Factors affecting the company's staff turnover in the 6 provinces of Iran's oil industry

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ABSTRACT

In management literature, it is always insisted that the rate of leaving the service, is indicative of undesirable performance of management of organization in keeping and preserving the human power. Motivational factors involved in reduction of employee turnover were classified in Oil Refining and Distribution Company in selected cities of Iran. For this purpose, we reviewed the literature and concepts of turnover. Primary Questionnaire was designed and Distributed in statistical population to identify the effective factors involved in reduce of turn over. Main factors determined by using Minitab15 software and Pareto charts. Reliability of Questionnaire measured by retesting method. In order to classify of the identified factors, TOPSIS method was used. Then second questionnaire developed to evaluation of impact of each factors in selected cities. Data collected and purified to make a decision matrix. Finally, effective factors classified according to weights and importance of each factor.

1. Introduction

In management literature, it is always insisted that the rate of leaving the service, is indicative of undesirable performance of management of organization in keeping and preserving the human power. The manager always also try to reduce this rate and make it also as possible as to zaro, and if they reach to this matter, they pay to their other activities with calmness. But the reality is not this. Low rate of leaving the service is half of the matter. In other words, the managers in addition to paying attention to the rate of personnel's leaving the service and adjusting it's rate at the normal rate, should answer to this question that what is the composition of reasons of retaining of their personnel's and if this and if this composition can be considered desirable? (Beehr, 2012). In a closer word, if the effect of motivating factors and in the second step, the factors of inner environment, be more on the retaining and lasting of personnel and the effect of factors of external environment be lower, it can be concluded that the organization enjoys the happier and more satisfied personnel. Undoubtedly todays one of the determining factors in competition advantage of retaining and development of organizations, is their human resources (Bolino, 2005); So, knowing the needs, motivations, tendencies, factors of satisfaction and un satisfaction of staffs is not only necessary, but also for getting the correct policies and proper solutions and also performing the effective programs is necessary. Having flexible, sill full and multi-talents personnel's and managers, maybe is a wish for every organization and generally for

each system. Existing such people in the flow of activities of each setting can provide the facilities and speed in matters and saving in time and even in resources (pengani, 2008). There are many reasons for encouraging the personnel's for retaining in organization , but emphasizing of organizations is in retaining of skillful personnel's, capable and skillful personnel's are said to the personnel's that in addition to having the university degrees, and action in different engineering and research and development sectors, they have special ability and especially that their coordination in organization can be effective in value-making and creating the competitive advantage. For this purpose , the discussion of transferring, movement and leaving the service of this group of personnel's has an especial importance and identifying the reasons and factors and also the solutions of their retaining in organization is among the principal priorities of management (Boselie , 2008). Investigation of this subject is important since it attracts the attention of respectful managers to the importance of human force specially in basic organizations and we emphasize on this matter that leaving the service in such organization endanger the lasting and retaining the organization that it should be investigated and analyzed as one of the important priorities of master managers and the bosses of units of human resources. The matter of leaving the service of personnel's, professional powers and some of the managers is one of the organizational problems that is a harm for trend of moving the organization and for the managers of organizations that be following of keeping, improving and

using their human power, and is presented as a problem and needs as especial attention.

Research literature:

Harkson et al (2012) have done a research by the aim of determining of the relative importance of personal and career factors related to career movement in physiotropy profession. In this research, questionnaire was posted to a country sample involving 820 physiotropists and 567 (69%) answers have been used in data analysis. Two cases of the most important reasons for leaving the career were tendency for following up a different domain of physiotropy and unodequate salary for meeting the financial needs, meaningful differences in relative importance of factors of career circling at the time that the sample based on the educational level of physiotropy, the percent of time that is spent for care of patient, the years that the person has passed in the profession of physiotropy and the sex of person have had also role in career movement (Harkson et al, 2012, 146).

