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## MANAGEMENT

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### DETERMINANTS OF MANAGERS' VOLUNTARY TURNOVER IN THE ALGERIAN COMPANIES: CASE STUDY

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**Abstract.** The changes in the economic environment in Algeria, especially after the openness of the national market to global trade since the beginning of the nineties and the competitive advantages it brought, led to shifts at the level of value creation, which moved from exploiting natural resources to valuing the human resources, and here many companies have found themselves faced with the necessity of employing human resources capable of management and bearing responsibility for improving the product or service while retaining it to enhance its survival, that is, preserving it and reducing voluntary turnover rates. Within this context, the current research paper seeks to identify the most important determinants that affect voluntary turnover rates in the Algerian companies. To achieve this endeavour, a quantitative approach was employed, we distributed a questionnaire to 87 managers active in the Algerian Canning Plant, holding various positions within the company under study and they possess previous experience in other companies. Through SPSS program, Principal Components Analysis (PCA) was employed in analyzing the statistical data collected. The results revealed that managers' voluntary turnover in Algerian company is linked to five variables, which are listed in descending order as follows: the job content and management style, career path planning, working conditions, formation level and work alternatives, and material incentive.

**Keywords:** voluntary turnover, determinants, manager, Algerian company.

**JEL Classification:** J24, O15

### INTRODUCTION

Since the early 20<sup>th</sup> century, the how and the why of voluntary turnover, i.e. the freedom of an individual to leave the organization to move to another without being expelled or laid off (Al-Sabbagh, 1983), have occupied an important area of research and studies. Particularly following the confirmation that this occurrence is not the result of coincidence, but rather is an accumulation of negative factors that interacted with each other, which established the foundation for a broad theoretical structure that emerged at the beginning of the fifties of the same century, through a model that indicated that the state of balance within the organization is embodied through the employee's contributions within the organization and the temptations (incentives) offered to him by

the latter. The more the temptations respond to the employee's requirements, the less inclined he will be to leave the organization and vice versa (March & Simon, 1958).

Another model centered on expectations, highlighting them as the primary factor influencing an individual's decision to depart from an organization. This model underscores the disparity between the challenges an individual encounters in their work and what they initially anticipated (Porter & Steers, 1973). In a separate approach, a third model considers two key variables. The first, operating at the external level, encompasses three sub-variables: environmental factors like opportunities, individual factors such as training, and structural factors including responsibility. The second variable, internal in nature, is assessed through job satisfaction, intention to leave, and organizational commitment, acting as a mediator between these two aspects. It is primarily characterized by factors such as compensation, routine, centralization, effective communication, equitable distribution, and opportunities for advancement (Price & Mueller, 1981), in addition to many other models.

The existence of various models for explaining the phenomenon of voluntary turnover has greatly increased the range of reasons behind an individual leaving one job to pursue another. It is unreasonable for the latter to separate from his work voluntarily unless there are temptations that attract him to get out of it, or negative pressures make him feel dissatisfied within their current organization (Beleid, 2016).

At the local level, the voluntary turnover poses significant challenges for organizations and their human resources officials, especially when it comes to the manager, that is, the individual "who within the organization bears responsibility for improving the product or service, managing a specific sector, carrying out research and study activities, or other tasks that require high organizational or technical skills and capabilities" (Mérani, 2001). Because of, its material consequences, such as the increase in the amount of costs related to compensation, training, and cognitive costs due to the loss of reliable sources in formulating plans and the strategy visions for the company. It is crucial for employers to investigate and understand the factors contributing to this phenomenon, considering it is not a sudden occurrence but rather a result of both internal pressures and external variables to which the individual is exposed. Within this context, we will attempt, through the current study, to identify the phenomenon of voluntary turnover as one of the most important challenges that threaten the stability of the Algerian companies, by searching for the most important determinants that could stand behind the latter, based on the following question: *What are the determinants behind the high rates of managers' voluntary turnover in the Algerian company?*

The study seeks to reveal the determinants contributing to the significant voluntary turnover among managers in Algerian companies. To conduct a thorough and systematic analysis, we reviewed pertinent literature to identify key variables for our experimental study, which was conducted in the Algerian Canning Plant, where the quantitative approach was relied upon for data collection and analysis before presenting its results.

