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The Strategy of Employee Turnover Reduction & it's Effect on Organization: A Review

Md. Imtiaz Uddin Chowdhury BBA, MBA (AUB)

Human Resource Professional, Biswas Builders Limited, Dhaka -1205, Bangladesh.

E-mail : imtiazuddindhaka@gmail.com

ABSTRACT :

The paper “The Strategy of Employee Turnover Reduction and its Effect on Organization : A Review” aims to boost-up the performance of an organization by reducing the employee turnover through materialization of different scholars’ theories. Employee turnover, which refers to the rate at which employees leave an organization and are replaced by new hires, can expressively affect numerous aspects of organizational performance like in productivity, employee morale, customer satisfaction, brand loyalty, revenue collection, and other relevant performance issues. By materialization of some scholars’ theories about HRM strategies in organization the turnover rate can be retain in a minimum level. But it is mentioned here that all turnover is not harmful, leaders have to be able to distinguish between the engaged and disengaged employees. They have to retain a right balance by holding engaged one instead of disengaged which makes a better organizational working environment. Consequently this environment uplifted management/employees skills that accelerating the organizational performance as well as establish a brand.

Keyword : Turnover reduction, Theories of scholars, employee skills, Retain, Organizational performance.

Introduction :

It has been defined in a variety of ways by various scholars and academics. The term “turnover” is defined by Price (1977) as: “The ratio of the employees of organization who left in a particular period of time with the average number of employees in that organization during the same period of time”^[1] According to Currivan (1999), “Turnover is a behavior which describes the process of leaving or replacing employees in an organization”.^[2] Agnes (1999) defined turnover as “It is the ratio of number of workers that had to be replaced in a given time period to the average numbers of workers”.^[3] According to Khan (2014), turnover is defined as reversing an employee's position within an organization.^[4] According to Tett and Meyer (1993) turnover happens when individuals deliberately seek other organizations.^[5]

Employee turnover refers to the rate at which employees leave an organization and need to be replaced. It is an important metric that measures the stability of the workforce. The relationship between employee turnover and organizational performance is significant.^[6]

Employee turnover can be classified into two divisions : Voluntary turnover and involuntary turnover. Employees who voluntarily quit their jobs do so because they want to advance in their careers or find better jobs elsewhere (Atongdem & Combat 2019).^[7] If we demonstrate voluntary turnover – functional and dysfunctional turnovers may be compared and contrasted; when workers depart because they are unable to achieve the needed performance criteria is called functional turnover, on the other hand dysfunctional turnovers arise when engaged employees who satisfy the requisite performance requirements depart the organization. Turnover problems have long plagued the management of organizations due to the detrimental impact they have on their overall performance. Avoidable turnovers and unavoidable turnovers are the two types of dysfunctional turnovers.^[8]