Steven and John (2008) have done a study for evaluating the aspects of career satisfaction and the purpose of career movement in companies of development of software, they considers nine aspects of career satisfaction to observe it's effect on the purpose of movement. The purpose of movement showed a negative correlation with all aspects of career satisfaction: Salary, promotion, supervising personnel nature of work communication

Yilmaz (2008) in a research with the topic of investigation of the relationship between organizational trust and organizational commitment in elementary schools of turkey, has achieved to the following results. There is a meaningful relationship between organizational trust and dimensions of organizational commitment. The results of research showed that in the organizations in which there is trust, the open environment, responsible staffs, production and undertaking to the organization, culture of compatibility, group working, high career satisfaction and coordination in decision-making. Can be observed (Yilmaz, 2008).

Worldman et al (2004) in a study have estimated the costs of movement for several career grouping in a medical training facility in the western south part of USA. Their methodology involves estimating the cost of decreased production of health care personnel (involving a number of direct care personnel), the average cost 2307 dollar has been for hiving. lost production has added tool to 1.709 additional dollar to the cost of movement and made an estimation of at least 4368 dollar for average of the costs of total movement. In this study, among all career problems, from the doctors to support personnel, the decreased production costs are dominant on the direct costs related to hiring and training work that are easier for measuring (worldman et al, 2004).

Saatchi et al (2011) have done a research by the goal of investigation of the relation of career motivation of managers, career satisfaction and organizational undertaking of teachers of Marvdasht high schools. The statistical population is all principals and teachers of high schools of Marvdasht. Based on Morgan table, 50 people of principals and 250 people of teachers have selected multi – steps randomly. For data collecting, three questionnaires of career motivation of principals, job satisfaction and organizational undertaking have been used. The collected data have been analyzed through the tests of Pearson correlation, t – test and multi – variables regression. The obtained results showed that there isn't meaningful relationship between tree – folded variable of career motivation of principals, career satisfaction and organizational undertaking of personnel's.

Rajayeepour and Bahrami (2008) have done a research for investigating the relationship of clearness of role and organizational undertaking of the personnel's of faculties of Isfahan medical sciences university. For doing of this descriptive – analytical study, 144 people have been selected by using the random classifying method among all personnel's of medical faculties of Isfahan medical university (401 people). The information have been collected by using two questionnaires of role clearness and career undertaking. The reliability of questionnaires was computed by the method of content reliability and their validity was computed by the method of chronbank Alpha coefficient. Data were analyzed by using the single variable t statistical tests, Pearson correlation coefficient and t2 Hetling. Based on the results of research, the average of scors obtain from the questionnaire of clearness of role (2.76 ± 0.52) and career undertaking (3.39 ± 0.41) was higher than average limit $(p < 0.01)$. the rate of clearness of role and career undertaking of personnel's was higher than the average limit and the relationship between them was also meaningful and positive $(r = 0.31)$. A meaningful and positive relationship was seen between clearness of role with all four – folded dimensions of career undertaking (professional dependency, organizational dependency, loyalty to work values and career cooperation) $(p < 0.005)$ (Rajayeepour and Bahrami, 2008, 30).

Shahbazi et al (2011) have done a research by the aim of investigation of the factors affective on the leaving of service of personnel's with emphasizing on the job satisfaction and organizational undertaking. The factors affective on the leaving of the service are: job satisfaction, environmental opportunity, job involvement, autonomy, job stress payment, organizational undertaking, distributional justice, promotional opportunities and social support. This research is descriptive from the point of view of nature in the first part, the job satisfaction and the factors affective on it has been explained, in the following the organizational undertaking and the factors affective on it has been stated. In the third part, the leaving of services of personnel's has been investigated and the known theory of Mobls has been stated and the results show that the job satisfaction has an effect on decrease of leaving of service of personnel's and increase of organizational undertaking (Shahbezi et al, 2011).