## LITERATURE REVIEW

The multiplicity of models for explaining the phenomenon of voluntary turnover has contributed significantly to the diversity and variation of the reasons that may stand behind an individual leaving work in the organization in order to move to another. It is unreasonable for the latter to separate from his work voluntarily unless there are internal pressures or external temptations. In this context, some of the literature that dealt with the phenomenon of voluntary turnover distinguished between three variables. The first is of a material and moral nature, such as wages, rewards, promotion opportunities (Mouloudj, 2015). The lack of transparency and justice according to which incentives are distributed within the organization leads to instability of labor relations and increases the severity of Tension and pressure among individuals, which ultimately pushes them to leave the organization, and therefore the more the variables of a material and moral

nature respond to the requirements and desires of the individual, the less his tendency to leave the organization and vice versa (Harald, 2006).

The second factor pertains to organizational aspects, encompassing the establishment of effective communication channels between employees and officials, the removal of any hindrances impeding the smooth progress of this communication process (Kabkoub & Briwass, 2015), and the cultivation of leadership style fostering a work environment free from tension (El Koudairi, 1991). Additionally, there is an ongoing requirement for diversification in skills and knowledge renewal at the organizational level, achievable through participation in training programs (Parent, 1999). These programs play a crucial role in shaping an individual's perspective on their career path within the organization (Ito & Brotheridge, 2005).

The space and internal surroundings of work and the physical requirements it includes, such as equipment, the work location, and working hours (Benrahmoune, 2013), along with organizational aspects encompassing both formal regulations governing workflow and informal dynamics tied to personal and social relationships within the workplace, exert a significant influence on the individual satisfaction, and encouraging them to stay in the organization (Al-Shinawani, 1992). Conversely, the individual's feeling that his job tasks are disappearing due to routine and low responsibility and self-esteem for work creates a kind of boredom in him, and thus he seeks to search for alternatives (Boyar & al., 2012). While the third variable concerns economic aspects. Based on the findings from studies conducted by Cotton and Tuttle (1986), Lynch (1991), and Park et al. (1994), it has been observed that there exists an inverse correlation between the unemployment rate and voluntary turnover rates within organizations. This negative relationship stems from the fact that limited job market availability intensifies competition for available positions, motivating individuals to remain more committed to their current jobs. In contrast, when job opportunities increase, individuals tend to seek the most favorable options, leading to a higher likelihood of leaving their current organization for another one (Steel & Lounsbury, 2009).

## METHODOLOGY

As mentioned earlier, the current study aims to understand the determinants that could stand behind the high rates of managers' voluntary turnover in the Algerian company. Within this context, this section summarizes the methodological framework employed at the field level, which was carried out at the level of the Algerian Canning Plant. Employing a quantitative approach, we distributed a questionnaire to 87 managers holding various positions within the company under study and they possess previous experience in other companies [see Table 1], the answers to the items in this questionnaire were according to a Fifth Likert Scale.

To analyze the collected data, Principal Components Analysis (PCA) was employed, a statistical method that synthesizes the data by constructing a small number of new variables by several inter-correlated quantitative dependent variables, its purpose is to extract the important information, to represent it as a set of new orthogonal variables called principal components (Carricano & Poujol, 2009). All of this through SPSS program in its 19th edition.

According to the data presented in Table 1, it is evident that the majority (81,6%) of the company's executives are male, totaling approximately 71 individuals, while the remaining 18,3% are female. The reason for this gender disparity may be due to several reasons, the most important of which is the nature of the company's activity, which requires the presence of this type of human resources in the production process, and the majority of respondents (84,9%) are people with an average age ranging between 31-50 years.

