_____

# IMPACT OF STRUCTURAL CHANGES ON EMPLOYEES TURNOVER INTENTIONS: A CASE STUDY OF MULTAN ELECTRIC POWER COMPANY-PAKISTAN

**Prof.Dr.Abdul Ghafoor Awan**
Dean, Faculty of Management and Social Sciences,
Institute of Southern Punjab,Multan-Pakistan.
drabdulghafoorawan@gmail.com.Cell # =923136015051

**Rao Imran Ali**
MS scholar, Department of Business Administration,

Institute of Southern Punjab, Multan-Pakistan.
imranrao007@hotmail.com, +923227075133.

_____

## ABSTRACT

*In this study we have investigated the impact of structural changes on employee's turnover intentions. This study is conducted on employees of Power provider company Multan Electric Power Company (MEPCO). We constructed a questionnaire survey and conducted a survey to measure the response of 200 sampling population. This study does not only fill the gap in the literature but also improve the understanding that how structural changes are important for retaining employees and getting higher efficiency from them. In this study we used descriptive statistics for analyzing the results of primary data which are collected through questionnaire and also do statistical analysis for checking dependency and relevancies with each other. Power provider companies are back bone of Pakistan, MEPCO is one of them. MEPCO is recently gone through structural changes and employees are now satisfied than ago. In this research results shows that proper office infrastructure reduce the turnover intentions among employees. Study results also shows that proper equipped and safety measure enhance the level of confidence in field as well as reduce the turnover intentions among employees. At the end study results also shows that satisfaction on conveniences for customers also increases the dealing confidence among employees with consumers and ultimately reduces the turnover intentions.*

***Key Worlds:*** *Structural change, Turnover intentions, Job left, MEPCO, Multan.*

_____

# 1.INTRODUCTION

## 1.1.Structural change

The designated word "structural change" has repeatedly used in economic related research. In expansion of economics and in economics' olden times, we can say structural change to set of those manufacturing related actions in economy and some combination of diverse manufacturing activities in different sectors of the economy, a variety of professions, a variety of geographic regions, different product, etc (Machlup, (1991): 76 in Silva and Teixeira, 2008: 275). Structural changes in our study, we will discuss are work environment of internal as well as external of organization, working style/method, working procedure/technology, consumers' services up gradation, job structure and administrative procedures. Circumstances that usually create the need for structural change include mergers and acquisitions, job duplication, changes in the market and process or policy changes. The MEPCO, which we are talking about recently get aid under the program of "US-Aid" and pass through some structural changes in their system. We will explore these structural changes and try to find out their impacts on employees' turnover intentions. Peneder and others (2001) argues that considerable differences are noticed in the service sector regarding to manufacturing which are used by economy as inputs for other segment of the economy.

## 1.2 Employee Turnover

Employee turnover always remains hot and important issue because it shows negative impact on business. However, studies show the reasons why employees left the organizations. Improper Human Resource Management (HRM), infeasible organizational culture, infeasible organizational work environment, work related issues, dissatisfaction large group of consumers, less or bad supervisory support and last but not least low remuneration are some main issues for employees' turnover. Kessler Ladelsky and Catana (2013) stated in their study that "additional organizational reasons" and "individual and labor market oriented organizations" are causes to employee's turnover. With the global economic recession, every country adopted the reactivation policy e.g. in Korea, there are several measures that have been taken for development. "Four river restoration projects" is an example of how a civil engineering project has a strong leverage effect on the economy. Employee turnover is costly from the observation of the organization. Voluntary quits which represents a migration of workforce asset from organizations Fair (1992). Also the

successive alternate process entails various costs to the organizations. These alternate costs include for example, search of the external labor market for a probable substitute, selection linking competing substitutes, stimulation of the chosen substitute, and informal as well as formal. The training of new employee is essential until or unless new employees' performance not matched with old one. John (2000) also argues that efficiency and effectiveness of new employee should comparable to the individual who left the organization. In that case when new employee unable to give output production equal to old employee then also cost increase because with new employee organization must offer overtime to chase the output level and that would increase the expenses.

## 1.3 Background of the Study

With the expansion of private sector business and involvement of multinational organizations in corporate sector the turnover intention of employees has become a routine matter throughout the world, especially in developing countries like Pakistan. But unfortunately causes of turnover intention are still mystery for the Pakistani institutions particularly in the MEPCO. Issue is that how these factors affect or correlated with turnover intention. Focus of study will on especially three different factor e.g. Office Infrastructure, Safety Tool & Work Equipment which are provided from organization and Satisfaction on Conveniences for Consumer. When personnel's go away, then there is no any other option for any employer to bear the expenses of training and selecting of new personnel's (Cohen and Cohen, 1983). That is why this study, concentrates on the turnover intention instead of the actual turnover of MEPCO employees.