Bani Taba et al (2009) have done a research by the aim of investigation of the state of inter – organizational trust and job undertaking of principals of Isfahan high schools by using of descriptive research methodology from the type of measuring. The tools of information gathering have been questionnaire of Bella career undertaking and involving 40 questions and researcher – made questionnaire of trust with close questions. The results of features of population – knowing showed that there is a meaningful difference between the components of career undertaking in principals based on age and area of service place at the level of $p \leq 0.01$ and based on the course at the level of $p \leq 0.05$. But

based on the sex, educational degree and antecedent of service, a meaningful difference at level of $p \leq 0.05$ was not seen. Other result of research was indicative that there is not meaningful difference at level of $p \leq 0.05$ between inter – organizational trust in teachers based on the sex, degree, antecedent of service, age and area of service place(Bani taba et al, 2009).

Baferani (2008) has done a research by the aim of investigational undertaking of the personnel's of Payame – Noor universities of Isfahan province in the year of 1387, the method of research, by attention to the nature of research, has been descriptive from the type of correlational. The statistical population involved of 674 people from the staffs of Payame – Noor universities, that among this number, (22 people were selected through random – classifying related to the volume as the statistical sample. The measuring tools in this research were 38 questions questionnaire of job safety and 24 questions of organizational undertaking that respectively has been used with the reliability coefficient of (0.96) and (0.95). analysis of research results at the level of descriptive statistics at the level of descriptive statistics, the abundance, percent, average and standard deviation and level of interferential statistics, Pearson coefficient of correlation, variance analysis, independent t test, shafe test. The results o research showed:

1) There is meaningful relationship between career safety and organizational undertaking of personnel's 2) there is a positive and meaningful relationship between the components of career safety and the components of organizational undertaking, 3) there is a positive and meaningful relationship between job safety with the components of organizational undertaking, 4) there is not meaningful relationship between the rate of career safety and organizational undertaking of the personnel's with sex and marriage status 5) there is difference between the rate of safety and undertaking of personnel's based on age, educational level and occupational state. In other words, the most rate of organizational undertaking and job safety was seen in personnels older than 40 years, also the most rate of organizational undertaking and job safety were related to personnel's with M.A degree and higher and the formal

personnel's had also the most organizational undertaking and job safety (Baferi, 2008).

Methodology

Present study according to purpose was practical research and according to data collection Method and analysis was a descriptive-survey study. The data Collection in this study combined of library, questionnaires and interviews Methods. Factors affected the decline of turnover was obtained from recent studies on the turnover of employees, models mentioned in the earlier studies and Interviews with experts. The population of the study was consisted of National Iranian Oil Products Distribution Company employees in selected cities (Isfahan, Yazd, Kerman, Torbat hydrae, Mashhad, and Bandar Abbas).A total of 137 employees of Oil Refining and Distribution Company employees with Bachelor Science and Master science degree were randomly selected. This sample was chosen due to level of education and their experiences.

Cochran's formula was used to calculate the sample size. Where n is the sample size, N is the population size, Z is the confidence interval, P is the estimated proportion of the attribute under study, q is derived from 1 - p and finally e is the precision level (Cochran, 1977).

$$Z_{\alpha/2} = 1.96$$
$$N = 137$$
$$P = 0.5$$
$$q = 0.5$$
$$e = 0.095 \qquad n = \frac{N(Z_{\alpha/2})^2 \times p.q}{e^2(N-1) + (Z_{\alpha/2})^2 \times p.q} = 60$$

Validity and reliability of the questionnaire was examined by psychological tests, skill and talent tests and abilities to perform the job in employment, and then extended to other cases. The correlation between the results of two Steps of survey investigated with Pearson correlation coefficient. R value obtained for each variable according to the criteria of the incentive to reduce turnover displayed in table 1.

Table 1. The Pearson correlation coefficient for each factor

Variable	Job satisfaction	Management style	Welfare Services	Achievement	Reward	Performance	Organizational Commitment	Job security
correlation coefficient	0.92	0.71	0.83	0.87	0.8	0.72	0.66	**0.91**

t test was used to generalized the results of the sample size to statistical population. (Table 2):

Table 2.T test generalized the results of the sample size

Variable	Job satisfaction	Management style	Welfare Services	Achievement	Reward	Performance	Organizational Commitment	Job security
T	9.95	4.27	6.31	7.48	5.67	4.4	3.72	**9.31**

H0: There is no relationship between first step and second step.
H1: There is relationship between first step and second step. As table 2 displayed critical region was w ($t \leq -1 / 96$, $t \geq 1 / 96$) with confidence level of 95%. Thus H0 is rejected and there is a correlation between the results of the first and second Steps.