Table 1

Statistical summary of survey respondents

The variable	Category	Frequency	%
Gender	Male	71	81,6
	Female	16	18,3
Age	≤ 30	05	5,7
	31- 40	42	48,2
	41- 50	32	36,7
	≥ 51	08	9,1
Marital status	Single	13	14,9
	Married	74	85,0
	Separated	00	00
	Widowed	00	00
Years of service in the current company	≤ 4	47	54,0
	5- 9	24	27,6
	10 -14	11	12,6
	≥ 15	5	5,7
Years of service in outside of the company	≤ 4	21	24,1
	5- 9	36	41,3
	10 -14	27	31,0
	≥ 15	3	3,4

Source: Calculated by author based on the questionnaire and SPSS outputs

In terms of marital status, the result revealed that the majority of the managers included in the study were married, with a percentage of 85%, and the rest were single, with a percentage of 14,9%, including no divorced or widowed people among the sample. Furthermore, the results also showed that 81,6% of the respondents had work experience don't exceed up to 9 years in the current company, versus 65,4% outside the company, and these ratios are considered an indication of the company's interest to experience when recruiting.

## RESULTS

### Kaiser-Meyer-Oklin Measure

As depicted in the table (3) below, the value of the Olkin measure reached (0.641), which is greater than (0.5). This indicates an increase in the reliability of the determinants that we obtain from factor analysis and we also judge the adequacy of the sample size. Additionally, the value of the significance level for the Bartlett's test is equal to (0.000) which is less than (0.05), this implies that the correlation matrix equals the unit matrix, and there is a correlation between some variables in the matrix, so factor analysis can be performed.

Table 2

KMO and Bartlett's Test

Kaiser-Meyer-Oklin Measure of Sampling Adequacy		,641
Bartlett's Test of Sphericity	Approx. Chi-Square	1173,276
	df	153
	Sig.	,000

Source: Calculated by author based on SPSS outputs.

### Communalities

The following table displays the amount of shared variances (commonness) for each statement after the process of extracting its latent factors.

*Table 3*

*Communalities*

		<b>Ini</b>	<b>Ext</b>				<b>Ini</b>	<b>Ext</b>
A1	Limited of wages and rewards system...	1,000	,820	A10	Bias in granting privileges		1,000	,705
A2	Not receiving subsidies and loans	1,000	,857	A11	Lack of courses and training opportunities		1,000	,855
A3	Not getting opportunities for promotion	1,000	,593	A12	Absence of planning for training programmes		1,000	,861
A4	Absence of dynamism at work (routine)	1,000	,613	A13	Lack of a clear career path for promotion		1,000	,882
A5	Ambiguity of job responsibilities and tasks	1,000	,719	A14	Conflicting career path and ambitions		1,000	,841
A6	Incompatibility between formation and position	1,000	,586	A15	Distance of the place of work from the place of residence		1,000	,772
A7	Difficulty in contacting officials	1,000	,597	A16	Conflict between working hours and family responsibilities		1,000	,797
A8	Absence of support and encouragement from superiors	1,000	,783	A17	Diversity of job opportunities		1,000	,776
A9	Misuse of power by officials	1,000	,735	A18	Better job offers outside the company		1,000	,631
Extraction Method: Principal Component Analysis.								

*Source: Calculated by author based on SPSS outputs.*

The table results show the subscription values of the determinants, i.e. contrast ratio of the variable that can be explained by the factors. The column for (Initiales) shows the assumed initial subscription for each variable and its value is (1.000), while the column (Extraction) contains the subscription of each variable after extracting the factors from the analysis. For example : The subscription of the variable “lack of a clear career path for promotion” was 0.882, which means that the determinants extracted from the analysis explain 88% of the variance of this variable. The basic components analysis method was used to extract the subscriptions, which is indicated at the bottom of the table.

### Total Variance Explained

Using the Scree Plot associated with the linear components (elements) before and after the extraction process and after the recycling process, the results summarized in the table below were reached.