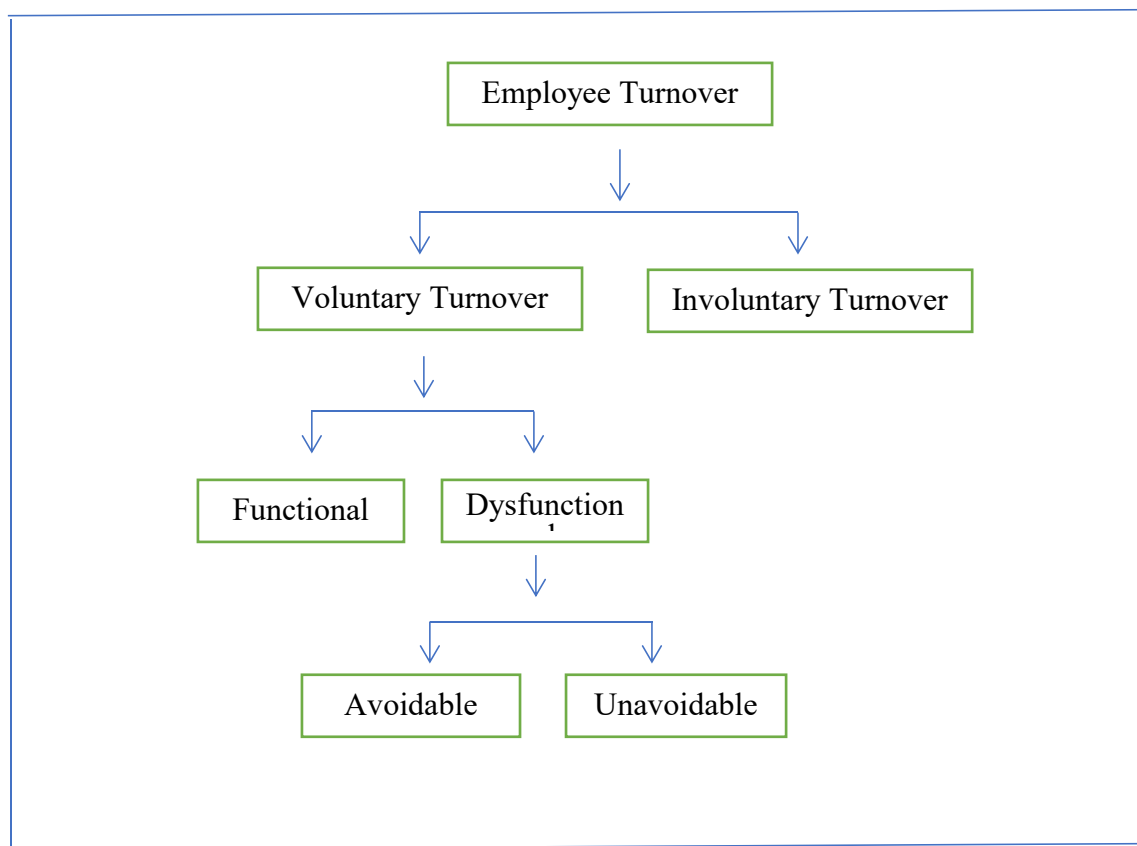


Figure 1.1 : Types of Employee Turnover

Dysfunctional turnover is further subdivided into avoidable and unavoidable turnover. Avoidable turnover is defined as turnover that might have been avoided by specific organizational actions, such as a salary rise or a new work assignment. Unavoidable turnover is defined as turnover that occurs due to unavoidable reasons. For example, an employee's death or a spouse's move (Iqbal, 2010).^[9]

Need of the Study :

Study on the impact of employee turnover reduction on organizational performance is crucial. It implies the strategies undertaken by organizations to decrease the number of employees leaving the company. This includes initiatives – improving job satisfaction, enhancing working conditions, offering competitive compensations. By reducing turnover it fosters positive organizational culture that implies the goal to improve the retention of skilled and experienced employees which reduce total organization's expenses as well as boost up a unique brand. 'Having a strong brand often gives you a steady stream of business. The more effort you put in building brand value, the greater the financial return. Once you have a strong brand, you'll notice customers are more likely to buy more, pay more, and make quicker purchase decisions while telling others how great your products or services are.'^[10]

Scope of the Study :

Employee turnover reduction is the strategies employers use to try to retain the employees in their workforce. It involves creating a positive work environment, fostering employee engagement, and implementing strategies to address the reasons why employees might leave. The scope of employee retention extends to all levels of an organization and encompasses various aspects, including recruitment, onboarding, training, compensation, benefits, and overall employee experience. These strategies for employees also help in better customer engagement. Clients feel more secure and cared for if their business is handled through a continuous association with one single employee or the same team of employees.

In employee turnover reduction, the role of Human Resources Management (HRM), become extremely vital. It is the responsibility of HRM to design, manage, and update various policies and processes through which staff retention can take place effectively. It is also instrumental in the creation of a working environment that facilitates professional development for different types of employees in organization and helps them create their own career path.

Methodology of the Study

The approach used in this research is descriptive qualitative, where to analyze research -previous studies relevant to this study, which can be used for further research. Some of data used in this study were obtained from secondary sources like academic media, reputable journals, and academic

platforms. A systematic literature review (SLR) is a careful and methodical effort in which all relevant research literature is identified, evaluated, and examined to provide answers to specific research queries. When conducting investigative analysis, it is essential to apply the literature review consistently in accordance with methodological assumptions.

Literature Review :

The impact of employee turnover reduction can save in an organization a lot of money and reduce the amount of time and other resources spent on recruitment, training, onboarding etc. efforts. It improves an organization's capacity to keep its employees for an extended length of time. It is an important part of human resource management and organizational performance. Organizational turnover reduction or employee retention is not just keeping employees on board rather creating an atmosphere where employees are motivated, engaged, and satisfied with their work, which helps to the overall success of the organization.

Cause of Employee Turnover : Though ambitious professionals are not content to secure a good job and collect paychecks until retirement notwithstanding we want to keep our expertise professionals for as long as we can. Many modern employees have career plans and desires to move up within their concern job fields. So employee turnover is both normal and necessary from employee part but we have to find out the cause of employee turnover. Having an employee experience program is a valuable way to stay ahead of undesirable turnover. Organization management should have to highly focus on the main causes of dysfunctional turnovers. Most of the time employee turnover varies on age, gender, demographic characteristics, and experiences of the employees.