## 1.4 Objectives of the Study

The major objectives of this study are;

- To study turnover intentions of employees of MEPCO.
- To study relationship between different factors of turnover intentions major in MEPCO.
- To find out the Impact of structural changes on employees' turnover intentions.

## 1.5 Main Research Questions

The research questions of this study are;

- What are turnover intentions of employees?
- What is relationship between different factors of turnover intentions?

- What is the Impact of structural changes on employee's turnover intentions major in MEPCO?

## 1.6 Significance of the Study

This study contributed to the literature on defined factors and turnover intention in many ways. Firstly, it uses a survey to better understand the turnover intentions among employees of MEPCO. Secondly, after doing survey it gives a fair idea about the problem of turnover within MEPCO. Contextually this research is going to be very unique because Studies conducted in Western cannot be generalized in Asian countries and may not necessarily have any application in context of Pakistan because of the difference in contextual paradigm (i.e. individualist v/s collectivist). Culturally Pakistan is really different from so many developing countries. This is one reason why this research is going to contribute contextually as well.

## 2 LITERATURE REVIEW

## 2.1 Structural change and employees turnover intentions

Quesnay (1758), Turgot (1766) and Stuart (1767) argues in their research that structural change received noteworthy consideration from the beginning of economic theory. Also Adam Smith (1776) describe in his studies that structural factors and economic development are powerfully related to each other. Same with this continuation the Ricardo (1817) argues in his research that shifting structural work of manufacturing related was a mandatory for economic development. So by statement of both these researchers it is very clearly shown that structural changes have strong impact on economic development. It became obligation for the organization to meet the new era of world's economy by change with the economy as well as its trends. Change or shift is natural process in the world if in an economy, an organization could not try to change itself with the passage of time as economy moves then that organization actually loss own growth. Rostow (1960) stated the theory of linear progression among development stages and argues that a structural change leads towards easily next step to enter for economically development. Related to this topic, Khan and Blankenburg (2009) stated that emergent economies focus on structural change through improving national firms' integration as well as competition with the help of international value chains. Philips, J.D (1990) point out some issue which cans incurs expenses in case when a valuable employee left the organization. He points out those expenses which are general but very important to taken into account e.g. for recruitment purpose some advertising and administrative

expenditure is occur, then a interviewing or entering process having own different expenses, same the training and development having own huge expense which give knowledge to new employee to work with and in department. Turnover actually happens due to different causes. Sometimes new job creates a center of interest of workers and internally force them for turnover from old organization. Campion, M.A (1991) argues in his research that employees feel dissatisfaction at current job when a worker fire or changed to new unit while his/her spouse or partner still working in old department. Carsten, J.M. and Spector, P.E (1987) point out a very important issue that if an employee has week connectivity regarding difficulties and work regarding tasks then chance may improve to leave the jobs, also it is impossible that workers leave jobs from where they receive good offered and higher salary. But if employees' associations are strong then they feel happiness with co-workers so in this type of situation workers not want to leave if they receive minimal increase in the salary. Simon et al. (2007) in his research mention very important issue about turnover. He stated that there are some issues that are part of this whole scenario, beyond the control of administration, such as the death or incapacity of an employee or staff. So death is very serious matter especially in our Pakistani culture. People have to spend long time after the death of any beloved from home until or unless the Childs are not satisfied from new guardian. Other factors have been category as involuntary turnover in the earlier period such as the need to grant care for children or aged relatives. This remains the second big cause for turnover. Today such factors should not be seen as involuntary turnover as both government regulation and company policies create the chance for such staff to come back to work, or to continue to work on a more flexible basis.

## 3. CONCEPTUAL FRAMEWORK

### 3.1 Structural change

Structural change means long-term change in the fundamental structure of an organization, which is often linked to growth and economically development of that organization. For example, an organization economy may be transformed into a technical equipped style. A current driver of structural change in servicing and manufacturing concern organization is technology adoption and proper tools and equipment usage. Infect structural change can be make the first move by policy decisions or permanent changes in society thinking, population as well as in resources. Economic structural changes impact also on employment. An emergent economy usually reveals a good share

of employment in the primary sector, while the share of employment in the tertiary sector remains good in an advanced/developed economy. Our research is related to a public sector organization which goes through a huge structural change in the form of technology upgradation, tools equipment upgradation, safety measure usage and official working environment. This all done in WAPDA with the financial support of US-Aid. Our study is focusing MEPCO to explore whether structural changes have brought any positive impact of its workers' turnover intention.