**Table 4**  
*Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	% Cumulative	Total	% of Variance	% Cumulative	Total	% of Variance	% Cumulative
1	6,769	37,606	37,606	6,769	37,606	37,606	3,212	17,846	17,846
2	1,982	11,011	48,617	1,982	11,011	48,617	3,198	17,769	35,615
3	1,725	9,581	58,198	1,725	9,581	58,198	2,406	13,368	48,982
4	1,558	8,653	66,852	1,558	8,653	66,852	2,357	13,096	62,079
5	1,389	7,719	74,571	1,389	7,719	74,571	2,249	12,492	74,571
6	,975	5,418	79,989						
7	,773	4,293	84,282						
8	,650	3,612	87,894						
9	,463	2,570	90,463						
10	,394	2,187	92,651						
11	,346	1,920	94,571						
12	,299	1,662	96,232						
13	,191	1,063	97,295						
14	,179	,992	98,287						
15	,129	,719	99,006						
16	,076	,420	99,426						
17	,069	,382	99,808						
18	,034	,192	100,000						

Extraction Method: Principal Component Analysis.

Source: Calculated by author based on SPSS outputs.

Through the results of the table above, it was obtained through the process of extracting the factors whose the eigenvalues exceeded one out of five determinants, while the other factors did not reach one and were therefore ignored. According to the results of the total variance explained, the first factor was able to explain 37,606% of the total variance with eigenvalue 6,769, while the second factor was able to explain 11,011% with eigenvalues 1,982, while the third factor explained 9,581% with eigenvalues 1,982 1,725, and the fourth and fifth factors are 8,653% and 7,719%, respectively, with eigenvalues 1,982 1,558 and 1,389. Based on collecting the previous variances, we find that the factors were able to explain 74.571% of the total variance of the study data, which is an acceptable value, which means benefiting more from the results of the factor analysis. The following figure shows the ranking of the determinants according to the Scree Plot value.

A graph of the eigenvalues Scree Plot of the various factors to which the change is attributed shows that these factors disappear sharply as successive factors are extracted, and that the aggregate begins to appear between the first factor and the fifth factor, while we find that the sixth factor corresponds to a latent root of less than one. Accordingly, the first five factors are retained.

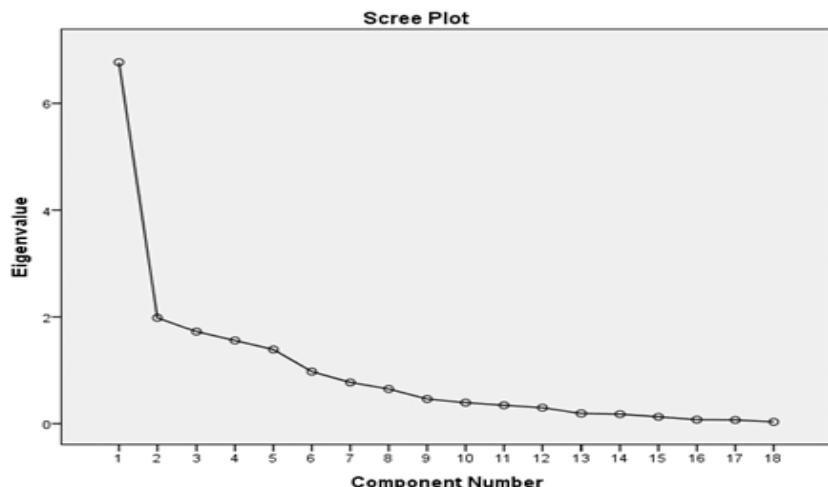


Fig. 1. Scree Plot

Source: Calculated by author based on SPSS outputs.

### Determining the factors using the components matrix

In order to determine all the loading values for the determinants with the basic components matrix, a certain percentage was given for the disappearance of the loading, which was set at (0.6), and accordingly, loadings exceeding this number are accepted.