Basically employee turnover causes for : (1) Poor management, (2) Inadequate career advancement, (3) Inadequate compensation, (4) Toxic work culture, (5) Excessive workload, (6) Poor onboarding, (7) Lack of recognition, (8) Job insecurity, (9) Lack of flexibility.

Poor management: Poor management produces poor results. In a poor management organization managers have not a proper knowledge or experience about relevant departmental works but they have more ego clashes. In this type of organizations managers are not appointed by proper recruiting process rather on the basis of direct recruitment through external sources. This types of managers have more ego complex about that he/she is the manager of a reputed company but he/she can't give any value to his/her subordinates. In this organizations have not any value in promotions.

Inadequate career advancement: When employees feel their careers are stagnating, their engagement levels plummet. They are less likely to be enthusiastic about their work, which can lead to a decline in productivity and overall job satisfaction.^[11] In this circumstance employees are always searching for a new job and consequently arises turnover.

Inadequate compensation: Compensation is important for employee retention because it helps companies avoid the high costs associated with turnover. Competitive compensation packages also help organizations attract and keep top talent and can lead to greater employee satisfaction, making it more likely employees will stay.

According to Lattice's SOPS report, [compensation](#) is the number one driver of employee turnover, with over half (55%) of employees leaving for jobs with higher compensation.^[12] Recent research by Harvard University revealed that increasing pay among warehouse workers by just one dollar per hour resulted in a 2.8% retention boost. Results also showed that every dollar per hour pay loss caused a 28% increase in turnover.^[13]

Toxic work culture: Toxic work environments can be a leading cause of employees leaving their jobs. Toxic cultures often involve bullying, harassment, lack of psychological safety, blame cultures, and excessive illegal competition, all of which can erode employee well-being.

Excessive workload: Excessive workload is one of a vital element for employee turnover. Job satisfaction decline and stress levels rise; employees are more likely to start looking for other job opportunities. Moreover it slower task performance and errors such as slips, lapses or mistakes. According to Arshad et al. (2020) and Gibson (2009), workload can have a negative impact on employee health due to too much pressure so that many employees decide to change jobs.^[14]

Poor onboarding: this is always an informative and respectful on-boarding process is absolutely essential for new hires. New employees who have a negative onboarding experience are more likely to leave the organization, especially within the first year.

Lack of recognition: Everyone likes to be praised or appreciated for their contributions of work, and when organizations provide formal and informal employee recognition programs, they see a substantial change in their productivity and efficiency. And in hostile environment their motivation level goes in severe decline consequently turnover rises.

Job insecurity: This is the most significant factor for which employees' productivity goes down and in such a situation they are trying to leave their job and searching for another one.

Lack of flexibility: Salary is no longer the top priority when it comes to employee benefits. In today's world, there are many factors that help drive employee engagement and retention. Employees with flexible schedules are less likely to call out sick, reducing absenteeism and improving productivity for their teams. On the other hand in stagnant environment instead of improving productivity they are searching for a new job which induce employee turnover in the organization.

These above causes influencing turnover intentions amongst employees which also classified them into two broad categories – Individual factors and Organizational factors; sometimes both two factors affect some variables like commitment, job satisfaction, personal agency, self-esteem etc., which in turn influences the turnover intentions. These factors may be considered as mediating factors.^[15]

A study done on Norwegian university staff revealed that the factors which influenced an individual's decision to change job were collegial relations (relations between colleagues), nature of work, and opportunities for professional development. Out of the three factors, collegial relations had a major influence on the quitting decision of staff. Further it was also established that the staff who found his work relatively less intrinsically satisfying had a high intention to leave the organization. Job satisfaction also had a major role to play in predicting intention to leave (Manger et al., 1990).^[16]

Methods to Control Employee Turnover : Regardless of their size, location, business strategy, or nature of business, companies have always been concerned about turnover rates. 'Studies have shown that cost related to directly replacing an employee can be as high as 50–60% of the employee's annual salary, but the total cost of turnover can reach as high as 90–200% of the employee's annual salary.'^[17] These costs include candidate views, new hire training, the internal recruiter's salary, the costs to retain a 3rd party recruiter, separation processing, job errors, lost sales, reduced morale and a number of other costs to the organization. Actually employee turnover create both direct costs (the expenses incurred in recruiting, selecting, training, and inducting new employees) and indirect costs (lower employee morale, increased pressure on those who remain, slower institutional learning). So this is necessary for a company to control this turnover for long jousting with its business rivals as well as sustainable growth.

