

# Original Research Article

## **Investigating the Influence of Performance Evaluation on Employee Turnover Intention in a Federal Government Agency, Nigeria. A Perception Study**

### **Abstract**

The primary goal of this study is to investigate the influence of performance evaluation on employee turnover intention in the public sector, with the case being a government agency established by an Act of National Assembly in Nigeria. The study design is descriptive, with primary data collected via questionnaire and secondary data collected via articles, conference proceedings, the internet, and a textbook. The quantitative method used total enumeration technique, with the population equaling the sample size (275). To analyze the gathered data, one hypothesis was developed and an inferential statistical tool, Partial Least Squares-Structural Equation Modelling (SmartPLS-SEM) version, was used. The findings also revealed that performance evaluation significantly influences employee turnover intention in the federal government agency used as a study ( $Adj R^2=0.406$ ;  $p=0.000$ ,  $Q^2=0.253$ ). The study concluded that performance evaluation has a significant impact on employee turnover intention; thus, the researcher recommends that the agency's leadership implement a system that combines satisfaction with financial incentives, material rewards, and psychological rewards to reduce employee turnover.

**Keywords:** Performance Evaluation ,Behavioural Anchored Rating Scale, Management by Objective, Turnover Intention, 360 Degree Feedback Method

### **Introduction**

The culture of an organization influences employee interactions and behavior at work. The extent of external influence on workplace culture is comparable. In other words, both factors are inextricably linked. Employee behavior is critical to having a successful and effective workplace because it serves as a key human resource model such as employee resourcing, pay and compensation, succession planning, and so on. Without all of these, it is impossible to assess an employee's worth while also maintaining a thriving organization. As a result, employee behavioral outcomes are critical because they include the various responses that people make at work. One of the key components of this dynamic is turnover intention, which is an employee's desire to change jobs voluntarily. In other words, it is an employee's reported willingness to leave his or her organization within a given time period, and it is frequently used as a yardstick for studying actual employee turnover. The intention to resign from one's current job and seek another is measured by turnover intention. This includes, in addition to their regular responsibilities, their interactions with coworkers and managers, their views on the organization's policies, and the impact their work has on their personal lives.

**Comment [DNS1]:** This paragraph needs reference.

Increasing productivity is of paramount importance in today's businesses. Organizational behavior (O.B.) and human resource development (H.R.D.) scholars have devoted a great deal of time and energy to studying how to increase productivity in the workplace through improved employee performance. Effective Human Resource management necessitates regular evaluation and control of employee performance on the job. It is the Human Resources department's most in-demand developmental intervention. Meaningful work, an interesting profile, and supportive coworkers and

managers are all factors that contribute to an employee's "performance," which is defined as the results of that individual's efforts in the workplace. A strong employee performance management system is essential for a company to make the most of its Human Resources and boost its overall success. The process as a whole is anticipated to shift its focus from being event-driven to being strategic and people-centric, and this is why the performance-driven aim must be in sync with the company's policies [1].

Objective of the study is to examine the influence of Performance Evaluation on Employee Turnover Intention in a government agency in Nigeria. However, the following hypothesis was formulated:

***Ho: There will be no influence of performance evaluation on employee turnover intention***

## **Literature Review**

### **Employee Turnover Intention**

For several reasons, it is impossible to accurately predict how much time any given individual will spend on any given activity, work, or organization. Work and organizations that don't make their employees feel at ease may see employees leave. The intention to leave one's employment or organization is called "turnover intention," and it is a necessary condition for quitting. The term "turnover intention" is used to describe a worker's propensity of seeking a new job. Every company, no matter its size or industry, has always placed a premium on minimizing employee turnover. In all parts of the economy, employee turnover is a major problem that has a significant impact on productivity, product quality, and bottom-line profits.

