Factors Influencing Labor Turnover Intention. A study on Qatar based Sri Lankan Industrial Labors

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Abstract: The general aim of this project is to evaluate the factors that influence labor turnover within the Qatar, with a focus placed on Sri Lanka. Using a structured questionnaire, a total of 277 valid responses have been collected from June to July 2017. The Structure Equation Modelling (SEM) has been used to analyses the influencing factors on labour turn over. The findings show that structural path model closely fits to the sample data, indicating better employment opportunities is highly influencing factor on labour turn over and the relationship between the management and employees is only significant negative influence on labour turn over. The findings of the study have significant implication for Sri Lankan recruitment agencies and Qatar industry stakeholders, especially those responsible for managing human resources. It is recommended that if Sri Lanka bureau of foreign employment and Qatar companies are aware about the factors, they can manage their human resource management issue.

Keywords: Labour Turnover, Working Environment, Poor Remuneration Packages, Relationship between the Management and Employees, Inadequate Career Progression, Better Employment Opportunities

1. INTRODUCTION

Qatar has been one of the major recipients of over 88% of the Sri Lankan migrants who are seeking employment opportunities abroad (Sri Lankan Bureau of Foreign employment, 2015). Over the last few years the trend of Sri Lankan migrants to Qatar for lower cadre jobs has increased. As a result, the government of Sri Lanka through the Ministry of Foreign Employment has put in mechanisms to increase its supply of migrant skilled labor for many skilled and professional categories of workers who have a higher income capacity than most of the lower cadre jobs that the country has been supplying (SLBFE, 2015).

However, the Qatar labor market has become highly competitive with a host of other countries entering its labor market afresh bringing more trained and qualified workers that have proved to fit quickly into the current demands in the Qatar labor market (SLBFE, 2015). Due to globalization worker mobility all over the world has tremendously increased. Most workers in the Middle East and other Arab countries have been increasingly seeking job opportunities in Qatar. However, the entry of many African countries like Kenya and Nigeria among others have contributed to this rapid exploitation of this opportunity leading a decline in the number of Sri Lankans being absorbed in the Qatari labor market.

In 2013, Qatar ranked second worldwide in terms of GDP, boasting a GDP of approximately $100,000 per annum (Demography, Migration and Labor Market in Qatar, 2014). This was attributed to high hydrocarbon endowments consisting of large natural gas and sizable oil reserves that are highly valued natural resources over time. Qatar is the smallest state in the GCC with a low population and this contributes to the high level of wealth per person recorded as above (Demography, Migration and Labor Market in Qatar, 2014). The population growth in Qatar has been fairly low even with naturalization of some Iranian and other Arab Middle East residents, the population was still low. The oil rent provided the Qataris with high standards of living with improved healthcare, security, housing and subsidized utilities and education. According to Human Development Ranking report 2013, Qatar emerged at the top in the Arab region and 36th in the world.

However, the need to modernize Qatar's institutions as well as infrastructural upgrading to world-class standards requires a high number of foreign workforces which is more that it cannot be replaced by the few Qatari nationals. This imbalance brought about the huge demand for labor in this natural gas and oil resource endowed country (Demography, Migration and Labor Market in Qatar, 2014). Qatar's population growth is growing steadily but interestingly, the foreign nationals form the majority of the residents.

Qatar has enjoyed a spectacular growth in the economy from the year 2000 hence the need to import foreign workers more especially male laborers from many parts of the world. Many Sri Lankans have joined this labor market through this initiative. The Qatari labor market is dominated by the foreign workers. By 2013, out of a labor force of 1,543,265 people, 1,450,703 workers, representing 94% of this workforce is composed of foreign nationals (Demography, Migration and Labor Market in Qatar, 2014). In the 94% workforce comprising foreign workers, male workers dominate with a ratio of 1 female after every 8 male workers. Qatar has a high employment rate of 94.1% of its population which is higher than any other state in the GCC. 80.6% of employed Qataris work in the public sector and 78.4% of foreign workers are absorbed by the private sector (Demography, Migration and Labor Market in Qatar, 2014; Qatar Labor Force Survey, 2013).

The numeric domination of non-Qatari workers is reflected in every occupation level with 80% of all mangers and 99% of unskilled labor positions. However, many Sri Lankans are clustered in the lower cadre positions as compared to many other non-Qatari workers. Among the employed Qatar citizens, 80% of them are in "white collar" positions ranging from senior managers to clerks (Demography, Migration and Labor Market in Qatar, 2014; Qatar Labor Force Survey, 2013).