The best way to retain employees is by providing them with job satisfaction and opportunities for advancement in their careers. The saying, good help is hard to find, is even truer these days than ever before because the job market is becoming increasingly tight (Eskildsen 2000, Hammer 2000). Eskildsen and Nussler (2000) suggest that employers are fighting to get talented employees in order to maintain a prosperous business.^[18] Ray Hammer (2000) as well as many other researchers/authors agree. Mark Parrott (2000) believes that, there is a straight line between employee satisfaction and customer satisfaction.

Implementing the right strategies to reduce turnover can help create a more engaging and productive workplace. Here are some effective employee retention strategies:

Enrichment of Career Uplifting Chance : Confirm competitive salaries and comprehensive benefits packages to all employees regardless of role, gender, tenure, tribe or color. By conducting regular salary reviews and benchmarking against industry standards, you can ensure your reimbursement benefits are fair and impartial. For example : '[HR assistant](#) Ahmed fills his days ensuring that the HR department's operations run smoothly. During the latest one-on-one with his manager, Ahmed discussed his desire for more autonomy. As a result of that discussion, his manager will assign him a project, deadline, and some guidelines from now on and trust that Ahmed will get the job done or reach out when necessary.'^[19]

Construct a Winning Culture : Create a caring and comprehensive workplace culture that enhances loyalty. Happy employees are more involved, creative, and more likely to stay at the organization. You can't build a winning culture in a single day. It starts by recruiting and hiring the right people for your organization who share the same values as your company's core values. Encouraging communication across all levels and departments ensures everyone has a shared goal, understands their role and wants to collaborate to be successful. Staff should be given the opportunities to ask questions and provide feedback regularly.

Reinforce Management Practices : Train managers of different departments to lead effectively and support their teams. By equipping managers/corporate leaders with the human-centered skills needed to work with a team that will be able to boost employee morale and reduce turnover. Actually people are not leaving their job rather leaving their supervisors/team leaders. So reinforcing this management practices it will have a strong effect on your organization's turnover. Start by implementing comprehensive training programs and providing managers with regular feedback. Finally, ensure you track employee sentiment over time so you can proactively flag areas of concern.

Respect, Recognize and Reward Employees : Respect is esteem, special regard, or particular consideration given to people. As the pyramid shows, respect is the foundation of keeping your employees. Recognition and rewards will have little effect if you don't respect employees. Recognize and celebrate employees' contributions to boost morale and retention. Employees who feel valued are more engaged, motivated, and likely to stay with the organization. Implementing recognition programs and celebrating achievements fosters a positive workplace culture. Establish a formal recognition system that regularly highlights individual and team successes. The goal for both can be summed up in the following equation:

Right Rewards → Right People → Right Reasons = Right Results

A good reward and recognition system is a "pulling" strategy. It pulls people into it because they see what is being rewarded and recognized, it feels good to be part of both the receiving (and hopefully the giving) of the rewards and recognition, and they want to be part of it.^[20] Agarwal (1998) gave an explanation to the term reward as something that the organization offers to the employees in response of the work as well as performance and something which is desired by the employees.^[21]