Turnover has been shown to be one of the most expensive and seemingly intractable human resource difficulties faced by various firms worldwide [2]. A researcher found that the costs associated with replacing departing employees are high, including those for advertising open positions, interviewing and selecting candidates, orienting new employees, and training them on company procedures and policies. Turnover costs a business time and money that could have been spent on recruiting, hiring, and retaining a more stable workforce. Furthermore, a high turnover rate in an organization has a negative impact on the motivation of current staff, increases the burden, and complicates work planning. The loss of valuable human capital due to staff turnover is a significant problem that can have far-reaching effects on a business's operations. The expense of employee turnover is well-documented, but Habib argued that some degree of attrition is inevitable. The influx of fresh perspectives and ideas that often accompany new recruits can be a boon to any company, and this trend may be encouraging for businesses to consider expanding their workforce[3]. Organizational leaders want a high turnover rate because they believe it promotes creative growth. When employee turnover rates are too low, companies risk becoming stagnant bureaucracies that are unable to adapt to new circumstances. Employee turnover is a major issue that can have far-reaching consequences for any business. Particularly in the field of human resource management, it has become a serious problem. Some researchers noted that the high rate of employee turnover was a major issue for many businesses. The possibility of a person leaving his or her current position is referred to as that individual's "turnover intention," and it can have a devastating effect on a firm, especially if the people lost are

**Comment [DNS2]:** As the researcher is defining the turnover intention therefore, this paragraph also needs reference.

excellent achievers. Every company, no matter its size or industry, has always given serious consideration to the turnover intentions of its employees [4].

### **Management By Objectives**

Peter Drucker and his pupil George Odionepopularized the concept of management by objectives (MBO) in the 1960s and 1970s. Published in 1954, "The Practice of Management" is where Drucker laid forth some guidelines for the modern manager. Management by objectives (MBO) refers to a style of performance review in which both managers and employees work together to establish and share goals for the duration of an evaluation period. According to Erasmus, the system's primary focus is on goal-setting and performance evaluation at the individual and organizational levels. Managers can keep a close eye on progress toward goals when they involve workers in the process and use results as a yardstick to gauge performance. According to Bagraim, the Management by Objective method is designed to help workers stay focused on their goals. This would result in the organization fulfilling a key strategic objective.

### **Phases of Object-Oriented Approach to Management**

It is essential for the growth and success of any business to have clearly defined goals. There should be multiple layers of management involved in the planning process. The management team's goals are only estimates of what the business can and should accomplish by a certain date. Second, after being briefed on the overall goals, plans, and strategies, employees can begin collaborating with their supervisors to set individual goals. Assistants will have one-on-one meetings with their bosses to discuss which objectives can be met given a set amount of time and money. As a result, they will be able to discuss which initiatives they believe have a chance of success inside their own organizations. Third, although the management by objectives method is vital for boosting the efficacy of managers, it is equally as essential for measuring the performance and advancement of each individual in the organization. Fourth, within the Management By Objectives framework, the performance evaluation is achieved through the managers' participation. Fifth, under the management by objectives approach, feedback is critical; the most important stage is providing ongoing feedback on progress toward targets. In this way, workers can monitor their own behavior and adjust it as needed. The constant feedback is reinforced by frequent formal evaluation meetings in which superiors and subordinates may debate progress towards targets, leading to more feedback. Sixth, in Management by Objectives settings, performance evaluations serve as a periodic evaluation of staff members' contributions to the company's goals.

### **Constraints on Object-Oriented Management**

Management by objectives is typically insensitive to the culture and working conditions of an organization. Goal-setting and -target-setting are emphasized more heavily. Managers are always putting pressure on staff to meet targets, but they aren't making use of Management by Objective to encourage participation, useful input, and professional development among managers. Sometimes, management places too much focus on goal-setting at the expense of addressing the root causes of problems. In Management by Objective, the importance of the environment in which objectives are established is downplayed. Everything from the efficiency and quantity of available resources to the

**Comment [DNS3]:** The researcher discussed different dimensions/parameters of performance evaluation but they did not discuss the performance evaluation what is it?

**Comment [DNS4]:** Provide year.

**Comment [DNS5]:** This section is also given without reference.

level of support from top management and other key players is part of the context. Finally, many managers tend to think that, once implemented, management by objectives will solve any and all management problems. The Management by Objective system may not be able to effectively address the challenges brought on by overdependence, which undermines the effectiveness of the approach [5].