## 3.2 Structural changes and growth

After the start of 21st century the global economic and financial crisis decreases. A lot of organizations achieved high growth rates in term of profits. However, the reaction of jobs to growth (what economists call the employment elasticity of growth) has been low. The job-to-population ratio declines around 60% while the world economy was growing gradually John Sutherland (2000). As we venture into those workers are experts in sustainable economic model, as well as retraining workers with new technologies. Social protection and safety nets are necessary to reduce the inevitable impact of these changes. In our purposed research MEPCO also enhance safety nets and give workers a secure life.

## 3.2 Causes of Turnover

It is very clear understanding that turnover occurs when employees feel unhappy from work place as well as work. Along with this statement unhappy feelings are not only cause of turnover. So questions arise why employee leaves current organization and join another? One thing is clear that if these employees have unique ability which are in demand, they should receive better salary as well as better job growth. That's why it is essential to know and recognize the distinction between employees who leave the job for the reason that they are unhappy and those who go away for other reasons. There are number of factors like the characteristics of the job, the economy, Mismatch between skills and given task. The person, demographics, lack of growth opportunity, substandard equipment as well as facilities, no appreciation, unequal or substandard wage structures, inadequate training and supervision.

## 3.3 Concept of Structural Change

Center of our analysis is the structural change and then its impact on employees' turnover intensions. McMillan and Rodrik (2011) define structural change as giving effects on workers' turnover intentions. The turnover intentions are finally occurring due to the dissatisfaction of

employees on organization. The idea behind this is that worker's satisfaction in any organization can be attained in two ways. One pertains to within-organization work related factors and other regarding field work or services which employees give to clients/consumers. Now if we see and understand this according to our study, in MEPCO some workers work in field some in office and mostly who gives services and called line staff in MEPCO terminology they have to work for both in the boundary of MEPCO as well as in field. With the help of US-Aid the MEPCO takes some incredible steps regarding employees work like office infrastructure up gradation, employee's safety regarding infrastructure/tools and equipment and consumers measuring and facilitating instruments like new GPS meters and anti-theft cables. These major factors are named in our research as variables. The conceptual mode for our study is given below: -

Figure  1: Conceptual Model

**Independent Variables**                          **Dependent Variable**
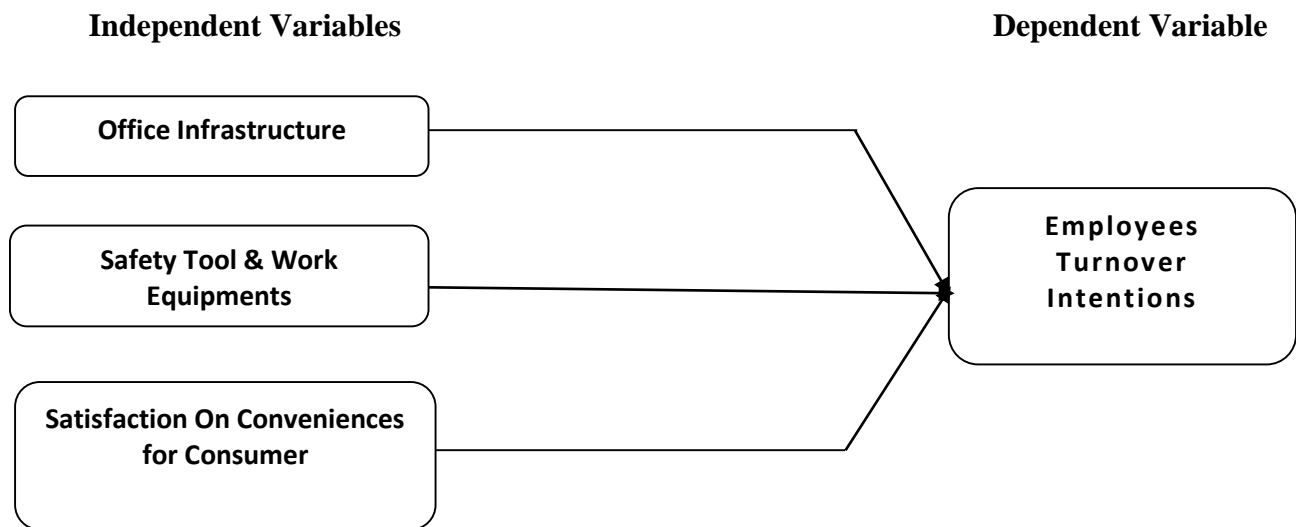


## 4: RESEARCH METHDOLOGY

### 4.1 Research design

Research design is a master plan specifying the methods and procedures for collecting and analyzing the needed information. Our concern is with primary data and here our study based on surveys method which will completed through purpose build questionnaire from randomly selected respondents who are the employees of MEPCO Multan region. However, for some references and discussion regarding any change and improvement we use secondary data also. The questionnaire