#### Component Matrix

When the factors are orthogonal, the saturation on the factors can be estimated by the correlation coefficients between the variables and the factors. Therefore, the greater the amount of total variance, the greater the absolute values of saturation, as shown in the table below:

Table 5  
Component Matrix<sup>a</sup>

	Component				
	1	2	3	4	5
Conflicting career path and ambitions	,792	-,246	-,295	,159	-,202
Absence of support and encouragement from superiors	,758				-,446
Bias in granting privileges	,740		,346	-,189	
Conflict between working hours and family responsibilities	,708	-,402	,217	,281	
Diversity of job opportunities	,695	,267	,227	,318	,262
Misuse of power by officials	,687	-,483	,104	-,117	
Difficulty in contacting officials	,676		,362		
Absence of dynamism at work (routine)	,660			-,416	
Lack of courses and training opportunities	,656		-,470	,176	,407
Not getting opportunities for promotion	,617		-,204	-,299	-,285
Lack of a clear career path for promotion	,591	-,384	-,591		-,180
Absence of planning for training programmes	,587	,314	-,585		,264
Ambiguity of job responsibilities and tasks	,564	,115		-,557	,275
Not receiving subsidies and loans	,520	,647	,110	,329	-,217
Limited of wages and rewards system...	,338	,602	,102	,233	-,528
Distance of the place of work from the place of residence	,239	-,578	,376	,490	
Incompatibility between formation and position	,454	,167	,351	-,454	,149
Better job offers outside the company	,446	,212	,161	,267	,539

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

*Source: Calculated by author based on SPSS outputs.*

In factor analysis, the determinants extracted before rotation are less accurate, and therefore these results must be improved by rotation, which is what was done, and the results were as follows:

**Table 6**  
*Rotated Component Matrix<sup>a</sup>*

	Component				
	1	2	3	4	5
Ambiguity of job responsibilities and tasks	,770	,186	-,128	,261	
Incompatibility between formation and position	,749			,100	
Bias in granting privileges	,688	,160	,346	,171	,238
Absence of dynamism at work (routine)	,646	,423			,104
Difficulty in contacting officials	,573	,135	,421	,147	,227
Lack of a clear career path for promotion		,914	,156	,140	
Conflicting career path and ambitions	,167	,776	,348	,214	,211
Not getting opportunities for promotion	,442	,591			,215
Distance of the place of work from the place of residence	-,119		,868		
Conflict between working hours and family responsibilities	,255	,323	,743	,267	
Misuse of power by officials	,457	,492	,528		
Lack of courses and training opportunities	,118	,504		,766	
Better job offers outside the company	,210	-,138	,249	,704	,102
Absence of planning for training programmes	,101	,522	-,245	,702	,159
Diversity of job opportunities	,306		,363	,620	,406
Limited of wages and rewards system...					,898
Not receiving subsidies and loans	,127			,352	,845
Absence of support and encouragement from superiors	,384	,494	,318		,537
Extraction Method: Principal Component Analysis.					
Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 11 iterations.					

*Source: Calculated by author based on SPSS outputs.*

After performing the rotation process, it becomes clear to us from the results of the table above that there are changes in the level of the degree of saturation, as we find that five determinants were extracted, the first determinant being the most important factor, and it explains 17.84% of the total variance, with varying saturation values for the expressions, ranging between (0,770 - 0,646), the latter were represented, respectively, in the following: (Ambiguity of job responsibilities and tasks, incompatibility between formation and position, bias in granting privileges, absence of dynamism at work -routine-). It is noted that most of these phrases are matters related to the content of Job and leadership style. Accordingly, this factor can be called (*The job content and its management style*).

Regarding the second determinant, which is not very far from the first factor in explaining the phenomenon with 17.76% of the variance remaining after extracting the first factor, it includes two variables (The lack of a clear career path for promotion, and the conflicting career path and ambitions), with saturation values reaching at respectively (0,914 - 0,776), it is noted that both factors relate to the career path, and therefore this factor can be called (*Career path planning*).