### **360 Degrees Feedback Method**

Marshall Goldsmith is well recognized as a pioneer in the fields of business education and coaching as well as a renowned author and professor of leadership. The 360-degree feedback approach, an excellent employee Performance assessments tool, is one of the many managements' development and Human Resource tools he created. All Around When employees participate in a feedback system or process; they are able to get honest criticism from their peers in a safe, anonymous setting[6]. The employee's supervisor, coworkers, and subordinates are all part of this group. Participants range in number from 8-12, and provide feedback via an online survey covering a wide range of occupational skills. Each question on the forms is assigned a numerical value, and raters are also asked to make written remarks. People who are given feedback are also asked to complete a self-rating survey using the same questions that are given to everyone else.

When employees participate in a 360 review, they are given the opportunity to provide comments on their colleagues' performance from every angle. Workers are typically polled for their opinions by the Human Resource department or the employee's direct supervisor. Companies often utilize online surveys as a means of communication with workers and for offering feedback on their performance [7]. We have found that the online survey instrument is a great tool for gathering information and gaining insight into staff performance. The strengths and weaknesses of an employee's ability to contribute are highlighted in the 360-degree review. It's a well-rounded look at how well an individual does the various tasks required of them in their profession, such as teamwork, leadership, interaction, interpersonal communication, contribution, management, accountability, work habits, and vision. Here, the manager evaluates an employee's actual performance contribution, while the employee's subordinates, colleagues, and customers evaluate and analyze many facets of the function. Collecting comments from coworkers helps examine how one person's actions impacted the productivity of the whole team. It also delves into the measures that businesses should take to foster collaboration in their workforce. Managers can learn even more about their employees' actions and attitudes on the job by soliciting both formal and informal feedback from those they supervise.

### **Behavioural Anchored Rating Scale (BARS)**

The Behavioural Anchored Rating Scale (BARS) is a technique for evaluating employees on a predetermined set of performance dimensions by contrasting their actions with a list of exemplar actions that correspond to each performance level on a scale of typically five, seven, or nine. Dissatisfaction with conventional rating scales like the visual rating scale led to the creation of Behavioural Anchored Rating Scale. Behavioural Anchored Rating Scale was created to incorporate both qualitative and quantitative data into the assessment process by grading particular examples of employee behavior. According to an assessment of Behavioural Anchored Rating Scale, the format's

potential benefits may not lie so much in the separation of behavioral and numerical scale anchors [8], but rather in the performance metrics collected.

Although measuring performance on the job has been around for as long as humans have kept records, there is no consensus on the most effective way. The use of rating scales by managers to evaluate their employees' performance on the job has become widespread. Midway through the 19th century, phrenologists and later Francis Galton popularized the use of rating scales in psychology. Christian Tomasius is credited with developing the first rating scales specifically designed for assessing psychological constructs. Some 300 years ago, this philosopher developed a philosophy of personality.

The Behavioural Anchored Rating Scale approach has the advantage of being quite clear. As a result of the transparency of the applied standards of evaluation, the entire process can be understood by all parties involved. The foundation of the Behavioural Anchored Rating Scale approach is on the study of behavior. Businesses can't function without a firm grasp of their staff members' motivations and disinclinations. They gain new insight through the Behavioural Anchored Rating Scale approach, which clarifies what works and what doesn't. As a result, they are able to gain insight into their staff members and encourage productivity. Since it is based solely on observations of behavior, this approach is objective. Every single worker can benefit from the BARS technique because it is tailored to their specific needs. It paves the way for the development of an individualized procedure for monitoring employee performance.

### **Performance Evaluation Report**

There is no more vital evaluation document in the public sector than the APER, or Annual Performance Evaluation Report. It gives us the data we need to judge an officer's performance and determine his potential for promotion. In business, the term "performance evaluation" refers to the periodic assessment of an employee's efforts on the job and overall value to the firm. A performance evaluation, also called a yearly review, performance review, evaluation, or employee appraisal, is an assessment of an employee's abilities, progress, and potential[9].

