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Navigating the Workplace Upheaval and its Impact on Employee Retention and Turnover

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ABSTRACT

In today's dynamic organisational landscape, where workforce stability is crucial for sustained success, the phenomenon of workplace upheaval significantly impacts employee retention and turnover. This research paper seeks to comprehensively explore the multifaceted implications of this upheaval, particularly focusing on its ramifications in industries characterised by high turnover rates, such as IT recruitment.

Beginning with a thorough examination of the concept of employee retention, the paper elucidates its importance as a cornerstone of organisational success, emphasising its role in fostering employee engagement, satisfaction, and long-term commitment. Factors influencing retention, including job satisfaction, company culture, and employee engagement, are identified as critical determinants, shaping organisational strategies to mitigate turnover.

Key themes explored include the effects of workplace upheaval on employee morale, job satisfaction, and commitment to the organization. Additionally, the study investigates the role of leadership, communication, and organizational culture in mitigating or exacerbating turnover during times of change. Furthermore, it examines the effectiveness of retention strategies implemented by organizations and identifies best practices for fostering resilience and adaptation among employees amidst upheaval.

The findings of this research contribute to the existing body of knowledge on organizational change management and employee retention by offering actionable insights and recommendations for HR practitioners and organizational leaders. By understanding the challenges and opportunities presented by workplace upheaval, organizations can proactively cultivate a supportive work environment that promotes employee well-being, engagement, and retention in the face of change.

Introduction

Employee Retention can be defined as "an organization's ability to keep its employees engaged, satisfied, and motivated to stay with the company over an extended period. It is a critical aspect of human resource management and organizational success". High employee retention rates indicate that a company is successful in retaining its talent, reducing employee turnover, and maintaining a stable and experienced workforce.

Employee retention strategies in an organization can be affected by several factors such as Job/employee satisfaction, company culture, employee engagement, workplace environment Effective employee retention strategies involve a combination of these factors, tailored to the specific needs and preferences of the workforce and aligned with the organization's goals and values. Organizations that excel in employee retention typically experience improved productivity, reduced recruitment costs, and a stronger competitive advantage in the market.

In the current scenario, employee retention is a major concern because it is being seen these days that recruiters or more precisely IT recruiters are facing challenges in retaining their employees over a particular period of time. Now this has an impact on those employee's job satisfaction. They don't feel motivated enough to visit the office and give their best at work; this leads to employee turnover.

To understand the study more precisely, we need to understand the concept of employee turnover. In simple terms, **employee turnover** often refers to the rate at which employees leave their jobs and are replaced by new hires within an organization over a specific period of time. Turnover is broken down into two types: voluntary, where people leave of their own volition, and involuntary, where people have been terminated or were part of a seasonal layoff or reduction in force.Employees who voluntarily leave their jobs are often seeking more money and better benefits, career progress, a more optimal work/life balance, or to escape an ineffective or toxic manager.

Employee turnover can result in increased costs for the company, as well as hinder its productivity and efficiency due to the departure of top talents and experienced employees. Replacing them necessitates a significant investment in terms of time, finances, and effort, often requiring a fresh start. To mitigate these challenges, it is crucial to identify, acknowledge, incentivize, and retain top talents within the organization.

Literature Review

Bidisha Lahkar Das et al., Dr. Mukulesh Baruah conducted a literature review on Employee Retention (Das and Baruah #) which states number of writings of various authors whose study revolves around the are of employee retention which involves authors and sayings as below:

Maertz & Campion et al.(1998) stated "relatively less turnover research has focused specifically on how an employee decides to remain with an organisation and what determines this attachment. retention processes should be studied along with quitting processes"

 Researchers such as **Amadasu(2003); Taplin et al.(2003); Gberevbie(2008)** have found that if appropriate employee retention strategies are adopted and implemented by organisations, employees will surely remain and work for the successful achievement of organisational goals.