was based on five point Likert scale with responses included as, strongly agree, agree, neutral, disagree and strongly disagree. The questionnaire covered the whole purpose of the sturdy. In the first session questions were related to demographic data like age, gender group education, job experience. The second session has three parts. 1st part is regarding office related work, pressure and infrastructure. Second part regarding the information of safety tools and equipment, which are provided from MEPCO especially after the help of US-Aid and its impact on workers ease and efficiency during field work as well as satisfaction of the workers. The third one regarding services and facilities which received by consumer after installing consumer related infrastructure and their satisfaction level about that facilities as well as employees' satisfaction and ease regarding consumers' satisfaction level. The changes were amended according to suggestions to aid proper survey as and when required. Descriptive statistics was used to analyze the data and linear regression method use to check the both variables significance statistically. The distribution of the questionnaire was preceded through Line-Superintendents and Meter Inspectors as well as personal visits for fulfilling questionnaire to all concerned employees. The information regarding study its objectives, as well as a short presentation of the research will provided to concerned and questioned employees. Assurance will give to respondents that their participation was entirely voluntary and that their responses would be treated in confidence. The Line-Superintendents and Meter Inspectors from Maintenance depart and commercial department respectively as well as their team members who were approachable, were visited personally also for verbally understanding of employees' behavior during field work.

## 4.2 Sample size:

Data will be collected from MEPCO employees especially line staff through special designed questionnaire which will contain multi choice, also open ended question which will ask verbally to get concept insight and answer's depth. Respondents will be Line-Superintendent and Meter Inspectors from Maintenance depart and commercial department respectively as well as their team members. The whole respondents will approximately 200 employees.

## 4.3 Selected Variables

The research was conducted keeping "Employees Turnover Intentions" as dependent variable. Then independent variables were analyzed based on fact how they affect the dependent variable. In this research the dependent variable is "Employees Turnover Intentions" (Elaboration: How and

when an employee leaves or wants to leave the organization). and independent variable is "Office Infrastructure" (Elaboration: the office design and office facilities for employees when they came from field work and do the paper work regarding that day field work. Then how much relaxing and supporting office environment), "Safety Tool & Work Equipment" (Elaboration: provided safety tools and working equipment which help an employee during field work e.g. safety gloves, safety shoes, proper tools, trolley, lifter etc.) and "Satisfaction on Conveniences for Consumer" (Elaboration: digital meters, GPS meters, energy saving devices, anti-theft electric cables etc.).

## 4.4 Hypothesis:

$H_1$ : Office Infrastructure has significant relationship with employees' turnover intentions.

$H_2$: Safety Tool & Work Equipment has significant relationship with employees' turnover intentions.

$H_3$: on Conveniences for Consumer has significant relationship with employees' turnover intentions.

## 4.5 Statistical Tool

Different variable factors are examining through descriptive methodology. Descriptive statistics techniques were used to express and analysis of the results. After collection of primary data, coding will use to translate respondents' responses and to organize and summarize research data in to manageable form. The data will analyze by using Microsoft Excel and the Statistical Package for Social Sciences (SPSS 19.0). In our research we use we fit linear regression line to check the dependency of the variable. For this first we calculate Pearson correlation co-efficient to check the liner relationship between variables.

The relationship between variables Y and X is described using the equation of the line of best fit with α indicating the value of Y when X is equal to zero (also known as the intercept) and β indicating the slope of the line (also known as the regression coefficient). The regression coefficient β describes the change in Y that is associated with a unit change in X. β only provides an indication of the average expected change.

$$Y_i = \alpha + \beta x_i + u_i$$

Where $i$ = 1, 2, 3. . .200

And **i** denotes the respondent, $Y_i$ is the dependent variable, $x_i$ is an observations of independent variables for the **i** respondent, where $u_i$ denotes the unobservable individual effect.

_____

The following regressions will be estimated in order to investigate the impact of financial reward on workers' performance;

$$\textbf{ETI} = \ \boldsymbol{\alpha} + \ \boldsymbol{\beta_1}\,\textbf{OI} + \ \boldsymbol{\beta_2}\textbf{STWE} + \boldsymbol{\beta_3}\textbf{SCC} + \ \textbf{u}_\textbf{i}$$

Where

ETI = Employees Turnover Intentions.

OI = Office Infrastructure.

STWE = Safety Tools and Work Equipment.

SCC = Satisfaction on Conveniences for Consumer.