The Annual Performance Evaluation Report serves as a tool for doing just that. A yearly review of the worker's performance is required. Among other things, the APER can be used to determine an employee's strengths and development opportunities. In the APER form, you'll find five main sections. The first section consists of the worker's biographical data. In the second section, you'll find numerous questions posed under various themes. Goal-setting, job description, training, and performance reviews are all subheadings of the second section of the APER form. The officer being evaluated (the appraisee) is responsible for filling out Parts 1 and 2 of the APER. The officer the employee reports to (the appraiser) will fill out the APER's third section, answering yes or no to questions about the employee's performance (the assessment appraisee/subordinate).

The appraiser is responsible for providing feedback on the appraisee's abilities, strengths, areas for improvement, and potential for advancement. The appraiser is also responsible for assigning a numerical rating to the officer (A-F, with weights of 6-1, respectively). Here, the reporting officer and the employee being reported on fill out Part 4 together; the reporting officer makes a declaration, and the reported employee affirms that he or she has discussed the report's contents with the reporting officer. Here, active-duty military personnel can voice concerns about proposed changes. The reporting

officer's immediate supervisor has countersigned section[10]. Part I of the APER contains details about the organization that have nothing to do with evaluating an employee's performance. Part II of the appraisal is where the appraisee elaborates on the goals that have been set for him, including how those goals were accomplished, any roadblocks that were in the way, the financial and time costs, and the overall duration of the process.

The appraisee is given this opportunity to elaborate on his or her performance over the course of a year. However, these criteria lack objectivity because an appraisee is only likely to highlight the activities in which he participated, rather than the jobs he held. The appraisee should also note any training or seminars they attended over the year, as well as comment on how such opportunities impacted their performance. The appraiser is to check the box corresponding to the letter grade that best answers questions on the appraisee's general aptitude, character attributes, human relations, work habits, and work output in Part III, where each letter grade is worth 6, 5, 4, 3, 2, and 1, respectively.

The appraisee's final grade will be calculated using these letter grades and the associated weights. The appraisee is not evaluated in relation to any one particular duty or set of responsibilities. The generic appraisal approach outlined in this section lacks clarity when it comes to assessing the employee's actual performance over the course of the year, instead favoring an evaluation of their overall demeanor in the workplace.

#### **Theoretical Framework**

Several studies had been done on theories of employee turnover intention. However, the theory that formed the locus-classicus for all the theories of turnover intention is the "The Theory of Organisational Equilibrium" (TOE) which was propounded by Barnard-Simon(1938).This theory emphasizes the necessity of striking a balance between the contributions and incentives provided to employees and those provided by the organization[11]. furthermore, most people agree that the first formal theory on turnover intention was the theory of organizational equilibrium [12]. The premise of this theory—which gives turnover its name—is that individuals decide to leave an organization after weighing their perceived value to the organization and their perceived value to their own lives [11]. According to this idea, the two key elements that define an employee's balance are perceived ease of movement and perceived attractiveness of movement.

Work happiness is likewise based on these two key variables, and job satisfaction influences intention to leave [12]. According to the notion of organizational equilibrium, job happiness is primarily influenced by an individual's compatibility with their various responsibilities at work, the predictability of their interactions at work, and how well their jobs align with their self-image [12],[13]. It is important to note that this model includes a feedback relationship between turnover, organization size, transferability, and perceived attractiveness of migration.

According to the theory of organizational equilibrium, turnover affects organization size, which in turn affects the likelihood of transfers, which in turn affects how desirable it is to move, which in turn affects how desirable it is to move, which affects turnover, and so on [14]. Given that the theory of organizational equilibrium believes that perceived desirability and perceived ease of movement have an impact on employee turnover [12], there is a need for management initiatives and

interventions that can counter turnover intentions and promote employee retention by maintaining the equilibrium between employee contributions and organizational inducements.