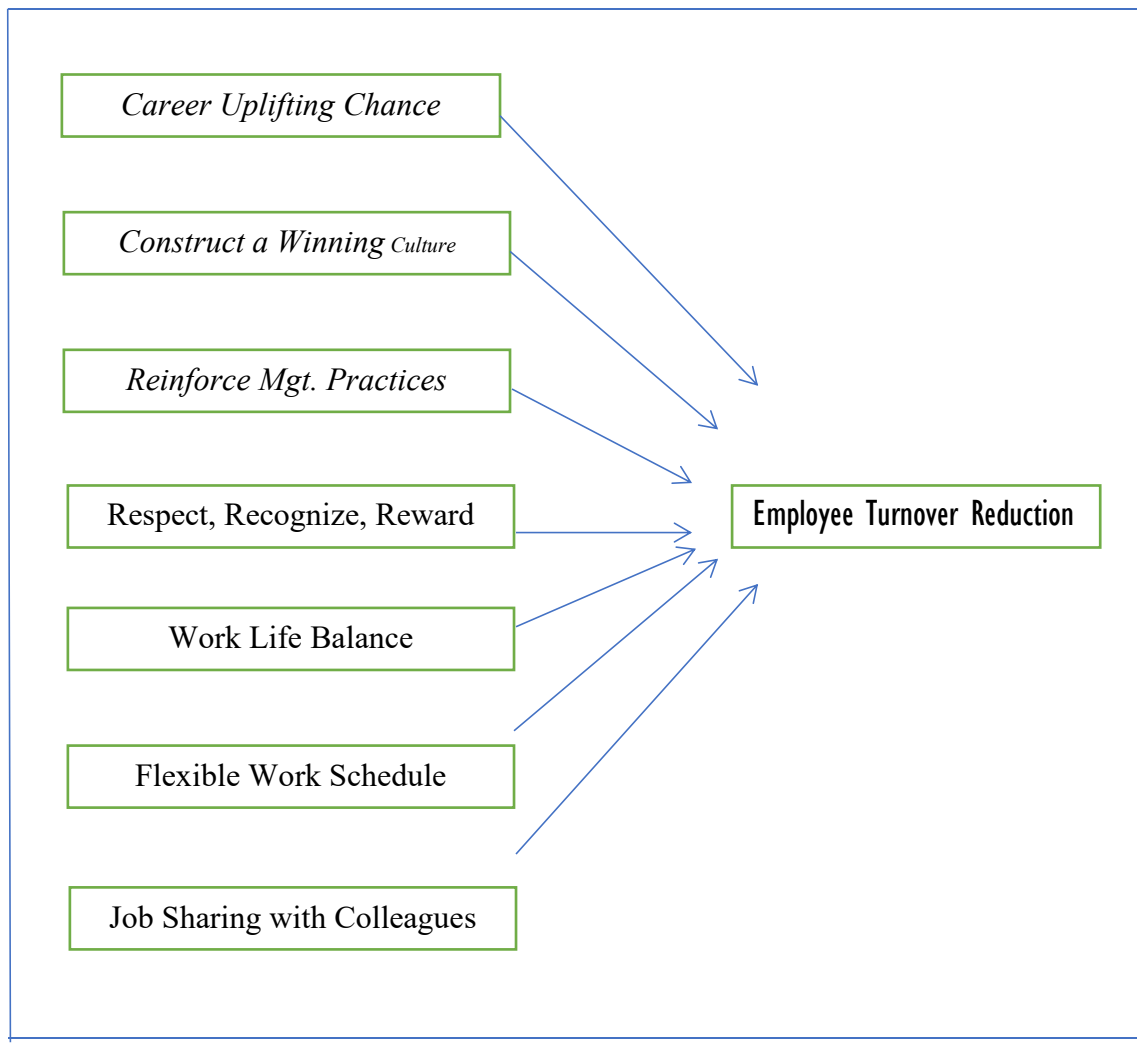


Figure 1.2 : Factors to Reduce Employee Turnover

Work Life Balance : Thompson and Prottas (2006), who investigate the relationships between organizational support for family requirements and turnover levels, find a link between informal organizational support and turnover intention.^[22] In more recent studies examine the way in which Japanese firms implement policies that support work–family balance, and find significant links between the employee support policies in place and the levels of female employee turnover (Yanadoria & Katob, 2010).^[23]

Flexible Work Schedule : Schedule flexibility is a work arrangement whereby employees are allowed to decide the time of day they start and stop their job-related work, usually around a band of core hours where each employee must be present (Baltes, B., Briggs, T., Huff, J., & Wright, J., 1999).^[24] Research examined the relationship between employee turnover intention and organization support such as supervisor support, flex time work family culture and co-worker support and they conclude that organization support reduced the employee turnover intention (Thompson & Prottas, 2005).

Job Sharing with Colleagues : Job sharing is a situation in which two workers or employees share the responsibilities and benefits of a single full-time position (Gliss, 2000).^[25] It means that it refers to a voluntary arrangement in which employees (usually two), with the approval of their employer, share a single job on an on-going basis.

Two people voluntarily share the responsibilities of one full-time job, allowing employers to retain valued employees who prefer to work part time (Singh, J., Goolsby, J.R. and Rhoads, G.K., 1994).^[26] This showed that retaining employees in an organization strongly cause by the voluntarily of workers itself to share their work with others. The relationship between job satisfaction, commitments and workloads as debated by Lee and Cummings (2008) in their systematic review on job satisfaction in front line managers highlights the importance of flexibility in job sharing and the importance of job satisfaction in retaining employees.^[27]

Theories to Retain Employees :

A way to understand how needs and rewards progress through an individual's career is by looking at Maslow's hierarchy theory. According to Maslow (1943), employees have five levels of needs: *physiological*, *safety*, *social*, *ego*, and *self-actualizing*. Maslow (1943) argued that lower-level needs are

first satisfied before the next higher level need would motivate employees. The hierarchy shows that people's response to reward is based on where they fall on the hierarchy. "At the bottom, we all have fundamental physiological survival needs (food, water, shelter, security), followed by the need for social interaction, then respect from others, then self-esteem, and finally a need for personal growth and development" (Gallos, 2006, p. 637)^[28]