Hypothesis's of research:
Main Hypothesis's:
Identifying and ranking of the factors affective on the transferring of personnel's in national company of distribution of Iran's oil products
Secondary Hypothesis's:

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1- Prioritizing the motivational factors affective on decrease of leaving the services in national company of distribution of oil products.
2- Ranking the factors affective on decrease of leaving the services in national company of distribution of oil product in Isfahan.
3- Ranking the factors affective on decrease of leaving the services in national company of distribution of oil product in Yazd.
4- Ranking the factors affective on decrease of leaving the services in national company of distribution of oil product in Torbate Heidarieh.
5- Ranking the factors affective on decrease of leaving the services in national company of distribution of oil product in Mashhad.
6- Ranking the factors affective on decrease of leaving the services in national company of distribution of oil product in Kerman.
7- Ranking the factors affective on decrease of leaving the services in national company of distribution of oil product in Bandar Abbas.

Data analysis method

After determination of major factors, Minitab15 software and Pareto charts had been applied to identification of factors that had greatest impact on empowerment will not be the same. TOPSIS method is used to prioritize the factors identified. Second questionnaire was used to evaluate the impact of each factor and then data collected and purified to make decision matrix. Ultimately the priority of each factor was determined with considering the importance and their weights.

TOPSIS procedure steps:

Step 1

Create an evaluation matrix consisting of m alternatives and n criteria, with the intersection of each alternative and criteria given as x_{ij}, we therefore have a matrix $(x_{ij})_{m \times n}$.

Step 2

The matrix $(x_{ij})_{m \times n}$ is then normalized to form the matrix $R = (r_{ij})_{m \times n}$, using the normalisation method

$$r_{ij} = \frac{x_{ij}}{\sqrt{\sum_{i=1}^{m} x_{ij}^2}}, i = 1, 2, ..., m, j = 1, 2, ..., n$$

Step 3

Calculate the weighted normalised decision matrix

$$T = (t_{ij})_{m \times n} = (w_j r_{ij})_{m \times n}, i = 1, 2, ..., m$$

$$w_j = W_j / \sum_{j=1}^{n} W_j, j = 1, 2, ..., n$$

Where so

$$\sum_{j=1}^{n} w_j = 1$$

that , and W_j is the original weight given to the indicator $v_j, j = 1, 2, ..., n$.

Step 4

Determine the worst alternative (A_w) and the best alternative (A_b):

$A_w = \{\langle max(t_{ij}|i = 1, 2, ..., m)|j \in J_-\rangle, \langle min($

$A_b = \{\langle min(t_{ij}|i = 1, 2, ..., m)|j \in J_-\rangle, \langle max($

where,

$J_+ = \{j = 1, 2, ..., n|j$ associated with the criteria having a positive impact, and

$J_- = \{j = 1, 2, ..., n|j$ associated with the criteria having a negative impact.

Step 5

Calculate the L2-distance between the target alternative i and the worst condition A_w

$$d_{iw} = \sqrt{\sum_{j=1}^{n} (t_{ij} - t_{wj})^2}, i = 1, 2, ..., m$$

and the distance between the alternative i and the best condition A_b

$$d_{ib} = \sqrt{\sum_{j=1}^{n} (t_{ij} - t_{bj})^2}, i = 1, 2, ..., m$$

where d_{iw} and d_{ib} are L2-norm distances from the target alternative i to the worst and best conditions, respectively.

Step 6

Calculate the similarity to the worst condition:

$s_{iw} = d_{iw}/(d_{iw} + d_{ib}), 0 \leq s_{iw} \leq 1, i = 1, 2, ...,$

$s_{iw} = 1$ if and only if the alternative solution has the worst condition; and

$s_{iw} = 0$ if and only if the alternative solution has the best condition.