Returning to the third variable, we find that it also includes two variables (Distance of the place of work from the place of residence, and conflict between working hours and family responsibilities), with an explanation rate for the phenomenon amounting to 13.36% and saturation value (0,868 - 0,743), and it is noted that the workers are related to the internal space of work, Hence, this factor can be called (*Working conditions*).

As for the fourth determinant, it explains 13.09% of the phenomenon from the variance remaining after extracting the first, second, and third factors, and it includes four variables (Lack of courses and training opportunities, better job offers outside the company, absence of planning for training programmes, and diversity of job opportunities), with varying saturation values for the expressions, ranging between (0,766 - 0,620), and it can be called (*Formation level and work alternatives*).

While the fifth determinant explains 12.49% of the phenomenon, with saturation values reaching respectively (0,898 - 0,845), and it includes two variables (Limited of wages and rewards system..., and absence of support and encouragement from superiors). It is noted that the two phrases are factors and influences that the organization creates for its employees in the work environment with the aim of mobilizing their abilities and directing their behavior in a better way, and thus this factor can be called (*Material incentive*).

## DISCUSSION OF RESULTS

The purpose of this research is to identify the determinants influencing managers' voluntary turnover within the company. Findings from the field study conducted at the level of the Algerian Canning Plant the correlation of managers' voluntary turnover, i.e. the possibility of resigning from the company, with five reasons, the first three of which (job content; career path planning; working conditions) are of an organizational nature, while the fourth reason (training and work alternatives) is of an economic organizational nature. While the fifth reason (material incentive) is in the category of material variables.

As noted earlier, the primary determinant leading a manager to leave a company is job content. This is influenced by various characteristics such as repetition (routine), perceived importance, and the individual's ability to achieve, and others. These determinants can have a negative impact on the individual's feeling about his current job (Halawani, 2000; Boyar & al. 2011). This reason is accompanied by the leadership style, as supervision is considered to be a determinant of the nature of the relationship between the boss and his subordinates. Adopting a considerate and supportive leadership approach can foster loyalty among subordinates, leading to increased job satisfaction and potentially reducing voluntary turnover (Ng'ethe & al. 2012).

The second potential determinant for managers' voluntary turnover is attributed to career path planning, as indicated by both Arthur and Rousseau (1996). Individuals develop new concepts about their professional lives, and their lack of opportunities for career advancement can contribute to their departure (Shen & al. 2004). Therefore, an organization's establishment of general frameworks regarding career path development and its continuous support contribute to shaping a managers' clear vision of their professional future within the organization, ultimately increasing their satisfaction and reinforcing their loyalty towards it (Shukla & Sinha, 2013).

The third determinant, which is called working conditions, is related to the environment surrounding an individual in their work. This involves creating a spatially favorable and comfortable work environment, thereby reducing feelings of boredom, stress, and fatigue. These determinants are known to significantly impact job satisfaction (Shamsuzzoha & Shumon, 2010). The better these conditions are for effective work, the more individuals feel capable of making a difference (Zeytinoglu & Denton, 2008). This, in turn, increases their willingness to stay and work within the same organization (Juliet, 2010).

Training stands out as a significant determinant contributing to managers' voluntary turnover, as trained individuals tend to increase self-esteem, enhance confidence in solving problems, and thus increase their commitment to work (Hong & al. 2012). Moreover, Hassan et al (2013)

confirmed that training provides many advantages, similar to career development, and in the same context, the results of the study conducted by Fletcher, Alfes & Robinson (2016) revealed that there is a positive relationship between training and managers' voluntary turnover. When managers have high self-efficacy as a result of their participation in training courses, they tend to stay in their workplace. Their work instead of leaving it, and therefore training is able to provide employees with updated knowledge, which will enhance their commitment to work, and in turn lead to the possibility of them remaining in the organization (Kakar & al. 2017). This determinant is accompanied by job alternatives, the prevailing economic conditions enable individuals to assess the dynamics of the labor market, form perceptions about potential scenarios and alternatives, and engage in a comparative evaluation against their current situation (Price, 2001; Boyar et al. 2012), in which a link was made between external employment opportunities and the rate of voluntary turnover, through its direct impact on the level of job satisfaction, because Visualizing many alternatives may increase the likelihood of achieving greater job satisfaction.