It appears that different nationalities have a tendency to lie in certain occupations. For instance the lowly educated Nepalese and Bangladeshis population are clustered in lower cadre of occupations with less income. Nearly half of the Arab nationals are in skilled and highly skilled occupations that are well paying. Indians form the majority of more than 17% of them being expatriates with a diversity of skill levels as well as occupation profiles (Demography, Migration and Labor Market in Qatar, 2014; Qatar Labor Force Survey, 2013). . Most Sri

Lankans are in the lower cadre occupations but as more of the Sri Lankan population is getting more educated, they are climbing up the occupation as well as the income ladder (Sri Lankan Ministry of Foreign employment, 2015). Qatar is still a preferred destination for workers seeking for employment opportunities abroad and continues to attract large populations from all over the world. The majority of those seeking employment in this oil and natural gas rich country are from the Asian continent including Sri Lanka, Middle East Countries and now Africa. The levels of employment in these developing countries are very low increasing the appetite for the search of job opportunities in Qatar.

The hype that was experienced in taking up jobs in Qatar has been gradually diminishing with some of the workers opting out of this foreign labor hub. This research therefore seeks to identify the factors contributing to high labor turnover in Qatar with emphasis on Sri Lankan workers. Labor turnover has become a major issue in Qatar with a high number of those employed shifting from one occupation to the other and others completely going back to their countries. According to the Sri Lanka Bureau of Foreign Employment 2015, the number of requests for replacement of workers in Qatar has been rising steadily. More people who had travelled abroad have changed their minds due to a number of reasons prefer to look for job opportunities elsewhere. This study therefore seeks to find out some of the contributing factors for the high labor turnover that has hit the state of Qatar.

The present working environment all over the world has been greatly revolutionized giving special concern to the needs of the employees. Employees are now considered the most valuable assets that an organization can have (Hom, Mitchell, Lee & Griffeth, 2012). However, this seems to have not had an impact in most Qatari organizations leading to this unusual situation from a country that well-endowed and has capacity for even more workers. An analysis of the departures and the respective returns of workers from abroad show a disturbing trend with increasing high numbers of returns being recorded from 2011 to 2015 as shown in figure below. According to the report by Sri Lanka Bureau of Foreign Employment 2015, the percentage of return throughout the period under review has been higher for females indicating the conditions of work have been all that favorable to the female workers as shown in figure below:

	Male				Female			
	Departure		Return		Departure		Return	
	No	%	No	%	No	%	No	%
2011	136,307	51.84	13,630	10	126,654	48.16	18,998	15
2012	144,135	51.03	17,296	12	138,312	48.97	24,896	18
2013	175,185	59.75	19,270	11	118,033	40.25	23,607	20
2014	190,217	63.26	28,553	15	110,486	36.74	19,887	18
2015	172,630	65.56	27,621	16	90,677	34.44	19,042	21

Source: Sri Lanka Bureau of Foreign Employment, 2016.

This research will therefore seek to establish the main causes of the high worker turnover rate that has been recorded from Qatar. This will contribute to the existing body of literature that if adopted will reduce the higher turnover rates that are being recorded currently.

1.1 Research Questions

The research questions help to analyze the problems of the research and find the best solution and help in reaching the appropriate conclusion. Following are the research questions that researcher has made:

1. Do the factors associate with labor turnover intention rate in Qatar?
2. What are the factors influencing labor turnover intention rate in Qatar?
3. What extent do the factors influence on labor turnover intention in Qatar?

1.2 Research Objectives

The core objective of the present study is to assess the factors that influence the labor turnover rate in the Qatar based on Sri Lankan industrial labors. The researcher would like to research the following secondary objectives:

1. To identify the association between factors influencing labor turnover intention in Qatar.
2. To identify what are the factors influencing labor turnover intention in Qatar.
3. To what extent the factors influence on Labor turnover.

1.3 Significance of the Study

The present research is quite significant to know the basic reason for labor's turnover rate in Qatar, especially of the Sri Lankan labors who do not only provide advantages to the Middle East economy, however, they also add benefit to the Sri Lankan foreign exchange as well. The male and females both Sri Lankan labors was departure in the Qatar, however, the ratio of female turnover rate is higher than the male. The migration of the women for employment in Middle East remained slows from 1995 to 2015, and it was greatly declined to 34 % in 2015. It is necessary to know the reasons behind this huge swing.