In 1959, Frederick Herzberg published his two-factor theory of motivation. Feelings, attitudes and their connection with industrial mental health are related to [Abraham Maslow's](#) theory of motivation. His findings have had a considerable theoretical, as well as a practical, influence on attitudes toward administration. The two-factor theory developed from data collected by Herzberg from interviews with 203 [engineers](#) and [accountants](#) in the [Pittsburgh](#) area (a city in [Allegheny County, Pennsylvania](#), United States) chosen because of their professions' growing importance in the business world. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".

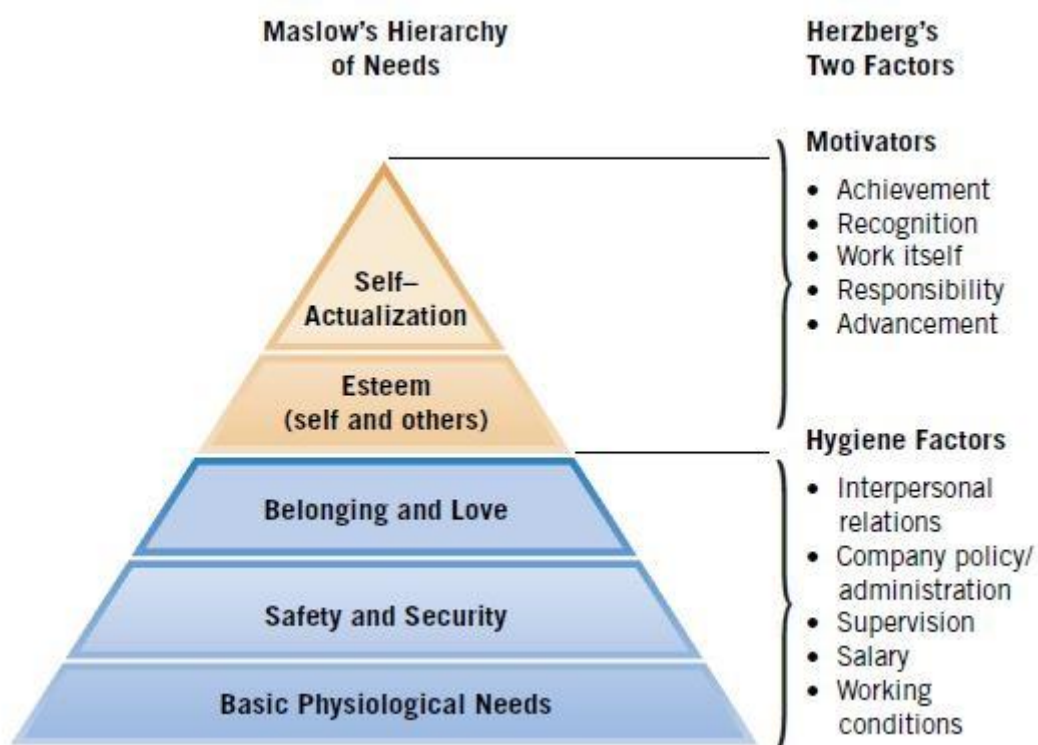


Figure 1.3 : Herzberg's Two Factor Theory with Maslow's Hierarchy of Needs

From analyzing these interviews, he found that job characteristics related to what an individual *does* — that is, to the nature of the work one performs — apparently have the capacity to gratify such needs as achievement, competency, status, personal worth, and self-realization, thus making him happy and satisfied. However, the *absence* of such gratifying job characteristics does not appear to lead to unhappiness and dissatisfaction. Instead, dissatisfaction results from unfavorable assessments of such job-related factors as company policies, supervision, technical problems, salary, interpersonal relations on the job, and working conditions. Thus, if management wishes to increase satisfaction on the job, it should be concerned with the nature of the work itself — the opportunities it presents for gaining status, assuming responsibility, and for achieving self-realization. If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the workplace environment — policies, procedures, supervision, and working conditions.^[29] If management is equally concerned with both, then managers must give attention to both sets of job factors.

Two-factor theory distinguishes between:

Motivators (e.g. challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.^[30]

Hygiene factors (e.g. status, [job security](#), [salary](#), [fringe benefits](#), work conditions, good pay, paid insurance, vacations) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. The term "hygiene" is used in the sense that these are maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices, or wages/salary.^[31] Herzberg often referred to hygiene factors as "KITA" factors, which is an acronym for "kick in the ass", the process of providing incentives or threat of punishment to make someone do something.