While the fifth determinant is due to weak material motivation, regardless of the moral aspect, because the limited material factors, such as wages, rewards, etc., constitute a requirement for survival in the organization (Guthrie, 2000; Luna-Arcos & Camps, 2007). Bula's study (2012) supported this notion, where its overall results indicated the nature of the negative relationship that exists between financial return and voluntary turnover, as the latter is considered a generator of activity and effectiveness, and the organization uses it to push its employees to comply with its regulations and rules, as well as its current and future employment policy (Henneberger & Sousa-Poza, 2007).

## CONCLUSIONS

The changes witnessed by the surroundings of the Algerian company after the shift from a directed and planned economy to a market economy revealed important repercussions that affected various levels, including those related to human resources, and specifically the phenomenon of managers' voluntary turnover, meaning leave the company in order to another.

The results of the research into the determinants of managers' voluntary turnover at the Algerian Canning Plant, revealed the existing relationship between many variables of an organizational nature (job content; career path planning; working conditions; training), economic nature (work alternatives), financial nature (material incentive), and voluntary turnover rates, which could guide employers in redirecting their efforts to address undesirable behavior and emphasize the importance of maintaining a strong relationship with human resources, what may give a concept of human resources that goes beyond the classical dimension, which is seen as an abstract characteristic that does not contain indicators of mobility and excellence, and thus becomes as a tangible asset, contributing substantial value to the company's physical capital.

At the same time, the results can open the field of research to conduct more future studies on voluntary turnover to know the trends of the individual at the job and the extent to which he thinks about leaving the organization and why? This is to try to discover other determinants that were not addressed in this study, or to compare the phenomenon of voluntary turnover between different sectors in the labor market and which one is more attractive and less leakage.

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## APPENDICES

*Correlation matrix*

	A1	A2	A3	A4	A5	A6	A7	A8	A9	A10	A11	A12	A13	A14	A15	A16	A17	A18	
Correlation	A1	1,00 0	,688	,260	,172	,063	,135	,106	,417	-,092	,312	,052	,224	,049	,237	-,021	,080	,255 ,119	
	A2	,688	1,00 0	,280	,236	,150	,207	,268	,484	,098	,316	,325	,394	,016	,315	-,038	,230	,605 ,307	
	A3	,260	,280	1,00 0	,482	,382	,378	,222	,489	,494	,370	,334	,324	,523	,448	,052	,239	,251 ,134	
	A4	,172	,236	,482	1,00 0	,491	,479	,475	,443	,400	,423	,305	,314	,424	,507	,002	,354	,288 ,224	
	A5	,063	,150	,382	,491	1,00 0	,465	,364	,275	,334	,575	,385	,399	,146	,282	-,122	,340	,276 ,169	
	A6	,135	,207	,378	,479	,465	1,00 0	,289	,253	,192	,405	,108	,103	,012	,210	,056	,243	,287 ,320	
	A7	,106	,268	,222	,475	,364	,289	1,00 0	,646	,503	,600	,180	,206	,242	,441	,094	,496	,584 ,336	
	A8	,417	,484	,489	,443	,275	,253	,646	1,00 0	,562	,537	,301	,280	,441	,654	,088	,505	,460 ,134	
	A9	-,092	,098	,494	,400	,334	,192	,503	,562	1,00 0	,689	,391	,154	,470	,542	,351	,547	,355 ,118	
	A10	,312	,316	,370	,423	,575	,405	,600	,537	,689	1,00 0	,366	,278	,188	,381	,169	,512	,523 ,264	
	A11	,052	,325	,334	,305	,385	,108	,180	,301	,391	,366	1,00 0	,754	,498	,552	,014	,412	,553 ,407	
	A12	,224	,394	,324	,314	,399	,103	,206	,280	,154	,278	,754	1,00 0	,516	,494	-,187	,241	,432 ,322	
	A13	,049	,016	,523	,424	,146	,012	,242	,441	,470	,188	,498	,516	1,00 0	,796	,184	,402	,133 ,118	
	A14	,237	,315	,448	,507	,282	,210	,441	,654	,542	,381	,552	,494	,796	1,00 0	,268	,659	,395 ,188	
	A15	-,021	-,038	,052	,002	-,122	,056	,094	,088	,351	,169	,014	-,187	,184	,268	1,00 0	,645	,220 ,191	
	A16	,080	,230	,239	,354	,340	,243	,496	,505	,547	,512	,412	,241	,402	,659	,645	1,00 0	,451 ,323	
	A17	,255	,605	,251	,288	,276	,287	,584	,460	,355	,523	,553	,432	,133	,395	,220	,451	1,00 0	,499
	A18	,119	,307	,134	,224	,169	,320	,336	,134	,118	,264	,407	,322	,118	,188	,191	,323	,499	1,00 0

