampling by approaching case studies on the basis of their willingness and convenience. Subsequently, we selected the participants conveniently from the restaurants that consented to participate in the study. Total 800 Survey Questionnaires were circulated and administered, out of which 426 were retrieved and actually used for the analysis because it was complete. Thus, a response rate of 53.25% was obtained in the study. There were variations in the sample used for the study.

Self-report questionnaires were used to collect data in the study. The questionnaire was developed upon the literature at hand. The statements were anchored on a five-point Likert scale with responses ranging from Strongly Agree (1) to Strongly Disagree (5). Sample items on

the scale were “I have enough time to complete my work”; “I am usually doing repetitive tasks” etc. On the other hand, organizational commitment was measured with the instrument developed by Allen and Meyer (1991). The scale contains 20-items measuring the three components of organizational commitment; affective, normative and continuance respectively. The three components together measure organizational commitment as a whole. Sample items on the scale were “I would be very happy to spend the rest of my career with this restaurant”; “I enjoy discussing about my restaurant with people outside it” etc. The items were anchored on a 5-point Likert scale ranging from strongly agree (1) to strongly disagree (5).

The researchers sought permission from all participating organizations through their Managers. All the organizations involved in the study were previewed to the nature of the study and the kind of data we were interested in. Copies of the research instrument and the objectives of the study were attached to a cover letter to all the organizations. After permission was granted, we proceeded to interview and communicate with the respondents face-to-face. Those participants who were not able to fill by themselves due to illiteracy, their responses were filled by researchers with their consent. Despite this, we took steps to guarantee the participants of confidentiality of the information that they would provide. Each manager participant received the research instrument together with an envelope explaining the purpose before interview process. This was done to ensure that only the researchers had access to the information provided and ethics along with reliability and validity are maintained during primary investigation.

We examined empirically individual differences of managers and non-managers in relation to job satisfaction and organizational commitment in the Pakistani context. Accordingly, we investigated the causes for high employee turnover, low job satisfaction and low organizational commitment between permanent and temporary workers. Data were collected using standardized measures of job satisfaction and organizational commitment. We screened, coded and entered the data onto statistical software to facilitate the analysis. The Statistical Product and Services Solution (SPSS) version 23.0 for IBM was used to facilitate the analysis.

### **Testing Hypotheses**

Independent t-test was used to test the hypotheses in the study. Using this test, the effect of demographic factors (gender, age, job status, and experience) was tested simultaneously on the two dependent variables (employee turnover and organizational commitment) at once. This type of analysis reduces the chances of committing Type I error which would have occurred if the dependent variables were tested separately.

### **Results and Discussions**

Male workers are recorded with high ratio as compare to female in Karachi’s fast food chain. The ratio lies as 67 % of male and 33 %female. This is quite structural to recognize that one of the main cause of high turnover at Fast Food chain surrounded by male because of the frequent alternation of jobs. Fast Food chain is mainly surrounded by youngsters with age bracket of 20-30 constitute 72%.Furthermore , a larger part of Fast Food chain are functioning in Primary or high school education exclusively at operational level. Middle level workers mostly occupied

with bachelor's degree but in inappropriate fields. 9% of respondent's occupied with master's degree while none of them had higher than that. This research found that 64% of workers have less than one year's experience. A percentage of only 3 % respondents have more than five years' experience. Researchers tried to explore the time as a factor for turnover as researchers thought, time may be the most operative cause behind employer turnover. The research displayed 1-2 hours are expected time of employees to reach at their workplace. Those who take 30 minutes to 1 hour creates 33%. There 13% that takes more time than two hours whereas 9% only take less than 30 minutes to reach at job.

The three major factors that are on the back of employee's decision to shift their jobs from hospitality sector include improved opportunities, absence of training platform and locality of store. Mobley, et al., (1979) measured at work environments such as distant environment, job location, are causes that grounds workers. Therefore, employee decision to shift jobs greatly influenced by working conditions. Employees mainly shift their jobs due to lack of proper training. Allen and Meyer (1990). The Shah & Burke, et al., (2011) reading projected that pressure is an aftermath of job satisfaction and lack of training openings. The better opportunities and lack of training are two major dynamic's recognized by the observers.