## 5: DATA ANALYSIS

For the sake of conducting survey questionnaires were distributed among selected respondents. Out of these selected respondents, the response of 200 persons were found correct for analysis. The respondents freely gave their views about the impact of cash reward on workers' efficiency. The measurement scale used in this study was 5-points Likert scale. The results are shown in Table 1.

**Table 1 Responses of respondents**

|  | **Employees Turnover Intentions** | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** |
|---|---|---|---|---|---|---|
| 1 | Do you think that if you are not valued in an organization then you should left that organization? | 55 | 63 | 33 | 14 | 35 |
| 2 | Do you think if you offered for a batter opportunity then you should left the organization? | 27 | 74 | 49 | 38 | 12 |
| 3 | Do you think if some or group of employees going to resign cause of any reason then you also give resign? | 20 | 73 | 71 | 22 | 14 |

_____

| | | | | | | |
|---|---|---|---|---|---|---|
| 4 | Do you think employee's turnover intentions are really can occurs due to organizational factors? | 33 | 66 | 50 | 27 | 24 |
| 5 | Do you think that some development in organization can decreases turnover intentions in employees? | 32 | 63 | 54 | 38 | 13 |

| | **Office Infrastructure** | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|---|
| 6 | Do you think that office infrastructure and office environment can affect on employees turnover intentions? | 29 | 80 | 45 | 32 | 14 |
| 7 | Do you feel happiness to work in pleasant environment and good infrastructure? | 29 | 64 | 59 | 29 | 19 |
| 8 | Do your co-workers miss and discuss about office infrastructure? | 33 | 54 | 63 | 31 | 19 |
| 9 | If you offered for job in other organization with all same facilities just office infrastructure and environment is mush batter than this then you can accept the offer? | 37 | 64 | 47 | 37 | 15 |

| | **Safety Tool & Work Equipment** | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** |
|---|---|---|---|---|---|---|
| 10 | Do you agree that availability and unavailability of "safety tools and equipment can effect on employees turnover intentions? | 33 | 70 | 48 | 29 | 20 |
| 11 | Do you feel comfort and more secure during work with pro55per tools and equipment with all safety measures? | 34 | 75 | 49 | 27 | 15 |
| 12 | Do your co-workers miss and discuss about safety tools and working related equipment? | 41 | 59 | 50 | 35 | 15 |
| 13 | Do you agree that level of commitment and loyalty of employees with organization is increased if employees equipped with proper tools and equipment with all safety measures by organization? | 31 | 68 | 52 | 30 | 19 |

| | **Satisfaction of Conveniences For Consumer** | **Strongly Agree** | **Agree** | **Neutral** | **Disagree** | **Strongly Disagree** |
|---|---|---|---|---|---|---|

_____

| 14 | Do you agree that consumers remain satisfy if provider company provide safe and anti-theft material? | 34 | 66 | 59 | 30 | 11 |
|----|---|----|----|----|----|----|
| 15 | Do you agree that consumers remain satisfy and feel comfort if electricity provider company provide safe & accurate mechanisms to measure the usage? (e.g. Digital/Computerized Meter, GPS Meter) | 26 | 67 | 60 | 35 | 12 |
| 16 | Do you feel comfort to deal with those consumers who a availing computerized mechanism to measure the usage? | 21 | 88 | 47 | 27 | 17 |
| 17 | Do you remain in try for next job if consumers are not satisfy with the current services provider (your current company) | 32 | 66 | 51 | 35 | 16 |
| 18 | Do you feel bad/hesitation to deal with consumers if your company is not give good services their consumers? | 35 | 73 | 41 | 26 | 25 |

We used Cronbach's coefficient alpha to measure reliability of the scale. Cronbach's Alpha for "Employees turnover intensions" with 5 numbers of items is .861, Cronbach's Alpha for "Office infrastructure" with 4 numbers of items is .818, Cronbach's Alpha for "Safety tool & work

equipment" with 4 numbers of items is .821, Cronbach's Alpha for "Satisfaction on Conveniences for Consumer" with 5 numbers of items is .868. From the above data we observed that the values of Cronbach's alpha are not less than 0.7 that are considered as good (Sekaran, 2003) and indicated reliability of the data.

## 5.1 Demographic Statistics

**5.1.1 Age:** The respondents belong to different age groups. These groups make with different gap of five to ten years approximately. Groups regarding age in years are 18 to 20, 21 to 25, 26 to 30, 31 to 40, 41 and above years old and frequency remains 16, 54, 56, 37 and 37 respondents respectively.

**5.1.2 Gender:** In 200 respondents, there were 161 men and 39 women participated in the survey.94% and 6% remains accordingly.