**Conceptual Model**

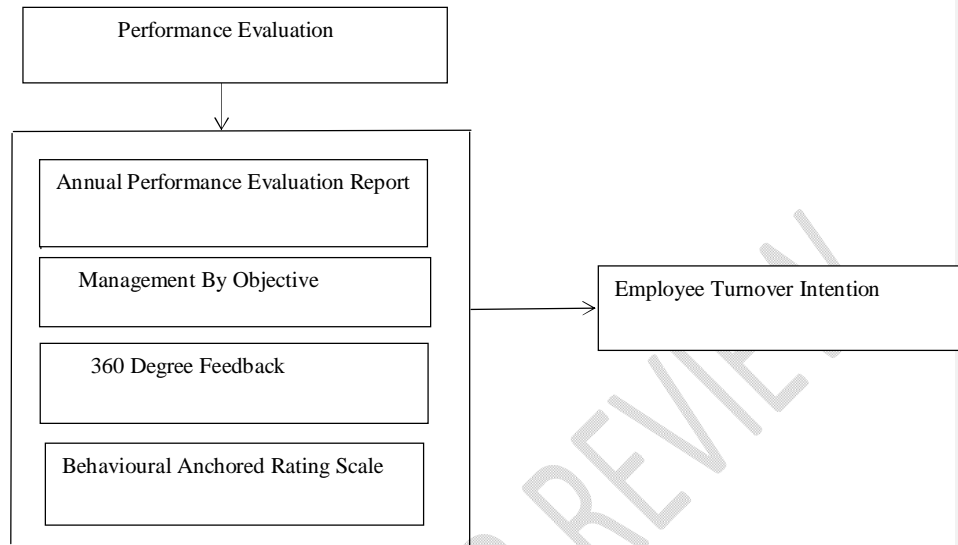


Image. 1. Conceptual Model (2022)

**Methods**

The study has 275 sample size (Abuja: 97, Jos: 80, Lagos: 98). This study used quantitative approach and relied on a total enumeration technique.

**Table 1**

**Nominal Role of Employees**

|       |     |
|-------|-----|
| Abuja | 97  |
| Jos   | 80  |
| Lagos | 98  |
| Total | 275 |

The response rate is put at 88.36 % while questionnaires that were deemed unusable, unreturned, or otherwise ineligible were 32 or 11.64 percent. This was explained in table 2 below.

**Table 2. Response Rate**

| <b>Responses</b>                                     | <b>Frequency</b> | <b>Percent</b> |
|--|------------------|----------------|
| Completed usable copies of questionnaire             | 243              | 88.36%         |
| Unusable, unreturned and disqualified questionnaires | 32               | 11.63%         |
| <b>Total</b>   | <b>275</b>       | <b>100%</b>    |

Source: Field Survey (2022)

### **Measurement of Instrument**

The decision rule to make sense of a four Likert - type scale is mean of response between 1.00 - 1.49 is strongly disagree, 1.50 - 2.49 represents disagree, 2.50 - 3.49 represents agree and the mean of response between 3.50 - 4.00 represent strongly agree. This makes the measurement suitable for the analysis.

### **Analysis, Results and Discussion of Findings**

The main objective of this research was to examine the influence of performance evaluation on employee turnover intention in a federal government agency in Nigeria as a study. However, to achieve the objective of the study, the research was conducted through questionnaire which was used to obtain the required information.

#### **Test Hypothesis:**

***H<sub>0</sub>: There will be no influence of Performance Evaluation on employee turnover intention***

To test the null hypothesis in Table 3 below, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version. The study used the PLS algorithm's command which is appropriate for predicting effect, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model.

**Comment [DNS6]:** There should be made separate hypotheses regarding each dimension of performance evaluation.

**Table 3**

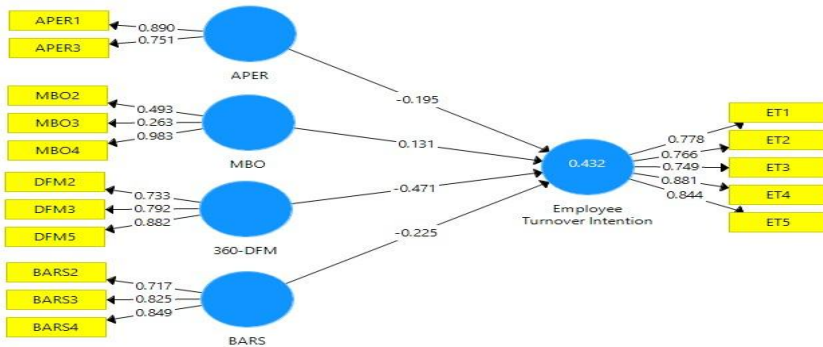
**Summary of multiple regression analysis for the effect of performance evaluation on employee turnover intention in a government agency in Nigeria using PLS-SEM**