The improved openings recognized in current study is acknowledged by research study of Haque et al., (2015) as fine confirming the preceding findings. This approves improved openings are critical driver. The applicant's feelings measured by diverse collection of comeback to question due to open-ended format. Majority of the applicants recognize additional openings at work a sense of contentment. Approximately 63% applicants sense content with innovative and fresh work. It is also found as greater cause of motivation. However 35% reacted in negative with have confidence in that new experience does not engender job satisfaction.

Study shows that innovative challenges are inspiring however may not be the case for all. This study is much identical with Herzberg findings of survey conducted in telephone industry. Most of the times innovative practices are not correct for everyone suggested by Makhbul, et al., (2010) study. Approval of experiments is contracted by 32% of respondents. However, 7% of respondents remained unconfident about accommodating fluctuations. One of workers stated that sensation of boredom pointers to look for modification. Research investigation of Cole, et al., (2006) suggested an association between the jobs related result and organizational policy change however, change is welcome symbol. Thus, on the bases of picked up comebacks, Gill, et al, (2011) study of variations associated with organization was exact in signifying modifications are unsatisfying for employees with restlessness towards shift in the guidelines. In terms of results blended feelings are resulted. A ratio of 57% applicants decided while 41% disagree that employee turnover is also affected by cultural factors. Remaining 2% respondents stayed unresolved.

Scattered number of respondents sowed that individual sentiment and behavior originate employee turnover. With their other than 3 years of specialized involvement at kitchen staff they have moved at least one job before approaching at current restaurant. Culture does not impact however the personal behavior, colleagues, managers, family stress adds to shift the job. 15% respondents consider cultural difference, language and Friday shift initiated them to exchange however since they have been functioning in cordiality sector, and they have no such

concerns. 13% of the respondents revealed that their associates have declared resigning jobs. 44% of strongly recited that associates have argued move in job 5% were uncertain on the other hand 38% specified that they did not hear their associates declaring job quitting intents. 77% of respondent contracted to tie between the job satisfaction and staff turnover. 5% were unresolved whereas 28% debated on no association among the two.

Not many employees especially at lower level who had rejected the view of the association between two variables associated employee turnover. It is in fact a matter of choice they argued. At time individual moves on for change. According to Nzukuma & Bussin (2011), current outcome demonstrates negative correlation between job satisfaction and employee turnover rate, which is close to previous result. At present study, the higher job satisfaction leads to lower turnover, which is similar to the research investigation of Shah & Burke, et al., (2011). In addition, it can be established that job satisfaction is directly proportional to job protection. The result recommended that when workers are fulfilled they don't stop.

For this question, accordingly absence of ground to create connection between the degree of consistency and change in arrangements. 57% respondents considered major policy change impacts the overall withholding rate. However, % participants do not view strong relationship. While, majority views organization as major player of retention policy. So, strong correlation couldn't be formed among two variables. According to Cole, et al., (2006), participants agree that policy change causing employees to shift from organization, considering job associated outcomes such as performances excellence is due to changes in organizational policies, which is different from present research outcome. It is obvious from study comes about that with higher pay offering workers stays with the organization and the other way around. This is similar as Shah & Burke, et al., (2011) research that proposes employees are motivated through higher pay. However, it cannot be ignored that employee do work for self-actualization at times. From the participant response, it is evident that pay is a major motivating factor.

To ensure steady progress 21% managers agreed that employees work as a team. Management ensures to have successful and joined effort to deal alike. About flexibility, 41% manager said that their respective restaurant operates under flexible strategies. The employee's general concern at times is management's agenda and treat employees respectful as human being and not machines. However efficiency ought to be managed with adaptability. Alternatively, 31% managers said that since, majority of employees are students or part timers so flexibility is important in shifts and functioning patterns. Greater part of restaurants' administration has embraced adaptable techniques that motivate and hold workers. In connection to employee turnover, managers uncovered that up to 73% turnover though remaining managers considered high number of low maintenance work is an explanation behind high turnover.