Kaliprasad (2006) emphasized that an organization's ability to retain employees hinges on effective management. He identified four interconnected processes crucial for a successful human resource management system: motivation, interaction, visioning, and learning.

 Gberevbie (Gberevbie and Daniel #)(2008) has stated that employee retention strategies refer to the plans and means, and a set of decision-making behaviour formulated by the organisations to retain their competent workforce for performance. "(Das and Buruah #)" In another study done by **Eldridge & Nisar, 2011; Terera & Ngirande, 2014**, the author talks about three types of challenges that companies face in the retention of employees. They are (1) stiff competition from rivals, (2) brain drain i.e. migration of skill labour from one's own country to another country which offers better opportunities, and rewards. and (3) companies are unable to predict the future requirements of employees and thus unable to take corrective action. "(Diwakar #)"

As per the research done by **John E. Sheridan (Sheridan #)** investigated the retention rates of 904 college graduates hired in six public accounting firms over a six-year period. Organizational culture values varied significantly among the firms. The variation in cultural values had a significant effect on the rates at which the newly hired employees voluntarily terminated employment. The relationship between the employees' job performance and their retention also varied significantly with organizational culture values. The cultural effects were stronger than the combined exogenous influences of the labor market and the new employees' demographic characteristics. The cultural effects are estimated to have resulted in over six million dollars' difference in human resource costs between firms with different cultural values. Implications for research on person-organization fit are discussed. ("Organisational culture")

Objectives of Research Study:

1. To examine the impact of employee turnover on the cost of the company.

2. To determine the role of work culture on employees' performance and productivity.

3. To analyse what majors can be taken to improve the work culture in order to increase employees satisfaction.

4. To identify the challenges faced by IT Recruiters while retaining their employees.

Research Methodology:

For this Research study, We are using both convenience and snowball sampling techniques because these methods are more convenient to use here while looking at the type of respondents and target audience. As We need to approach those who are easily available and accessible for us on the basis of proximity and ease of contact and it also gives us access to collect data from a pool of respondents without even meeting them physically but just by sitting at one place such as employees, HR Personals, etc

- **Research Method:**

We are using a descriptive Research type because our research study focuses on collecting data from employees, HR managers, HR Recruiters, HR Intern and HR people to understand their perspectives and experiences regarding workplace upheaval and its influence on employee retention and turnover. We are reaching out to 100 respondents to collect the data from.

- **Sample Size:**

I've considered 100 respondents which includes both employees and HR Personals.

- **Sampling Technique:**

I have used both Convenience and Snowball sampling for collection of data and the reason why I've used these two samplings is due to ease of contact and easy availability of respondent, also I am not able to meet great pool of respondents easily that is why Snowball sampling is used because the google form will be shared to one respondent and that respondent will be asked to share it with other relevant respondents.

Data Collection:

- **Primary Data:**

My data collection method involves utilising online Google Forms distributed among employees, HR Managers, and HR personnel. This approach allows you to efficiently gather data remotely from a broad spectrum of participants, encompassing those directly affected by workplace changes and those overseeing or managing these changes.

Primary data is collected using the following techniques:

- Interview by using questionnaire

- Own Observation

● **Secondary Data:**

- Corporate websites

- Internet/Books/Journals and other written data about company and Topics

The table categorizes factors influencing employee turnover into two main areas: work culture and retention. Work culture is divided into employee efficiency and job satisfaction, while retention encompasses compensation, salary, and challenges faced by HR professionals. This structured approach aims to analyze whether work culture or retention strategies have a greater impact on turnover.

Main Factor	Factor	Subfactors	Questions
- Employee Turnover	1. Organisational Culture	a) Job Satisfaction	Have you ever considered leaving your current job due to dissatisfaction with the work environment, workload, or compensation?
		b) Employee Efficiency	Have you ever noticed deterioration in your own performance and productivity because of the work environment at the times of internal workplace upheaval?
	2. Retention	a) Compensation and Salary	Are you satisfied with your current compensation package and benefits?
		b) Challenges faced by HR's	As HR, what challenges do you face while retaining the employees?