Step 7

Rank the alternatives according to $s_{iw}(i = 1, 2, ..., m)$

Analysis:

As mentioned which is introduced in study, various factors have been conducted in field of retention of employees. Since the data obtained from the questionnaires were primary and without any classification, thus the main factors to be identified after collection first questionnaire, by using a Pareto chart. Findings of Pareto chart are shown in table٣.

Tabe3. Classification of factors in Pareto chart

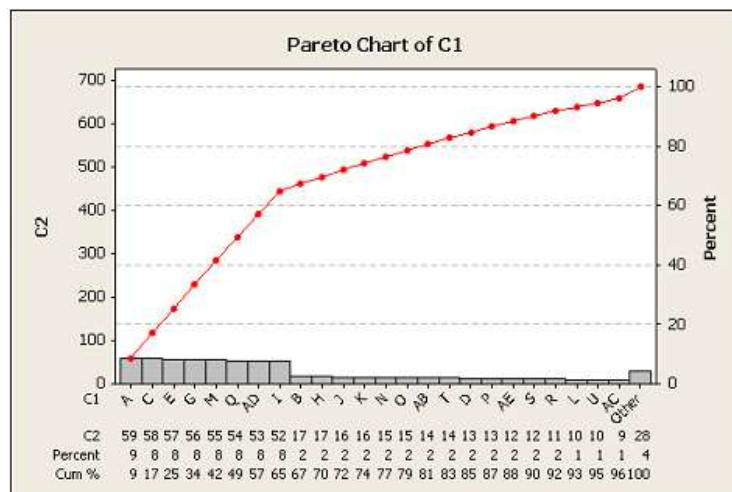| Classification	Cumulative frequency percent	Frequency	symbol	Factors	Row
A	9	59	A	Job satisfition	1
A	17	58	C	Management style	2
A	25	57	E	Welfare Services	3
A	34	56	G	Achievement	4
A	42	55	M	Performance	5
A	49	54	Q	Organizational Commitment	6
A	57	53	AD	Job security	7
A	65	52	I	Reward	8
B	67	17	B	Relationship	9
B	70	17	H	Release of information flow	10
B	72	16	K	Individual skill	11
B	74	16	J	Independence	12
B	77	15	N	Education Level	13
B	79	15	O	Experiences	14
B	81	14	T	Meritocracy	15
B	83	14	AB	The culture of the organization	16
B	85	13	D	Confidence	17
B	87	12	P	Attitude of managers	18
B	88	12	S	Competition organization	19
B	90	12	AE	Individual influence	20
B	92	11	R	Financial incentive	21
B	93	10	U	Relation of Educational and job	22
B	95	10	L	Fast job change	23
	96	9	AC	Encourage enterprise	24
C	100	28	V	Honesty	25
			Z	Job satisfaction	26
			F	Organizational Climate	27
			AF	Innovative	28
			X	Administration	29
			W	Organizational structure	30
			AG	Innovation	31
			Y	Stress	32

Figure 2. Pareto chart.

The Pareto chart indicated that the eight factors including job satisfaction, management style, welfare Services, achievement motivation, reward, performance evaluation, organizational commitment, and job security anticipate 67 percent of reducing risk factors of turnover in selected

cities. Thus these factors as main factors were prioritized into the decision matrix. The priority is as follows.

The relative weight of criteria (indicators) by Shannon entropy

decision-making matrix is paired comparisons was used to prioritize motivational factors contributing to the preservation and retention of human resources with a combination approach Entropy and TOPSIS .table 4.

Table4. Employee's decision making matrix

Factors City	Torbat hedarieh	Bandar Abass	Kerman
Job satisfaction	3.7	5.6	6.9
Management style	4.6	5.8	5.5
Welfare Services	7.4	5.3	4.3
Achievement	6.7	6.5	5.6
Reward	6.3	5.5	7.9
Performance	5.2	6.7	3.3
Organizational Commitment	4.6	7.2	5.3
Job security	5.5	5.2	3.2

Table5.The matrix is normalized to form by using normalization method.