Around 61% of manager considered that their quarter based tool is best for employee promotion and enthusiasm. This will also facilitate proficient employees for more chances of attainment. Though, lasting 39% reflected promotion and incentives are essential tools for employee enthusiasm. Moreover, it is observed by managers that most of the employees are already determined to their jobs. According managers perspective fast restaurants pay their employees a fixed wage announced by the government rate thus they paid on fair stands and part-time commission is also paid for that reason. This approach is all unbiased for employee's

remuneration. Although a small number of employees may seem displeased with the given wages because of their assertiveness, manners and outlook. As for them money is not a description of enthusiasm because they deliberate self-actualization in its place. Though, in extensive scale, restaurant business pay fine-looking salary to its employees.

The findings also revealed solid variation to the preceding empirical examines, which were involved in the managerial literature directing towards the pay boost. Though willingness to try new job (Haque & Yamoah; 2014), economic alteration (Wood & Macaulay, 1991), and voluntary termination (Philips & Connell, 2003) are employees intents though administration visible numerous features that employee students are not able to work round-the-clock. The enlistment rate has been widespread as per the achieved evidences from Karachi Head Office Human Resources department of training program and employment. Moreover, restaurants' organization labeled that enrolment has motivated the company cost. Moreover, when the widespread enrolment is in order for the officialdom, the budget rises for it as well (Griffith, et al., 2000). Therefore, it can be determined that registering new employees is a quite expensive process and company's should have to make strong strategies that will eliminate the probabilities of high turnover in order to cut recruitment burdens that built-in new employees training. Current study shows that food business in Karachi practice numerous tools to appreciate and motivate their staff good work to provide high level of job satisfaction and lower the percentage of employee turnover.

Organizations blue print plays vital role in employee's job satisfaction and retaining them at workplace for long. Strong strategies can easily eliminate the employee's uneasiness. Food chain in Karachi consumes discrete and miscellaneous varieties of strategies for its miscellaneous personnel which in the existence of on hand literature is a reasonable methodology. Nzukuma & Bussin, (2011) and Shah & Burke, et al., (2011) observation that all employees exist with different capabilities and mind-sets so couple of strategies should have information to deal with different variety of individuals are confirmed by this study. Additionally, at the present fast food restaurants in Karachi are undergoing from numerous problems because of its exalted employee turnover. This is alike as previous empirical researches. Faizan & Zehra (2016) argument that an organization experiences a dilemma of customer displeasure while Zehra (2016) Employee turnover mainly backed with serious trouble of anxiety and depression are confirmed in this study.

The discoveries linked with the up-to-date examination are similar with the discoveries of Griffith, et al, (2000) as the study's authors take pay and interests in deliberation when beholding at inspiring features. The argument of Allen and Meyer (1990) that the level of employees rises when the organization is less rigid and authoritarian is confirmed by present findings. Although Tang, et al., (2000) considered that money is the deep-seated factor for employee's motivation is opposed. On the other hand, Makhbul, et al., (2010) research references skills, which has been notable in present research as well.

In direction to discover the association with performance of employees, if it is enthused or reactive when employees deliberate the choice of send-off an organization. In such regards no acceptable facts is achieved in terms of employee purpose to resigned from the organization is well-thought-out individual's own preference and the aspiration to believe in co-workers

differ amongst individual because of the intrinsic method, behavior, and nature. Research participants are evident that changes frustrate employees. In addition by Morrell, et al., (2004) that employee turnover is mainly due to inflated changes in terms and conditions of organization is confirmed by this study. Consequently, it is concluded that changes in organization policies mainly on the back of employees annoyance but the employee shift comes when the changes are associated to the organization's policies and method.

The Corn-bach's alpha value is 0.823 indicating that the items are internally consistent on scale and we can rely on our research instruments. The statistical test found that P value = 0.001 thus reflecting that P is less than alpha = 0.05 ( $P < \alpha$ ) therefore there is strong evidence against null hypothesis. In other words, we reject null hypothesis. Moreover, the Co-efficient Pearson value is 0.73 while sig value is 0.000 indicating that the 73% variation in the organizational commitment of employees is due to job satisfaction. In addition to that, there is a positive upward slope and the value is significantly different from zero therefore this is a correlation between job retention and organizational commitment.