The major Qatar, Qatar, Kuwait, UAE and Saudi Arabia were receiving the highest labor that captured about 84 % of the Sri Lankan labor. But now, these countries are suffering from the labor turnover issues and this problem is increasing continuously during the past five years and is unable to reduce because they do not have found proper reasons behind this issue (Bawa, & Jantan, 2005).

The present research is concerned to highlight all the major issues and factors that are increasing the labor turnover rate in Qatar. It is also necessary to analyze the huge swing in the decreasing departure rate of Sri Lankan's labor and the rate of their return to the Sri Lanka. The Sri Lankan labor provides main contribution to the Middle East labor market, especially in the private companies. Therefore, all the Qatar are greatly disturbed by this increasing labor turnover issues and they require evaluating the factors that become a major reason behind all this issue.

2. LITERATURE REVIEW

The concept of labor turnover has been studied by many researchers and it is used interchangeably with employee turnover which refers to the rate at which workers leave an organization (Akinyomi, 2016). The concept of labor turnover has been largely used in the business sector. Mainly, employee turnover is the net result of the employees' exit and the entrance of the other new employee to the organization. Kazi & Zedah, (2011) viewed employee turnover as a common movement of

workers in labor market form one organization to the other, due to change of career or profession or from being employed to staying without a job either voluntarily or being compelled by any reason from the organization. Employee turnover has become a common problem in the current business environment due to its unfavorable consequences to the businesses as well as the workers involved. Therefore companies ought to put in place mechanisms to control the labor turnover as they control costs as well. As far as employee turnover is common both in the public and private sector, Shamsuzzoha & Shumon, 2010 in Akinyomi, (2016) observe that it is more rampant in privately owned enterprises.

Rajan (2013) categorizes labor turnover into five groups based on the nature of the turnover. A) Functional and dysfunctional turnover. According to Rajan (2013) functional turnover results workers exhibiting poor performance and hence their engagement is terminated by the organization. Dysfunctional turnover results when employees decide to leave the organization despite having performed excellently. B) Voluntary and involuntary turnover. Voluntary turnover results when employees make a choice of quitting for themselves due to a varied number of reasons. Involuntary turnover results when the worker is compelled by the organization to leave. In this case, the employee has no choice but to leave.C) Skilled and unskilled turnover. This refers to low cadre jobs that require unskilled or uneducated employees. The turnover is high and replacement is easier. Skilled turnover occurs when highly educated, skilled and trained employees leave the organization. The exit of such employees from an organization creates some substantial risk in the organization and replacement is not always easy. D) Avoidable and unavoidable turnover. A voidable turnover is the one that occurs under avoidable circumstances whereas a turnover occurring under unavoidable circumstances is referred to as unavoidable turnover. E) Internal and external turnover. Internal turnover results as employees move from one position or department to the other within the same organization. External turnover involves movement from one organization to the other. It is the most commonly featured labor turnover.

It will be prudent that I include the damning report dubbed The Dark Side of Migration by Amnesty International, 2013 that was compiled after a series of interviews with the people working in Qatar. The findings of this research put Qatar's Construction Sector on the spot on breaching employment contracts and treating the workers unfairly. Amnesty international is an internationally recognize institution that deals with human rights. In 2013, it moved top Qatar in response to increasing outcry from the construction workers who were taken to put up and refurbish many sporting facilities and other related structures in preparation for the 2022 world games that will be held in Qatar.