According to Herzberg, the absence of hygiene factors causes dissatisfaction among employees in the workplace. However, their presence does not ensure satisfaction entirely. There are several ways that this can be done but some of the most important ways to decrease dissatisfaction would be to pay reasonable wages, ensure employees job security, and to create a positive culture in the workplace. Herzberg considered the following hygiene

factors from highest to lowest importance: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers. Eliminating dissatisfaction is only one half of the task of the two factor theory. The other half would be to increase satisfaction in the workplace. This can be done by improving on motivating factors. Motivation factors are needed to motivate an employee to higher performance. Herzberg also further classified our actions and how and why we do them, for example, if you perform a work related action because you *have* to then that is classed as "movement", but if you perform a work related action because you *want* to then that is classed as "motivation". Herzberg thought it was important to eliminate job dissatisfaction before going onto creating conditions for job satisfaction because it would work against each other. Satisfaction of the employees can have multiple positive effects for the organization. For example, when the employees share their knowledge, they satisfy their social needs and gain cohesion within the group. Also, sharing knowledge helps others to create new knowledge, which also can reinforce the motivating factors.^[32] By sharing knowledge, the employees feel satisfied and with the new knowledge it can increase the organizations innovation activities.^[33]

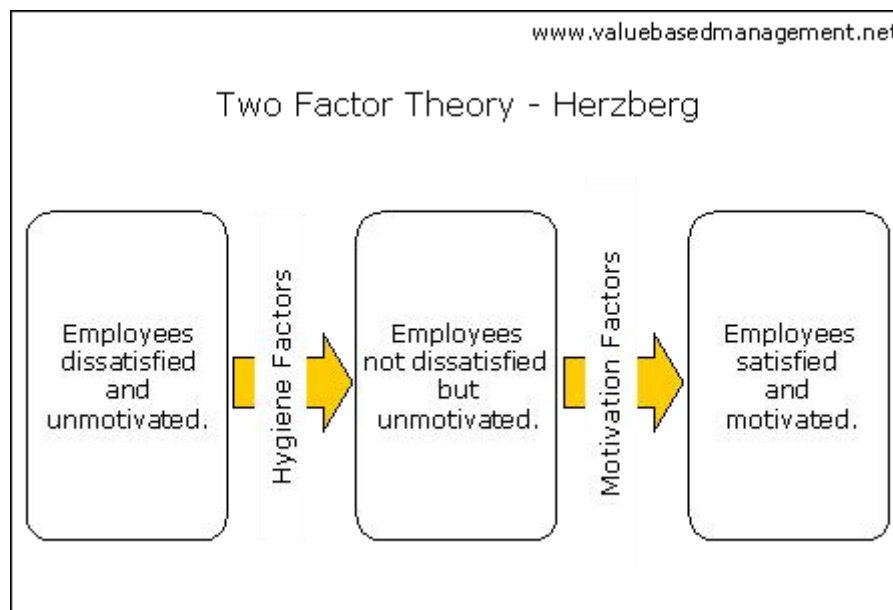


Figure 1.4 : Employee Satisfaction & Motivation through Herzberg's Two Factor Theory

According to the two-factor theory, there are four possible combinations:

1. High hygiene + high motivation: The ideal situation where employees are highly motivated and have few complaints.
2. High hygiene + low motivation: Employees have few complaints but are not highly motivated. The job is viewed as a paycheck.
3. Low hygiene + high motivation: Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par.
4. Low hygiene + low motivation: This is the worst situation where employees are not motivated and have multiple complaints.

Effect of Turnover Reduction in Organization :

Employee retention is a significant aspect in company performance. Here are few main reasons why it is critical to an organization's overall success^[34]:-

1. Cost-cutting measures : Employee turnover can be quite expensive. Time and resources are required for recruiting, onboarding, and training new staff. Organizations can lower these costs and utilize resources more efficiently by retaining people.
2. Expertise and Experience : Long-term employees gain valuable knowledge and competence in their positions. This expertise is useful for addressing difficult challenges, maintaining high quality standards, and contributing to the growth of the firm.
3. Reliability : Employees that are retained are more likely to regularly offer high-quality work. Consistency is critical, especially in businesses where customers anticipate consistent levels of service or product quality.
4. Productivity : Employees with more experience are more productive. They are familiar with the processes of the business and can operate more efficiently, contributing to more productivity and better results.
5. Creativity and Innovation : While experience is important, long-term employees can also contribute new ideas and innovation. They grasp the culture and goals of the organization, making it easier for them to recommend improvements and ideas.