Total square columns	15.8947	17.0101	15.4706
Factors City	Torbat hedarieh	Bandar Abass	Kerman
Job satisfaction	0.2327	0.3291	0.4459
Management style	0.2893	0.3409	0.3555
Welfare Services	0.4654	0.3115	0.2779
Achievement	0.4215	0.3821	0.3620
Job security	0.3964	0.3233	0.5106
Performance	0.3523	0.471	0.2596
Organizational Commitment	0.2894	0.4233	0.3426
Reward	0.3460	0.3057	0.2068

Table 6.Calculate the weighted normalized decision matrix

Entropy Method	Torbat hedarieh	Bandar Abass	Kerman
EJ	1.384	1.402	1.365
DJ=1-EJ	-0.384	-0.402	-0.365
Weight of factors WJ=∑DJ /DJ	0.166	0.173	0.157

Table 7. Professional experts Decision Matrix according to criteria 6 and 8 options

	Yazd	Isfahan	Mashhad	Kerman	Bandar Abass	Torbat hedarieh
Job satisfaction	5.9	4.4	5.7	6.9	5.6	3.7
Management style	6.8	8.2	3.6	5.5	5.8	4.6
Welfare Services	6.3	4.4	5.2	4.3	5.3	7.4
Achievement	6.4	6.4	5.5	5.6	6.5	6.7
Job security	5.7	4.3	7.8	7.9	7.5	6.3
Performance	6.8	5.8	5.3	3.3	6.7	5.2
Organizational Commitment	6.2	6.3	7.7	5.3	7.2	4.6
Reward	7.3	4.4	5.7	3.2	5.2	5.5

Table 8. Positive and negative ideal solutions for indicators

Best alternative	0.07	0.082	0.079	0.08	0.073	0.077
worst alternative	0.055	0.043	0.037	0.033	0.053	0.039

Table 9. Ranking of motivational factors affecting human resources specialist with TOPSIS

	CL	d-+d+	d+	d-	Priority
Job satisfaction	0.41066	0.10598	0.06246	0.04352	6
Management style	0.45090	0.10653	0.05850	0.04803	4
Welfare Services	0.41197	0.10623	0.06246	0.04376	5
Achievement	0.56454	0.09052	0.03942	0.05110	2
Job security	0.57275	0.11167	0.04771	0.06396	1
Performance	0.34758	0.09617	0.06275	0.03343	7
Organizational Commitment	0.55423	0.10094	0.04500	0.05595	3
Reward	0.31533	0.10277	0.07036	0.03241	8

According to professional experts' decision matrix than main criteria of Study and results of TOPSIS, job security, achievement motivation and organizational commitment by weight of CL 0.572, 0.564 and 0.554 respectively are ranked first, second and third that is shown the table above.

Discussion and conclusion:

Results of test of first hypothesis

Prioritizing of motivational factors affective on decrease of leaving the service in national company of distribution of oil products among the motivational factors affective on decrease of leaving the service, job safety has the most effect and job satisfaction has the lowest effect. A significant result is achieved and it is that among the economical factors, none of the criteria has achieved the adequate conditions for being selected that this it is to some extent indicative of Hosorn studies, it means that for human resources to extent that the mental – subjective and motivational factors are important, the economical factors are not important.

Result of test of second hypothesis of research:

Research of ranking the factors affective on decrease of leaving of service in national company of distribution of oil products in Isfahan, also the most affective factors on decrease of leaving the service are respectively: job safety, evaluation of operation, motivation of achieving the success, management style, reward, welfare services, organizational undertaking, job satisfaction.

And this shows that in Isfahan, the most effective factors in decrease of leaving the service is job safety. By attention to the definition. Job safety is based on a process or trend that threatens in an unspecified rate the characters of work and occupation unit and / or challenges them and in distinct angels, creates the abnormalities. It is expected that by lowering the factors that threaten the job safety, these factors affective on leaving of service can be improved. Of course, the job safety depends to economical, positional and commercial factors and personal abilities of occupied person. Job safety operates in accordance to the commercial circle in a manner that increases in economical richness and will decrease in slumps.