**5.1.3 Education in years: As** respondent's level of education is concerned, these employees mostly less educated especially in line staff who work in field and face the consumers as well. The detail is shown under given table. the year of schooling is categorized with the level of 8th, 10th, 12th, 14th, 16th & above and their respondents remain 15, 122, 44, 9 and 10 persons respectively.

## 5.2 Statistical analysis

In our research we used two variables: one is dependent and other is independent. We fit linear regression model to check the dependency of the variable. For this we calculate Pearson correlation, descriptive statistics, Model summary, ANOVA, and coefficients.

### Table 2　Pearson Correlations

| | | ETI | OI | STWE | SCC |
|---|---|---|---|---|---|
| ETI | Pearson Correlation | 1 | .827(**) | .873(**) | .837(**) |
| | Sig. (1-tailed) | | .000 | .000 | .000 |
| | N | 200 | 200 | 200 | 200 |
| OI | Pearson Correlation | .827(**) | 1 | .875(**) | .823(**) |

_____

| | | | | | |
|---|---|---|---|---|---|
| | Sig. (1-tailed) | .000 | | .000 | .000 |
| | N | 200 | 200 | 200 | 200 |
| STWE | Pearson Correlation | .873(**) | .875(**) | 1 | .863(**) |
| | Sig. (1-tailed) | .000 | .000 | | .000 |
| | N | 200 | 200 | 200 | 200 |
| SCC | Pearson Correlation | .837(**) | .823(**) | .863(**) | 1 |
| | Sig. (1-tailed) | .000 | .000 | .000 | |
| | N | 200 | 200 | 200 | 200 |

** Correlation is significant at the 0.01 level (1-tailed).

The range of significant correlation is from -1.00 to +1.00. It is strongly correlated when it is near to 1.00. Here the correlation is of ETI is 0.827, 0.873, 0.837 with OI, STWE and SCC respectively. The correlation is of OI is 0.827, 0.875, 0.823 with ETI, STWE and SCC respectively.  The correlation is of STWE is 0.873, 0.875, 0.863 with ETI, OI and SCC respectively. The correlation is of SCC is 0.873, 0.823, 0.863 with ETI, OI and STWE respectively. These values show that our selected variables (Employees Turnover Intensions, Office Infrastructure, Safety Tools and Equipments, & Satisfaction on Conveniences for Consumers) are highly co-related with each other. The significant value is 0.00 which is less than 0.05 it means these are statistically significant. This indicates that variables have positive and strong relation with each other.

### 5.5.2  Descriptive Statistics

**Table 3 Descriptive Statistics for demographic data**

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Gender | 200 | 0 | 1 | .81 | .397 |
| Education in year | 200 | 1 | 5 | 2.39 | .884 |
| Age in years | 200 | 1 | 5 | 3.13 | 1.228 |
| Valid N (list-wise) | 200 | | | | |

_____

**Table 4 Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .893(a) | .798 | .795 | .434 |

a Predictors: (Constant), SCC, OI, STWE

The model summary explains the results regarding R, R Square, Adjusted R square, Std. Error of the Estimate. R shows the linear relationship between the dependent variable and the independent variable. The value of R is "0.893" indicated a strong positive linear relation between "Employees turnover intentions and independent variables (OI, STWE, SCC). The coefficient of determination R2 (R square) is "0.798" indicated that employees' turnover intentions increase the 80% among workers due to independent variables (OI, STWE, SCC) efficiency which was given by the organization. But this could be overestimated so we used adjusted R2 (R square) as the better estimate for the whole result which is "0.795" which is near to R2 value. The standard error of estimates was "0.434".

**Table 5 ANOVA Results**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 145.714 | 3 | 48.571 | 257.592 | .000(a) |
| | 36.958 | 196 | .189 | | |
| Residual | | | | | |
| | 182.671 | 199 | | | |
| /Total | | | | | |

a  Predictors: (Constant), SCC, OI, STWE
b  Dependent Variable: ETI

In Table 5, regression line shows the relationship between employees' turnover intentions as a dependent variable and others variables as an independent variable. This table shows that the value of F test statistic is 257.592 and their Sig. value is 0.000 which is less than 0.05 and showed that there is significant relation between employees' turnover intentions and Independent variables.