### **Conclusion**

An essential internal thing that contributes in employee turnover is lack of training and development program. Due to lack and mismanagement of time, managers experience difficulties to prepare employees in a fancied and satisfactory, this has led to the grade in anxiety level and occupation disappointment among employees, which at last results in the worker turnover. Amongst, all the other factors this is the most important factor. The most crucial part of the outer component of employee turnover is the accessibility of best accessible open doors in the outside environment for occurrence, the vocation improvement and advancement, longing to individual intrigue or wanted profession, high pay and great job. Other than this, the offering of shift and work flexibility allows the restaurants to keep hold of its student employees. Furthermore, this approach becomes an attractive offer for the retaining of employee and provides them with time indulgence.

The most significant motivational strategy in order to retain employees is to make certain they are appreciated and admire them in continuous manner through the use of performance review. The approach plays a fundamental role in employee retention. After every few months food chains offer its employees picnic as a reward for excellence in their performance. The flexible shifts are a tactical approach to maintain its workforce. Individual staff part who end up being profoundly gifted are advanced and furnished with very difficult undertaking. This is one of the important approach of these restaurants to acknowledge employees good efforts and direct them towards their growth in the career path with their respected organization. So it can be concluded that it is one of the tactical approach to maintain employees as part of the same organization.

The restaurants make sure to provide female employees with higher flexibility in work shifts due to the family concerns. This point towards the fact that majority of restaurants do not wish for its employee to switch from the organization. Hence, the strategy provides restaurants with an assistance to retain its employees. An added advantage is the discount vouchers provided by the fast food restaurants to its employee to enjoy and experience the offerings of quality

products on discounted rate. The approach is also a tactical approach for management to maintain employee. The main concept of all these strategies at Food restaurants in Karachi is to construct a model where all these strategies integrate to create a sense among its employees that they are taken care by organization. This further creates mind among representative to stay with the comparable association.

Many essential factors are related to the prominent employee turnover therefore each cause is discussed in on an individual basis. Firstly, one of the leading causes of higher employee turnover in the selected organizations is the accessibility of the opportunities in the external environment. The view has been recognized by both primary and secondary research. The main source of this is the greater part of employees are understudy who are performing work with the attitude of seeing it as brief job until the training is accomplished and opportunity emerges inside the business on interest. The approach is also termed as volunteer termination due to individual's desire for career development and better opportunities.

The study findings revealed that there is a subsistence of an association between these two important variables at Fast Food restaurants in Karachi. The employee satisfaction leads to the organizational commitment, reducing turnover and also inclining the employee retention. To a more noteworthy degree, accept is that job satisfaction does not as a matter of course as determined end is viewed as a piece of turnover. Sometimes individuals decide to quit organization regardless of being happy and satisfied. However, there is no assurance that turnover will not be experienced, although there is an existence of the relationship between the two variables exists. Be that as it may, job satisfaction among employees has been a reason of maintenance.

### **Implications of research**

A set pattern must be developed and constructed by the managers at fast food restaurants and establish a team of professional coaches with momentous experience to train employees for the present working environment of the respected restaurants. The trainers ought to give employees the reasonable preparing before they join the association. Through the workshop or providing an employee with CDs that covers the work associated topics for instance work procedures within the restaurants, this can be achieved. In contrast to being a coach, managers must take on the role of a mentor. For a manager being a coach will be viable in imparting between both manager and employees. This will enhance the communication and reduce the unease and dissatisfaction.

The current research also a practical research, however, the practical approach is inductive which will become a support for the future managerial literature. The past speculations research Center has been founded on the cost calculate however the ebb and flow research exhibit the new idea of the Service, Quality, and Cleanness.

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## **Corresponding Author**

Taha Shaikh, Department of Business Administration, Iqra University, Karachi, PAKISTAN, taha.shaikh8@gmail.com

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