Many people who had fallen victim had written to the Amnesty International asking them to intervene in the otherwise worsening situation for laborers who were recruited in various construction sites in Qatar. Workers who were interviewed by Amnesty International gave accounts of exploitation practices that they were facing, their travel documents were confiscated by their employers, the terms of engagement that they had signed were changed to their disadvantage without involving them, they do total different work from what they were recruited for and the delays in paying them. These findings were consistent with another quantitative study that had been done earlier whose findings alluded to the same humiliating practices.
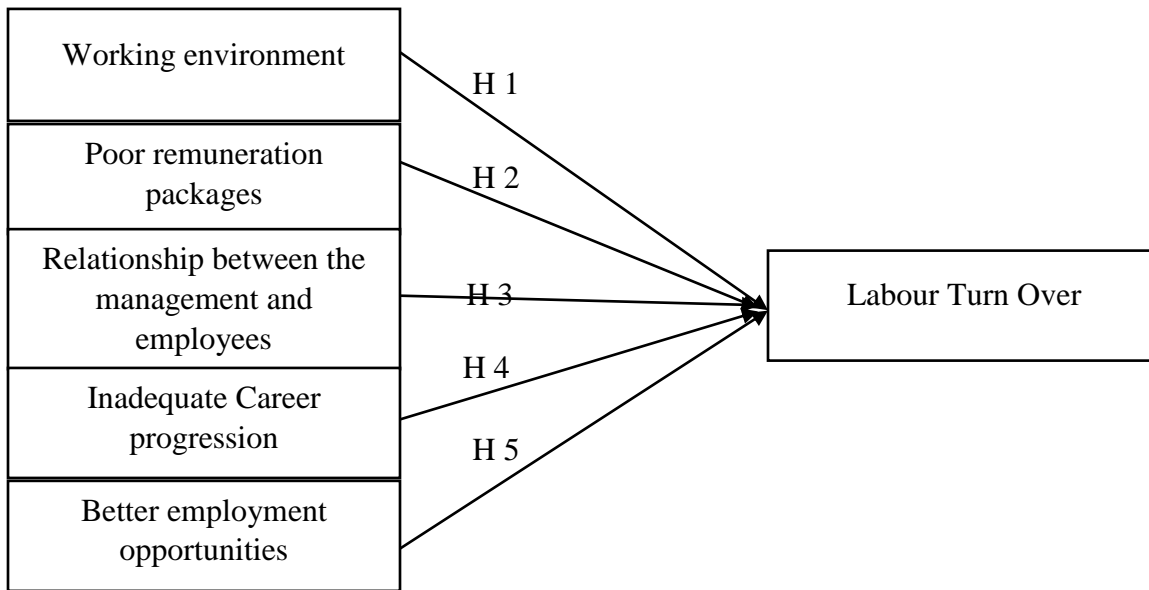
The interviews with some employers in Qatar reveal that they confessed to have been engaging in practices that are against the Qatari labor laws like delaying payment of the workers even for several months and frustrating their efforts to go back to their countries. Interviews with the embassies of the countries that have their citizens working in Qatar revealed that exploitation was rife and the avenues for the workers to get justice have been ineffective. The many cases involving exploitation that caught the attention of Amnesty International, these inhuman acts were note feted against them by the failures of one employer; exploitation was cited to a systematic problem in the management of the migrant workers in Qatar. Amnesty international observed that many workers were facing severe exploitation but for many months. Despite seeking for reprieve from many authorities, they have not been assisted adequately.

3. RESEARCH METHODOLOGY

The conceptual framework for the study was developed from the literature review by highlighting

the factors that influencing labor turnover intention in State of Qatar based on Sri Lankan Industrial Labors. The schematic diagram of the conceptual model is developed in figure 1 where the five elements that formed the basis of the study as influencing the process of labor turnover were summarized. The rate of employee turnover therefore forms the dependent variable for the study. This is because based on the attitude and behaviors of an employee that are influenced by what they see within their company in **Conceptual Framework**

terms of the prevalent environmental working conditions (either poor or good), the monetary and financial rewards or compensations offered to the individual employee, relationship existing between managers and the employees, inadequate career progression, and the amount of opportunities offered within the occupation,, they may choose to stay with the organization for a little longer or gain a mind of lifetime organizational loyalty or level.

Source: Author, Conceptual Framework for the study

3.1 Research Approach and Design

This study adopt a cross-sectional design to explore the Sri Lanka Industrial labor in Middle East country. The first approach is the survey design. According to Mugenda and Mugenda (1999), this format of research seeks to gain information from the members of a given population. This type of research explores and describes existing phenomena by getting one-on-one views from individuals based on their opinions, attitudes and reactions. Data gathered from the survey questionnaires was combined and compared with collected quantitative data. The questionnaires was sent to industrial labors whose names and addresses are accessed through their Sri Lanka Bureau of Foreign Employment.

4. DATA PRESENTATION AND ANALYSIS

4.1 Delivery and Response Rate

Questionnaire for this study was distributed to the respective Individual Sri Lankan industrial labour who are already registered in Sri Lanka Bureau of Foreign Employment (SLBFE). The researcher personally visited SLBFE got concern to distribute the questionnaire to individual who returned from Qatar within three month period and follow them via phone call to forward online survey web link and printed self-stamped addressed envelope or asked them to fax it to the respondents or via email since researcher confronted difficulties in obtaining the names and email addresses of Individual. Further, respondents were also given options either to reply by mail/e-mail or fax, whichever convenience for them. Follow up via phone call after two weeks from the initial distribution of the questionnaire is made to brokers to

ensure that the questionnaire is being entertained accordingly. The survey administration takes two months approximately, from June 2016 to July 2017. All in all, 385 Questionnaires were administered to labour, (received questionnaire)277 Individual responses were completed and returned, yielding a usable rate of 72%, which is quite high in comparison with other similar studies (Anastasios et all., 2014). The descriptive analyses of the survey responses are discussed under the following sub-headings. The classifications of demographic variable were in line with Anastasios et all., 2014).