**Comment [DNS7]:** In my opinion the interpretation of table may be discussed under the table.

| Path Description                      | Original sample (o) | t     | Sig.  | R <sup>2</sup> | Adj. R <sup>2</sup> | Sig.  | Q <sup>2</sup> |
|---------------------------------------|---------------------|-------|-------|----------------|---------------------|-------|----------------|
|                                       |                     |       |       | 0.432          | 0.406               | 0.000 | 0.253          |
| 360-DFM → Employee turnover intention | 0.471               | 4.635 | 0.000 |                |                     |       |                |
| APER → Employee turnover intention    | 0.195               | 2.133 | 0.033 |                |                     |       |                |
| BAR → Employee turnover intention     | 0.225               | 2.409 | 0.016 |                |                     |       |                |
| MBO → Employee turnover intention     | 0.131               | 1.236 | 0.217 |                |                     |       |                |

Dependent Variable: Employee turnover intention, Predictors: Performance Evaluation: 360DFM, APER, BAR, and MBO.

Source: Researcher's Result via SmartPLS version (2022)



**Fig 1: Path Analysis for Null Hypothesis**  
Source: Researcher's Computation via SmartPLS V3.3.9

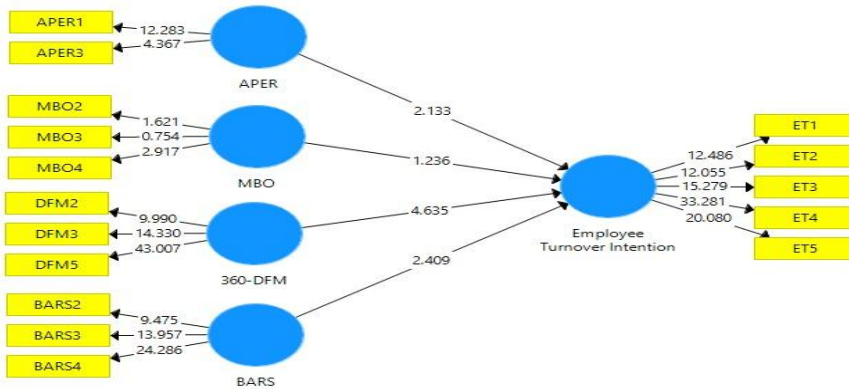


Fig 2: T-Statistics for Null Hypothesis  
 Source: Researcher's Computation via SmartPLS V3.3.9

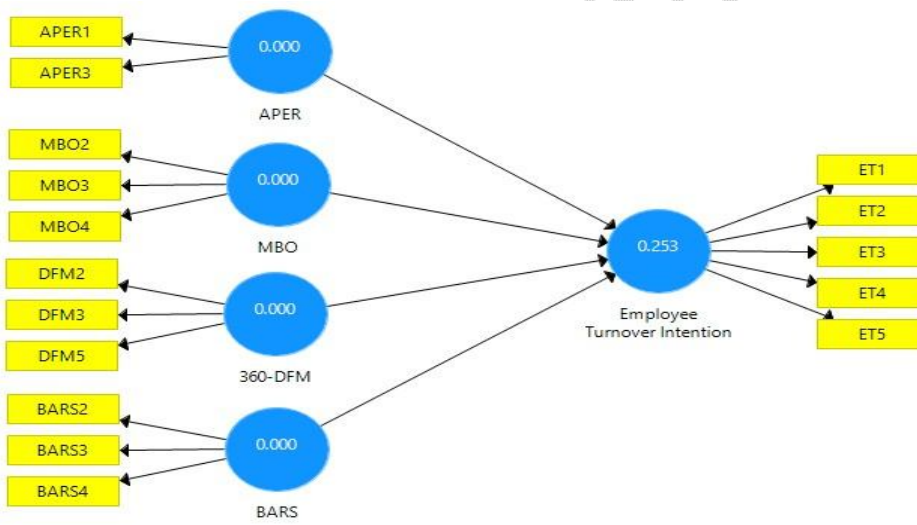


Fig 3: Q<sup>2</sup> Statistics for Null Hypothesis  
 Source: Researcher's Computation via SmartPLS

Comment [DNS8]: Similarly the interpretation of each figure may be under the figure.