**Table 6   Coefficients**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | .131 | .098 | | 1.340 | .182 |
| | .191 | .070 | .188 | 2.717 | .007 |
| OI | .470 | .078 | .469 | 6.040 | .000 |
| STWE | .286 | .068 | .277 | 4.198 | .000 |
| SCC | | | | | |

a Dependent Variable: ETI

From, above data table it is shown that the average efficiency is 0.131 when dependent variables have zero intervention. In other words, if there are no dependent variables the average turnover intention of the employee wills 0.131. The average rate of change in turnover intention due to single unit change in "Office Infrastructure" is .191. The t value is 2.717and their Sig. level is 0.007 which is less than 0.05 it means it is statistically significant.  In other words, single unit changes in Office Infrastructure impact in shape of average change in Employees turnover intentions e.g 0.191. The same rate of change in turnover intention due to single unit change in "Safety Tools and Equipment" is .470. The t-test value is 6.040 and the Sig. value is 0.000 which is less than 0.05. It means it is statistically significant.  At last the average rate of change in turnover intention due to single unit change in "Satisfaction on Conveniences for Consumers" is .286. The t-test value is 4.198 and their Sig. value is 0.000 which is less than 0.05 it means it is statistically significant

## 6. FINDINGS AND RESULTS

Structural changes are become necessity for the success of an organization. Actually change is a natural phenomenon of our lives. Once we show reluctance then we can be excluded from the race

_____

of life. Similarly, structural changes are prerequisite for an organization. Since 2000 Multan Electric Power Company has gone through some structural changes under the financial support of USAID. MEPCO renovated their office infrastructure and improved its office environment. It has given employees fully designed safety tools and equipment for safe work in field and it also focused to know why the consumers are unhappy from MEPCO as well as employees? Major problems in shape of power theft and over billing. These two issues are continuously disturbing the mind of consumer as well as their dealer who are the employees of it. As a result, consumers are continuously disappointed from the services The employees are were also frustrated and turnover intentions are developed day by day. In such a condition MEPCO gone through some structural change to minimize the problem of consumers and employees.

According to our findings, employees join MEPCO  because they have to earn for their families. They never left the organization until or unless some batter opportunity is available for them. But if the worming environment is not favorable and the working tools are not available then the workers' turnover intention is increased. We have also found if organization is not providing proper office infrastructure then employees turnover intentions will increase. They try to find new jobs according to their own interest. During the study we found that office infrastructure was very poor and not well for long working hours. However, with the assistance of US-Aid MEPCO has renovated its office infrastructure so that employees may get a comfortable office working environment. Now they feel happiness and work hard. Similarly, if the work is dangerous and employees are not fully equipped with proper tools and equipment especially regarding safety then they   feel insecurity about their lives. When employees are no proper equipped then insecurity is developed in their mind which results in turnover intentions.  To understand this situation MEPCO provided different types of safety tools and working equipment to their employees and they now feel secure while they work on field.If employees are unsatisfied from the organization, then will deal with the consumers improperly. The dissatisfaction was the result of wrong policies of MEPCO. In MEPCO the theft of consumer's material, power theft by individuals and overbilling are the still issue for consumers. So under this situation the employee's turnover intentions are increasing continuously because consumers blame MEPCO for all wrongdoings. Under structural reforms, MEPCO has introduced antitheft cable, computerized meters as well as GPS meters. According to our study, the employees now feel secure and easy to deal with such consumers

_____

properly. It has created a sense of satisfaction among the consumers and employees of MEPCO. It means the structural changes introduced by MEPCO under US Aid has worked well and has improved working condition of the organization and satisfaction level of employees. In short the structural changes have major impact on employee's turnover intentions.

## 7. CONCLUSIONS

The aim of this study was to investigate the turnover intentions of employees of MEPCO. MEPCO were facing the problem of retaining current employees. This study formulated hypotheses and on the basis of research objective and literature review. Literature review supported the variables and provided necessary guidance. We used correlation to find out the relationship among variables a and confirmed the hypotheses. The empirical evidence show that structural reforms introduced by MEPCO with the financial assistance of US Aid has proved very successful in generation an environment in which employees and consumers feel satisfied. Now employees' turnover intention has decreased and they are performing job satisfactorily.

## 8. RECOMMENDATIONS

On the basis of above discussion, we   suggests the following recommendations for management of MEPCO.

1. Management should use both types of compensation Financial and non-Financial.
2. Management of MEPCO should maintain internal and external environment specially office infrastructure.
3. MEPCO management tries to use smart workforce and should obtain high performance of employees.
4. Management should develop workload according to the nature of job and support employees to manage their official and domestic assignments.
5. According to workload management employees should be proved necessary tool and equipment.
6. Management should care for safety of employees and should take proper action for their safety in the field.
7. Management should compare private and government institutions climate and workload and device policies accordingly.
8. Management should use effective HR policies and retain their employees.

9. Management should launch different facilities and means to measure electricity so consumers will be facilitated and employees can serve them with full confidence.