Demography Characteristics of the Respondents Table 4.1 summarises the respondent's demographic characteristics, The result shows that male respondents accounted for 205 (74%) of the

respondents whereas 72(26%) of the respondents were female.. Ages 21-30 (46%) account for the biggest portion of the sample, followed by ages less than 18-20(20%), ages 31–40 (16%), ages 41-50 (17%) and ages over 50 (1%).Marital status, 196 (71%) were married and 68 (24%) of the respondents were single, 13 (5%) were divorced, and none of the respondents have fallen under the category of others. Respondents with high school and lower qualification was held by 108 (39.0%), followed by diploma 88 (31.8%), bachelor degree 58 (20.9%), master 14 (5.1%) and others 09(3.2%). A total of 199 (71%) respondents was held entry level employment, middle level 67 (25%) and upper level 11 (4%).

Table 4.1 Summary of respondents characteristics (n= 277)

Variable	Investor grouping	Frequency	Percentage	CF	
Gender	Male	205	74	74	
	Female	72	26	**100**	
Age (years)	18-20	30	20	20	
	21-30	129	46	66	
	31-40	50	16	82	
	41-50	48	17	99	
	>50	01	01	**100**	
Marital Status	Single 68		24	24	
	Marital	196	71	95	
	Divorced	13	05	100	
Employment Level	Entry Level	199	71	71	
	Middle Level	67	25	96	
	Upper Level	11	04	**100**	

4.2. Descriptive statistics for independent and dependent variable

Descriptive statistics such as maximum, minimum, means, standard deviation, Skewness and kurtosis were obtained for the interval scaled independent and dependent variable in this study. The results are show below table in 4.2, it may be mentioned that all variable were tapped on a five pint Likert scale. Respondents were requested to rate Items on a five point Likert-type scale ranging from 1 "Strongly Agree" to 5 "Strongly Disagree".

Table 4.2 shows how respondents rated various items of the influencing factors and Labour

Turn Over scale (LTO), and the results show that the Sri Lankan labour at Qatar exhibit the factor of Working Environment (WE) , Poor Remuneration Packages(PRP) , Relationship between the Management and Employees (RME, Inadequate Career Progression (ICP), and Better Employment Opportunities (BEO). The variables scores were determined by getting the average of the scores from the questionnaire for each one these indicators of investor behavior for each investor in the sample as shown in Table 4.2

Table 4.2: Descriptive statistics for independent and dependent variable

Variable	N	Min	Max	Mean	S.D	Skewness	Kurtosis

						Stat	SE	Stat	SE
LTO	277	1.14	5.00	3.492	.881	-.243	.146	-.672	.292
WE	277	1.00	4.67	3.298	.805	.353	.146	-.642	.292
PRP	277	1.00	4.75	3.181	.761	.519	.146	-.187	.292
RME	277	1.20	4.60	2.575	.833	.427	.146	-.626	.292
ICP	277	1.40	5.00	3.696	.821	-.633	.146	-.523	.292
BEO	277	1.75	4.75	3.740	.782	-.830	.146	.015	.292

Note: Turn Over scale (LTO), Working Environment (WE), Poor remuneration packages (PRP) Relationship between the Management and Employees (RME), Inadequate Career Progression (ICP), and Better Employment Opportunities (BEO).

From the result, it may be seen that mean on RME variable is rather low (2.575), as the mean on PRP (3.181). WE is about average (3.298), and the ICP enriched (3.696). The mean of 3.74 for BEO indicates that highest mean of the variables. The minimum of 1 indicates that there are some who do not intend to leave at all, and the maximum of 5 indicates that some are seriously considering leaving.

4.3 Hypothesis Testing

The influence of influencing factors (Working Environment, Poor remuneration packages, Relationship between the Management and Employees, Inadequate Career Progression and Better employment opportunities) on labour turnover was examined using Structural Equation Modeling (SEM). The hypothesized model is presented in figure 4.2**.**

As can be show in Figure 4.2, the hypothesized structural model represented good fit to the current data. The fit statistics, CMIN/DF= 3.003; RMSEA = 0.085; RMR = 0.189; GFI = 0.786; TLI = 0.822) were all indicative of a good fit. The explanatory power of the research model was shown in Figure 5.3 in which the model of behavioral intention and attitudes account for 44.6% and 53.1% of variance (R2), respectively. All these statistics showed that the model does a good job of explaining the current data.