Figure 1, 2, and 3 presents the results of PLS-SEM analysis for the effect of performance evaluation components on employee turnover intention in the federal government agency used for this study. The Adjusted R<sup>2</sup> was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination (*Adj R<sup>2</sup>*) of 0.406 showed that performance evaluation components explained 40.6% of the variation in employee turnover intention of organisation under study while the remaining 59.4% variation in employee turnover intention is

explained by other external factors different from performance evaluation components considered in this study and the effect is statistically significant at 95% confidence interval.

The path coefficient of each performance evaluation components (annual performance evaluation report, management by objective, 360-degree feedback method, and behavioural anchored rating scale) represents the coefficient of determination ( $\beta$ ) which shows the relative effect of each performance evaluation components on employee turnover intention in the federal government agency. The PLS-SEM results in fig. 1, 2, and 3 revealed that at 95% confidence level, 360-degree feedback method ( $\beta = 0.471$ ,  $t = 4.653$ ), annual performance evaluation report ( $\beta = 0.195$ ,  $t = 2.133$ ), and behavioural anchored rating scale ( $\beta = 0.225$ ,  $t = 2.409$ ) are significant however, management by objective ( $\beta = \beta = 0.131$ ,  $t = 1.236$ ), are statistically insignificant. This result shows that; while the relative effect of 360-degree feedback method, annual performance evaluation report, and behavioural anchored rating scale and their corresponding t-value greater than the threshold of 1.96 suggesting a statistically significant relative effect. However, the relative effect of management by objective has a t-value below the acceptable threshold of 1.96 to suggest that the relative effect is statistically insignificant.

The result also indicates that taking all other independent variables at zero, a unit change in 360-degree feedback method will lead to 0.471 increase in employee turnover intention in the federal government agency given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in annual performance evaluation report will lead to a 0.195 increase in employee turnover intention in the agency given that all other factors are held constant. Also, taking all other independent variables at zero, a unit change in behavioural anchored rating scale will lead to a 0.225 increase in employee turnover intention in the agency given that all other factors are held constant.

Overall, from the results, 360-degree feedback method had the highest relative effect on employee turnover intention, followed by behavioural anchored rating scale and the least annual performance evaluation report with a coefficient of 0.471, 0.225 and 0.195 respectfully. Given these PLS-SEM predictive results in table above, ( $Adj R^2 = 0.406$ ;  $p = 0.000$ ,  $Q^2 = 0.253$ ), this study can conclude that performance evaluation significantly influences employee turnover intention in the federal government agency, hence, the study rejects the null hypothesis ( $H_0$ ) which states that performance evaluation components will have no significant influence on employee turnover intention in the federal government agency studied in Nigeria.

### **Conclusion and Recommendation**

The influence of performance evaluation components on employee turnover intention in the selected federal government agency revealed a coefficient of determination of 0.406, indicating that performance evaluation components explained 40.6% of the variation in employee intention, while other exogenous factors explained 59.4% of the variation in employee intention. The findings demonstrated the significant influence of the performance evaluation component on employee intention. Furthermore, the coefficient of determination result demonstrated the relative influence of each performance evaluation component on employee intention. The study concluded that performance evaluation significantly influences employee turnover intention; thus, the researcher suggests that the

agency's leadership implement a system that integrates satisfaction with financial incentives, material rewards, and psychological rewards. Similarly, it is further recommended that the organization's leadership ensure that employees have job commitment by implementing a motivating means (conditions of service) that encourage employees to reduce employee turnover.