## 7.3. Practical Implications

This study will assist the human resource managers, and other management of MEPCO to take preemptive actions to improve quality of work life, career development opportunities, and the work conditions of MEPCO employees in order to encourage them to stay in the organization for long term. Also this study will help marketing and development departments to focus on provision facilities and services for consumers.

## 7.4. Limitations

We faced the following constraints during this research study: -.

1. The sample size of 200 respondents may not be accurate.
2. The quantity of data or statistics can be acquired by applying simple method of structured questionnaires which is called survey method other method like introspection or experimental method can also be helpful for data collection.
3. The small sample size was not sufficient to portray the whole picture of MEPCO.
4. Due to time constraints and many other obstacles the data was collected in single statement so it does not allow to measure the attitude of respondent fully.
5. The less quantity of responses received from female, it is due to the lack of female employees in the MEPCO.

## 7.5 Direction for Future Research

Power sector is the backbone of Pakistan. If we approach those options which take extra efficiency from workers and can facilitate to consumers, then power sector can enhance their business activity and satisfy their consumers as well as employees. Developing sound practices will brighten the future of country and substantially reduce turnover which is the main issue of MEPCO.

## REFERENCES

[1]..Awan,Abdul Ghafoor,Muhammad Saeed Akhtar (2015) "Efficient Management of Power Generation and its Impact on Organizational Performance in Pakistan," Journal of Energy Technologies and Policy,Vol. 5(6) :28-42.

[2]. Bluedorn AC (1982). "A unified model of turnover from organizations", Hum. Relat. 35: 135-

153

[3]. Campion, M.A (1991) Meaning and Measurement in Turnover: Comparison of Alternative Measures and Recommendations for Research. Journal of Applied Psychology, 1991, 76: 199-212.

[4]. Carsten, J.M. and Spector, P.E (1987) Unemployment, Job Satisfaction, and Employee Turnover: A Meta-Analytic Test of the Machesney Model. Journal of Applied Psychology, 1987, 72: 374-381.

[5]. Clark-Rayner, P. and Harcourt, M (2000) The Determinants of Employee Turnover Behaviour: New Evidence from a New Zealand Bank. Research & Practice in Human Resource Management, 2000, 8: 61-71.

[6]. D.M. 1982. "Sectoral Shifts and Cyclical Unemployment," Journal of Political Economy, 90 (4). Machlup, F. 1991. Economic Semantics, 2nd ed. Transaction Pub.

[7]. Garden AM (1989). "Correlates of turnover propensity of software professionals in small high tech companies", R&D Manage. 19 (4): 325-34.

[8]. Hackman, JR, Oldham GR (1975). "Development of the job diagnostic survey" J. Appl. Psychol. 60: 159-70.

[9].  Kevin MM, Joan LC, Adrian JW (2004). "Organizational change and employee turnover", Personnel Rev. 33 (2):161-166.

[10].Khan, M. and S. Blankenburg, 2009. "The Political Economy of Industrial Policy in Asia and Latin America," in Giovanni Dosi and Mario Cimoli eds. Industrial Policy and Development. The Political Economy of Capabilities Accumulation Oxford: Oxford University Press.

[11].Memedovic, O. and L. Iapadre 2009. "Industrial development and the dynamics of international specialization patterns", UNIDO, Research and Statistics Branch, Working Paper no. 23/2009.

[12].Peneder, M., S. Kaniovski and B. Dachs, 2001. "What Follows Tertiarisation? Structural Change and the Role of Knowledge-based Services," WIFO Working Papers no. 146.

[13].Philips, J.D (1990) The price tag on turnover. Personnel Journal. December; 1990, 69(12): 58-61.

[14].Phillips DJ (1990). "The price tag on turnover", Pers. J. pp. 58-61.

_____

[15]. Quesnay, F. 1758. "Tableau Économique' in H. Hageman, M. Landsman and R.  Scazzieri (eds.)," The Economics of Structural Change, Vol. III, International Library of Critical Writings, pp. 29-41, Cheltenham, Edward Elgar. Ricardo, D. 1817. "The  Principles of Political Economy and Taxation,"

[16]. Rostow, W. W. 1960. The Stages of Economic Growth, Cambridge Books, Cambridge University Press, republished in February, 1991.

[17]. Turgot, A.R.J. 1766. "Reflections on the Formation and the Distribution of Wealth," in R.L. Meek (ed.) Turgot on Progress, Sociology and Economics, pp.119–134 Cambridge, Cambridge University Press.

[18]. UN, National Account Statistics Database. Data available online at:http://unstats.un.org/unsd/nationalaccount/default.asp.