The results of the structural equation model of influencing factors in labour turnover are presented in table 4. It shows that Better employment opportunities has greatest significant positive relationship on labour turnover (β = .504, CR = 1.588, p<.05). In similar vein, Working Environment was also statically significant positive relationship on labour turnover (β = .257, CR. = 3.893, p<.001). And also Poor remuneration packages (β = .154, CR. = 1.893, p<.01) and Inadequate Career Progression have (β = .126, CR. = 2.707, p<.01) positively relationship on labour turnover. Of the five behavioral factors, only Relationship between the Management and Employees effects was negative relationship on labour turnover (β = -.074, CR. -1.240 =, p<.0.05).
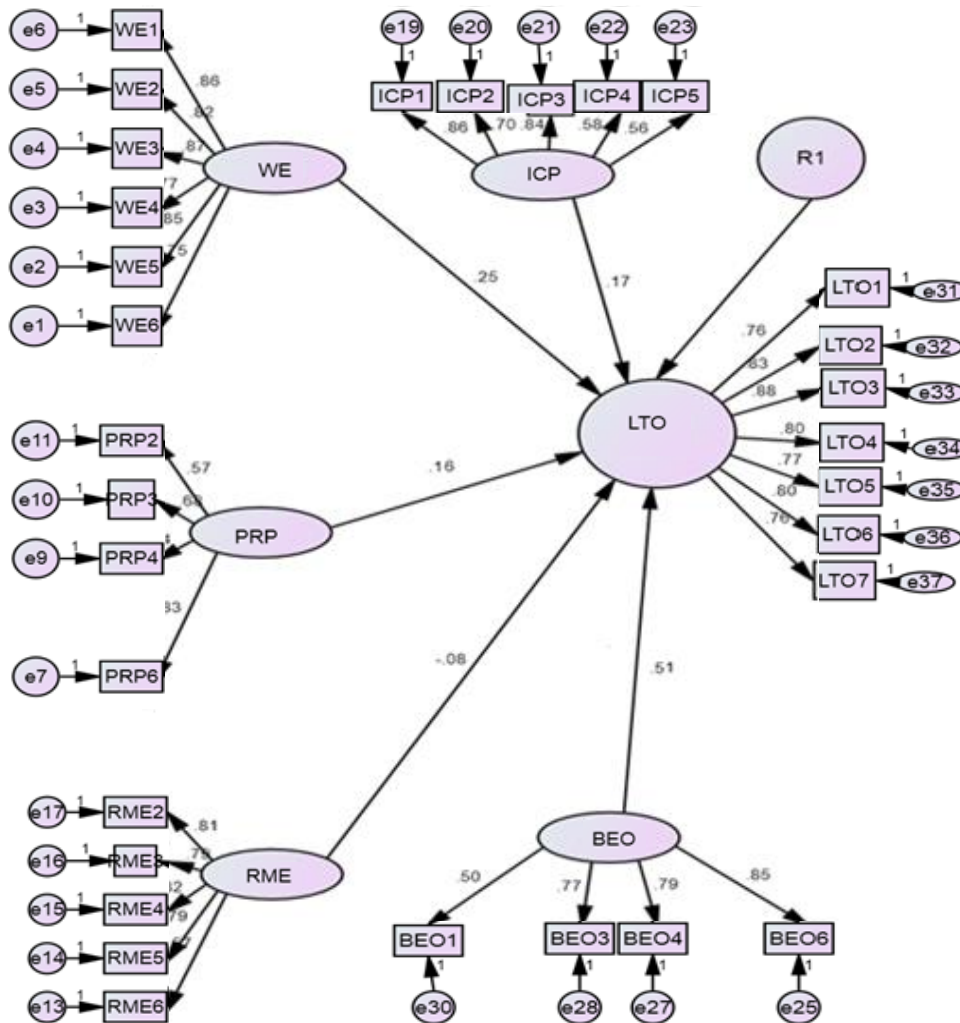
Figure 4.2: The hypothesized model-the influence of influencing factors in labour turnover.