Results of test of third hypothesis of research:

Ranking of factors affecting on decrease of leaving of service in national company of distribution of oil products in Yazd, the most affective factors on decrease of leaving the service are also respectively: job safety, evaluation of operation, motivation of achieving the success, welfare services, organizational undertaking, reward, management style and job satisfaction and as it was explained by balancing and removing the factors threatening of job safety and evaluation and promotion of operation of personnel's and also increase of motivation of achieving the success in personnel's, encouraged them in retaining the job.

Result of test of fourth hypothesis of research:

Ranking the factors affective on decrease of leaving the service in national company of distribution of oil products in Torbate Heidareih : in Torbate Heidarieh: also the most affective factors on decrease of leaving the services are respectively: job safety, evaluation of operation, motivation for achieving the success, welfare services, management services, management style, reword, organizational undertaking, job satisfaction in Torbate Heidarieh city, the

ranking of criteria of leaving the service about three factors of job safety, evaluation of operation, motivation of achieving the success, have the most effect and organizational undertaking and job satisfaction have the lowest effect in leaving the services of personnel's from the organization.

Resulting of factors affective on decrease of leaving the service in national company of distribution of oil products in Mashhad, the most affective factors on decrease of leaving the service are respectively: job safety, evaluation of operation, motivation of achieving the success, welfare services, management style, organizational undertaking, reward, job satisfaction.

In Mashhad city, the ranking of criteria of leaving the service is also similar to the pervious cities and three factors of job safety, operation evaluation, motivation of achieving the success, have the most effect and reward and occupational satisfaction have the lowest effect in leaving the service of personnel's from the organization.

Resulting of factors affective on decrease of leaving the service in national company of distribution of oil products in Kerman, the most affective factors on decrease of leaving the service are respectively job safety, evaluation of operation, motivation for achieving the success, management style, welfare services, organizational undertaking, reward, lob satisfaction.

In Kerman city, the ranking of criteria of leaving the service is also like the pervious cities and three factors of job safety, evaluation of operation, motivation of achieving the success, have the most effect and reward and job satisfaction, have the lowest effect in leaving the service of personnel's from thr organization.

Result of test of seventh hypothesis of research:

Ranking of factors affective on decrease of leaving the service in national company of distribution of oil products in Bandar Abbas, the most affective factors n decrease of leaving the service are respectively: job safety, motivation for achieving the success, evaluation of operation, management style, reward, welfare services, organizational undertaking, job satisfaction.

Conclusions:

Present study evaluated and ranked the effective factors on reduction of employee's turnover in Oil Company by TOPSIS method. The results showed that the job security and job satisfaction have the greatest impact and is minimal impact (Respectively) among motivational factors influencing the decline in turnover.

An interesting conclusion was obtained which none of the economic factors gets sufficient conditions for the selection. This is consistent with the Hawthorne study that means psychological factors are more important than economic factors for human resources. Recent studies show that employees, who have high job security, are more likely to take action at the right organization and are less inclined to leave. The result of this study was consistent with of Hannah (2012), and Akinruwa (2014) study. Therefore desired job security will be caused creativity and innovation of employees, increase retention in the organization, satisfaction, belong sense, dependency and attachment, improving their job performance, reduce left of employees, active socially behavior, lack of absenteeism, altruism and

helping colleagues and   decrease of occupational stress. Beneficial of low employees' turnover led to financial success and enhance the effectiveness and efficiency in the organization. Furthermore the community will be improved from   effort of employees and organizational benefit.

Whatever employees be trusted to their managers and have higher sense of security it may give them a higher commitment. Even more they'll refuse of organization leaving if they find a good job. studies of Akinruwa et al. (2014), Guan (2014) and Perry (2004) along with this study suggested   that higher level of trust in the organization followed by organsational commitment subsequently decrease turnover will be achieved .

Employees, who have a good performance, remain in the organization.

It seems when employees achieve a desirable level of performance, it is reasonable to refuse of turnover, Because of their investments in an organization and in its own time and life they remain in the organization if get desired performance. These results are consistent with findings and tartar Tella, (2007), Yi (2011) and Direnzo (2011).

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