6. Relationships with Customers : Employees who stay with a company might develop strong customer ties. These connections can lead to consumer loyalty and repeat business, which is critical for long-term success.
7. Employee Involvement : Employees who stay with a company might develop strong customer ties. These connections can lead to consumer loyalty and repeat business, which is critical for long-term success.
8. Knowledge Transferred that is Efficient : Retaining personnel allows for more effective mentoring and training of new hires. The smooth transfer of information guarantees that the organization's best practices and standards are upheld.
9. Reputation of the Brand : Organizations with a high staff turnover rate may find it difficult to attract top personnel and clients. As a result of high employee retention, the organization's brand can benefit.
10. Adaptability : Employees who have been with the company for an extended period of time are more flexible to changes and obstacles. They have a better awareness of the company's mission and principles, which can assist guide it through challenging times.
11. Compliance and Safety : Experienced staff are more likely to follow regulations in industries with high safety and compliance standards, lowering the chance of accidents, fines, and legal troubles.
12. Long Term Strategy : Employees who are retained are more likely to support the organization's long-term goals and strategy. They are invested in the company's success, which is necessary for efficiently executing long-term strategies.

The Downside to Employee Retention:

Though the cost of turnover can negatively impact a company's performance and profitability, not all turnover is harmful. As functional turnover is not avoidable; employees are not capable to fulfill the needs of organization rather infected the organizational culture by their immoral acts. In the short term, high rates of retention can save an organization a lot of money and reduce the amount of time and other resources spent on recruitment efforts. But the downsides to retention may be felt more acutely when it comes to long-term success and sustainability. One of the main downsides to retention is the role that *disengaged employees can play in a company's retention rates*. Disengagement is a serious issue many organizations are facing. According to Gallup, 17% of full- and part-time employees are actively disengaged. It is estimated that disengaged employees cost organizations in the U.S. [\\$450-500 billion](#) annually.

Disengaged employees often exhibit *toxic behaviors, underperform, and lack a strong belief in or enthusiasm* for the organization's mission, vision, or values. These employees are not interested in problem-solving, process improvement, collaboration, or innovation. They may be averse to change and express frustration when they are asked to do certain tasks or learn new processes. The negative, toxic environments disengaged employees create can impact engaged employees who may become less engaged due to the morale problem it creates. Disengaged employees can also drive away other employees they feel threatened by professionally, especially if potential promotions or recognition of accomplishments are in the mix, and they can cause organizations to miss out on new hires who may have more up-to-date skills. Unfortunately, disengaged employees often remain in jobs for a long time, sometimes longer than more talented employees.^[35]

Recommendation

After above discussion to establish a feedback-rich culture it has undoubtedly recommended to *Retaining the Right Balance* of employees in organization. "Turnover is a staple HR metric for several reasons," says Thiel, "such as understanding how much of your workforce is fluid, gauging potential productivity impacts, sizing cost impacts to your business, and understanding levels of dissatisfaction."

"For example, how does turnover data relate to feedback such as onboarding, engagement and exit surveys?" Thiel says. "How does it relate to business issues affecting your workforce? Can you find any correlations, such as how often people have performance conversations with their leader or if they have formal development plans? Are you losing high performers at a higher rate?"^[36]

A [feedback-rich culture](#) can help employees (and their employers) to know when they are a good fit for an organization. Organization's members of management shall be trained in such a way that can have the ability to make the distinction between their low-performers/disengaged employees and high-performers/engaged employees. It can help managers to understand the scenario of employees along with target retention efforts on the employees that are a better fit. In many cases, when less talented and disengaged employees leave an organization (functional turnover), talented employees who are better performers as well as a better cultural fit will fill those roles. Though this erosion still costs in organization, but those costs are offset by the boost in productivity, performance, good will, maximization of revenue by the engagement of these new workforce.

Conclusion :

Employees are the foundation of an organization's success. The strength of an organization depends on them. Recognizing employee strengths creates a ripple effect, leading to improved [job satisfaction](#), [higher engagement](#), and stronger team unity. When leaders influence these strengths strategically, they build a culture where [individuals feel valued](#) and empowered to contribute their best. Ultimately, this results in a more productive, innovative, and strong organization that consistently moves toward success. A steady and experienced workforce provides a solid platform for an organization to grow

and prosper on. Employee retention is linked to organizational performance since it has a direct impact on critical criteria such as customer happiness, cost savings, productivity, efficiency, employee engagement, and the general reputation of the firm. A reliable, experienced, and dedicated crew is a vital asset for any organization.

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