Based on the standardized Beta coefficients, the effect better employment opportunities is 0.508, which is about more than 2 times (0.508/0.250 ~ 2) higher than the effect of working environment. Meanwhile, the effect of Better employment opportunities is more than 3 times (0.508/0.158 ~ 3) higher than the effect of Poor remuneration packages. Whereas, the effect of Better employment opportunities is more than 6 times (0.508/0.079 ~ 6) higher than the effect of Relationship between the Management and Employees and more than 3 times (0.508/0.174 ~ 3) higher than the effect of Inadequate Career Progression. Hence, better employment

opportunities was most significant predictor for labour turnover (p<.05). Furthermore, the effect working environment is 0.25, which is almost close to 1.5 times (0.25 /.158 ~ 1.5) higher than the effect of Poor remuneration packages. Similarly, the effect of working environment is less than 1.5 times (0.25 /.174 ~ 1.5) which is higher than the effect of Inadequate Career Progression. Whereas the effect of working environment is more than 3 times (0.25 /.079 ~ 1.5) higher than the effect of Relationship between the Management and employees . Hence, working environment also was a significant predictor for labour turnover (p<.001).

Moreover, the effect Inadequate Career Progression is 0.174, which is about more than 2 times (0.174 /.079 ~ 2) higher than the effect of Relationship between the management and employees. Meanwhile the effect of Inadequate Career Progression is more than 1.1 times (0.174 /.158 ~ 1.1) higher than the effect of Poor remuneration packages.

Whereas the effect of poor remuneration packages and Relationship between the Management and Employees are lower than the effect of working environment, better employment opportunities and Inadequate Career Progression. Hence, Inadequate Career Progression also a significantly predictor for labour turnover (p<.05).

Table 4.8 Results of the hypothesized model using SEM

Unstandardized solution						Standardized solution.	Hypothesis Results
		Estimate	S.E.	C.R.	P	Estimate	Supported
LTO ←	Working Environment **(H1)**	.257	.066	3.893	***	.250	Supported
LTO ←	Poor Remuneration Packages**(H2)**	.154	.061	1.893	.007	.158	Supported
LTO ←	Relationship between the Management and Employees **(H3)**	-.074	.059	-1.240	.012	-.079	Supported
LTO ←	Inadequate Career Progression **(H3)**	.126	.047	2.707	.007	.174	Supported
LTO ←	Better Employment Opportunities **(OC)**	.504	.066	1.588	.002	.508	Supported

*Note: Path significance: *** p <0.001; ** p < .01; * p < .05.*
LTO: labour turnover S.E: Standard Error. C.R.: critical ratio (> $^+$.1.96 for a regression weight)

All in all, the Better employment opportunities is the most influential factor on labour turnover followed by working environment and Inadequate Career Progression. However Poor remuneration packages and Relationship between the Management and Employees have less influence factor compared to the Better employment opportunities, working environment and Inadequate Career Progression.

4.4 Results of Hypothesis Testing and Discussion

Structural Equation model (SEM) was used to analyze the data and to test the hypothesized relationships between the study variables. SEM is used to explore the predictive ability of a set of independent variables on one dependent measure. The justification for the use of SEM in this study was based on the fact that in the hypothesized relationships, multiple predictors were considered to have predictive ability on a single dependent measure. Since the aim of this study was to predict the relationships between a dependent variable and one or multiple independent variables using a structural equation model, standardized and

unstandardized regression coefficients were used. The study was based on the premise that influencing factors and labour turnover.

4.5 Relationship between influencing factors and labour turnover

The second and third objectives of the study were to identify and find extend of influencing factors on labour turnover at Qatar based on Sri Lankan industrial labour. Structural Equation model was used to test the hypothesized relationship. Investor behavior factors was identified into Working environment, Poor remuneration packages, Relationship between the Management and employees, Inadequate Career Progression and better employment opportunities. All five Hypothesis was stated as follows:

Hypothesis 1: There is a significant influence of working environment and labour turnover at Qatar based on Sri Lankan industrial labour.

The results of the structural equation model of working environment and labour turnover are presented in table 4.8 It Shows that working

environment was statically significant and positively related to individual labour turnover (β = .250, CR. = 3.893, p<.001).

Hypothesis 2: There is a significant influence of Poor remuneration packages and labour turnover at Qatar.
The results of the structural equation model of Poor remuneration packages in labour turnover are presented in table 4.8 show that Poor remuneration packages was statically significant and positively related to labour turnover (β = .250, CR. = 3.893, p<.001) .