This was confirmed by [15], who identified the expectancy theory proposed by [16] as one of the fundamental theories at the heart of turnover retention research. Similarly, [17] asserts that turnover intention can be associated with employees' expectations on issues such as rewards, training, working conditions, and recognition. According to the Expectancy-Confirmation Theory, management efforts to evaluate and satisfy their employees' expectations can be viewed as a retention strategy, particularly for talented employees, and can ultimately counter turnover intention.

**Comment [DNS9]:** I think this portion covers the discussion section. There is dire need to strengthen this portion with latest researches.

## References

1. Utkarsh C., Abrol A. N., Paras Vora, Tiwari A., KirubaaShanker S., & Kumaran Selvaraj S., 2022. "Performance Evaluation of 3d Printing Technologies: A Review, Recent Advances, Current Challenges, and Future Directions." *Progress in Additive Manufacturing*, 1-34.
2. Mohammad M., & Sharifzadeh F., 2018. "Designing a Performance Management Model with a Human Resources Development Approach in the Public Sector." 133-159.
3. Hoque A.S.M.M., Awang Z., Siddiqui B.A., & Malam S., Sabiu., 2018. "Role of Employee Engagement on Compensation System and Employee Performance Relationship among Telecommunication Service Providers in Bangladesh." *International Journal of Human Resource Studies* 8, no. 3, 19-37.
4. Hains V.V., 2018. "Employee Perception of Financial and Non-Financial Reward as Elements of Job Performance Evaluation." *International Journal of Business and Administrative Studies* 4, no. 2, : 53-59.
5. Fatuma Dahir A., & Kembu A.S., 2022. "Influence of Appraisal Feedback on Employee Productivity at Water and Sewerage Company Garissa County." *International Research Journal of Business and Strategic Management* 4, no. 2, 136-145
6. Abd Rasyid S., 2022. "Employee Performance Determination with Creativity, Work Experience And Engagement: Empirical Study." *International Journal of Science, Technology & Management* 3, no. 3, 588-597.
7. Sheikh H., & Arumugam S., 2022. "Determining a Contemporary Behavioural Link Between Ethical Leadership, Self-Efficacy, Employee Engagement and Employee Performance." *International Journal of Early Childhood* 14, no. 03.
8. Syahrul Nur. R, SunaryoH, & Salim A., 2022. "Organizational Culture, Motivation and Organizational Citizenship Behavior Effect on Employee Performance." *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences* 5, no. 1, 3565-3576
9. Kuras P., 2022. "What is Matter to Improve Employees' Performance? An Evaluation on State Civil Servant Officers at Environmental Services Within Deli Serdang Regency." *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences* 5, no. 1, 613-621.

10. Mohamed K., Mahmoud, A.S., Bali Mahomed, Ab Rahman S.B., & Mohamed R., 2022. "The Role of Equity in the Relationship between Job Evaluation and Employee Performance in Jordan Industrial Estates." *International Journal of Productivity and Quality Management* 35, no. 4, 576-598.
11. March, J.G. and Simon, H.A., 1958. *Organisations*.
12. Holtom, B.C., Mitchel, T.R., Lee, T.W. and Eberly, M.B., 2008. *Turnover and Retention Research: A Glance at the Past, a Closer Review of the Present, and a Venture into the Future*. *Academy of Management annals*, 2(1), 5 pp231-274.
13. Brasher, E.E., 2016. *You Cant Always Get What You Want: Developing and Validating Measures of Leaving Preference and Perceived Control* (Doctoral Dissertation, Ohio University).
14. Long, C.S., Ajagbe, A.M., Nor, K.M. and Suleiman, E.S., 2012. The approaches to increase employees' loyalty: A review on employees' turnover models. *Australian Journal of Basic and Applied Sciences*, 6 (10), pp. 282-291
15. Pauline E. Ngo-Henhna, 2017. *A Review of Existing Turover Intention Theories*: *International Journal of Economics and Management Engineering*, Vol: 11, No: 11.
16. Vroom, V.H., 1964. *Work and Motivation*, New York: John Willey & Sons. Inc. *VroomWork and Motivation*.
17. Rathakrishnan, T., Inim, N.S. and Kok, T.K., 2016. *Turnover Intentions of Lecturers in Private Universities in Malaysia*. *Pertanika Journal of Social Science and Humanities*.