Source: Calculated by author based on SPSS outputs.

## ДЕТЕРМІНАНТИ ДОБРОВІЛЬНОЇ ПЛІННОСТІ МЕНЕДЖЕРІВ В АЛЖИРСЬКИХ КОМПАНІЯХ: CASE STUDY

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Зміни в економічному середовищі Алжиру, особливо після відкриття національного ринку для глобальної торгівлі з початку дев'яностих років і конкурентних переваг, які це принесло, призвели до зрушень на рівні створення вартості, яка перейшла від експлуатації природних ресурсів до оцінки людських ресурсів, і тут багато компаній опинилися перед необхідністю найму людських ресурсів, здатних управляти і нести відповідальність за поліпшення продукту або послуги, зберігаючи їх, щоб підвищити своє виживання, тобто зберегти їх і знизити рівень добровільної плинності. У цьому контексті дане дослідження має на меті визначити найважливіші детермінанти, що впливають на рівень добровільної плинності кадрів в алжирських компаніях. Для досягнення цієї мети було використано кількісний підхід: ми розповсюдили анкету серед 87 менеджерів, які працюють на Алжирському консервному заводі, займають різні посади в досліджуваній компанії та мають попередній досвід роботи в інших компаніях. Для аналізу зібраних статистичних даних за допомогою програми SPSS було застосовано метод головних компонент (PCA). Визначено, що зміни, які відбулися в оточенні алжирської компанії після переходу від директивної та планової економіки до ринкової, виявили важливі наслідки, які торкнулися різних рівнів, у тому числі й тих, що пов'язані з людськими ресурсами, зокрема, явища добровільної плинності менеджерів, тобто переходу з однієї компанії в іншу.

Результати дослідження детермінант добровільної плинності менеджерів на Алжирському консервному заводі виявили існуючий взаємозв'язок між багатьма змінними організаційного характеру (зміст роботи; планування кар'єри; умови праці; навчання), економічного характеру (альтернативність роботи; умови праці); (зміст роботи; планування кар'єри; умови праці; навчання), економічного характеру (альтернативи роботи), фінансового характеру (матеріальне заохочення) та показниками добровільної плинності, що може допомогти роботодавцям переорієнтувати свої зусилля на боротьбу з небажаною поведінкою та підкреслити важливість підтримки міцних відносин з людськими ресурсами, що може дати концепцію людських ресурсів, яка виходить за рамки класичного виміру, який розглядається як абстрактна характеристика, що не містить показників мобільності та досконалості, і, таким чином, перетворюється на відчутний актив, який вносить суттєву цінність у фізичний капітал компанії. Результати показали, що добровільна плинність менеджерів в алжирській компанії пов'язана з п'ятьма змінними, які перераховані в порядку убування: зміст роботи і стиль управління, планування кар'єри, умови праці, рівень освіти та матеріальне заохочення.

**Ключові слова:** добровільний оборот, детермінанти, керівник, алжирська компанія.