Hypothesis 3: There is a significant influence of Relationship between the Management and Employees effect and labour turnover at Qatar.
The results of the structural equation model of Relationship between the Management and Employees effect in stock labour turnover are presented in table 4.8 show that Relationship between the Management and Employees effect was statically significant and positively related to labour turnover (*β* = .079, C*R*. -1.240 =, *p<.0.05).*

Hypothesis 4: There is a significant influence of Inadequate Career Progression and labour turnover at Qatar.
The results of the structural equation model of Inadequate Career Progression in labour turnover are presented in table 4.8 show that Inadequate Career Progression was statically significant and positively related to labour turnover *(β* = .174, C*R.* = 2.707, *p<.01).*

Hypothesis 5: There is a significant influence of Inadequate Career Progression and labour turnover at Qatar.
The results of the structural equation model of Better employment opportunities in labour turnover are presented in table 4.8 show that over was statically significant and positively related to labour turnover. *(β* = .508, CR = 1.588, *p<.05).* All in all structural regression coefficients presented in the model were statistically significant. This implies that all hypotheses tested were supported by empirical data collected. In the other words, it states that better employment opportunities, Poor remuneration packages, Inadequate Career Progression has positively influence in stock investment decision of individual labour , as well as Relationship between the Management and Employees has negatively influence the individual labour turnover.

5. CONCLUSION

The study examined the influence of working environment, poor remuneration packages, relationship between the management and employees, inadequate career progression and better employment opportunities with the labour turnover of Sri Lankan migrant industrial employees in Qatar. In spite of the excess of evidence, which in many cases is somewhat subjective in nature, the study tests some conventional norms, particularly within the Sri Lankan Industrial labour who worked in Qatar. The application of structural equation modeling enabled the researcher to gain an in depth holistic perspective of the causal linkages of the above-mentioned constructs within the Sri Lankan industrial labour migrate to Qatar.

While searching through the literature it was evident that many of the previous studies restated the word that better employment opportunities of labour demonstrate high levels labor turnover intention among other factors and likely to quit their organization. The findings supported the hypotheses that there is a positive significant (p<0.05) influence of better employment opportunities on labour turn over, also supporting the work of Liyanage & Galhena , (2012). This evidence suggests that organizations concerned about better employment opportunities should investigate policies and practices and company's internal environment should provide better opportunity to the employees what other similar companies have, further involve those at the 'coal-face' including information sharing, decision-making and empowerment initiatives which can win 'hearts and minds'. Anecdotal evidence would suggest that this is rarely the norm, where the tendency is for top-down command and control organizational structures and practices (Zopiatis & Constanti, 2007).

When investigating the causal relationships between working environment and labour turnover, a significant (p<0.001) association was revealed only with the later. It seems that working environment influence the labour turn over. The current study's findings support other similar studies (Shamsussoha & Shumon, 2010 and Shukla& Sinha, 2013) despite the fact that working environment was measured as a single construct by other researchers. Subsequently, the researcher investigate relationship between the management and employees on labour turn over separately and we found that there is a negative significant (p<0.05) influence of relationship between the management and employees on labour turn over

and this finding similarities with other studies (Shukla& Sinha, 2013) which found that relationship between the management and employees leads to labour turn over and negatively influence.

Researchers have called for additional investigations into the poor remuneration packages with turnover intention (Shukla& Sinha 2013 and Akinyomi, 2016). In accordance with Shukla& Sinha (2013) findings, our data revealed a significant (p<0.01) positive association between poor remuneration packages and labour turnover.

Further, the study investigated the influence of job inadequate career progression and labour turnover. The study which claim a significant (p<0.05) positive influence between the two constructs and the finding similar with other researcher finding (Liyanage & Galhena 2012). In environments challenged with issues such as working environment, poor remuneration packages, relationship between the management and employees and inadequate career progression, better employment opportunities most often obscured by the more 'materialistic' factor which seem to have a determining role influencing labour turnover. Findings revealed a significant negative influence

only between labour turn over and relationship between the management and employees, while other factors had a positive influence. Sri Lankan' characteristics as a migrant labour may serve to clarify understanding as to why this is the case. The nature of the migrant labour in Qatar's industry has been accompanied by a decrease in core, and the increase and greater reliance on peripheral staff. Consequently, employees are less loyal, while employers' obsession with cost reduction and short-termism reduces their motivation to invest in training and development of the workforce, whether core or peripheral in nature (Baum & Lundtorp, 2000; Conlin & Baum, 2003; Adler & Adler, 2004; Baum et al., 2007; Shakeela & Cooper, 2009).

In addition, Baum's (2012) articulate critique of 'adhocism' in most migrant labour in Middle East enterprises' human resource management practices can also inform the discourse. This apathetic approach to managing people is likely to culminate in the squandering of an island's human capital with far reaching consequences, particularly where economic development is dependent on the foreign employment.

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