Data Interpretation and Analysis

1. Organisational Culture: Organization's work culture plays a crucial role in employee efficiency, job satisfaction and employee turnover.

a. Job Satisfaction:

The analysis of the provided data reveals that out of 50 respondents, 63.3% have considered leaving their current job due to dissatisfaction with the work environment, workload, or compensation. This suggests potential areas for improvement within the organisation to address employee concerns and enhance retention. Understanding and addressing these factors can lead to a more positive work environment and improved employee satisfaction and retention rates.

b. Employee Efficiency:

Analysis of the data from 50 respondents reveals that 55% noticed a deterioration in performance and productivity during internal workplace upheavals, while the remaining 45% did not. This highlights the significant impact of internal changes on employee effectiveness. Addressing factors contributing to performance decline, such as support and clear communication, is vital for maintaining productivity and well-being.
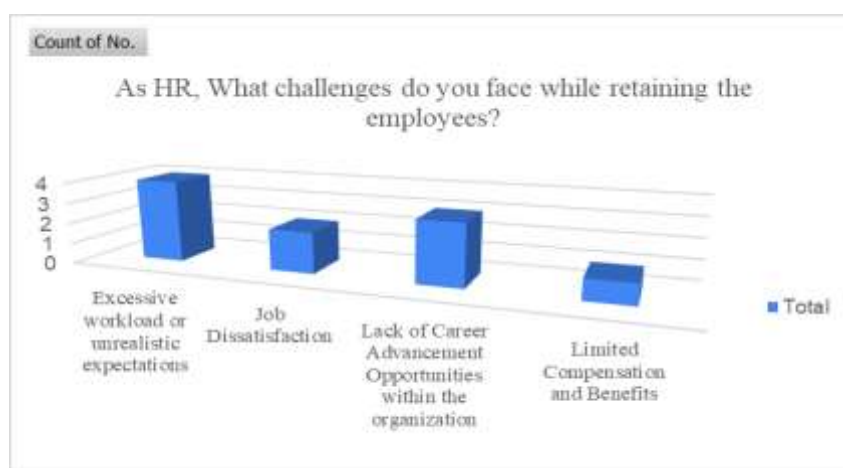
2. Retention:

a. Compensation and Salary:

Responses on satisfaction with the organization's retention policy range from 1 to 5, averaging around 3. While indicating a moderate level of satisfaction overall, there is notable variation in responses where employees are really less satisfied with their current compensation and package, suggesting potential room for improvement in retention strategies.

b. Challenges faced by HR's:

The primary challenge HR faces in retaining employees is excessive workload or unrealistic expectations. This suggests a need for HR to address workload management and set realistic expectations to enhance employee retention efforts.

Conclusion

In conclusion, the findings from this research underscore the significant impact of workplace upheaval on employee retention and turnover. Through analysis of employee responses, it becomes evident that factors such as poor retention policies, uncertainty about job security, and especially excessive workload or unrealistic expectations are key drivers influencing employees' decisions to leave during times of organizational change. Addressing these challenges through strategic interventions focused on workload management, communication, and support mechanisms is essential in mitigating turnover and fostering a positive work environment. By prioritizing employee well-being and implementing effective retention strategies, organizations can navigate workplace upheaval more effectively and cultivate a culture that promotes employee satisfaction, engagement, and long-term retention.

Suggestion

- Evaluate existing retention policies to ensure they align with the evolving needs of employees during times of change.

- Proactively manage workload expectations and set realistic goals to prevent employee burnout and dissatisfaction.

- Provide assurances about job security and stability during periods of upheaval to alleviate employee concerns and reduce turnover intentions.

- Create a culture of appreciation and recognition to boost morale and motivation.

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