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THE EFFECTS OF EMPLOYEE TURNOVER ON ORGANIZATIONAL PERFORMANCE WITH SPECIAL REFERENCE TO SRI PKP SPINTEX PRIVATE LIMITED, AT DHARMAPURI.

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ABSTRACT

This study explores the drivers of employee turnover and their impact on the performance of an organization with reference to Sri PKP Spintex Private Limited. It follows a descriptive research design and uses primary and secondary data. Primary data was obtained through a self-administered structured questionnaire given to a non-probability employee sample. The instrument captured information on the employee's age, gender, educational level, and factors like job satisfaction, security, and availability of other jobs. Out of the 25 distributed questionnaires, 24 were filled out and used for analysis. Data was analyzed employing descriptive, correlational, and ANOVA statistics with SPSS 16.0 to identify trends and interconnections within the data.

Key words: Turnover intention, Compensation, Job security, Job feeling, factors of Job feeling, and Supervision

INTRODUCTION

Turnover of employees is a primary concern for every company trying to keep productivity and stability in operations due to the endless business challenges. Losing human capital, which comprises the most important asset of any organization, will definitely the organization's performance and growth. The extremities of economic scenarios often put employee welfare at stake leading to increased attrition rates. To maintain an organization's competitive position, understanding the reason(s) that cause turnover and solving them proactively is vital

RESEARCH BACKGROUND

With determination, innovation, and quite a bit of hard work, PKP Group gained success and developed their brand from a simple textile unit into a multi-faceted enterprise. Today, the firm is highly acknowledged in several sectors. In Karnataka alone, PKP manages three powerful units in Kanakapura, Sandur, and Mangalore, which are involved in diverse functions like granite mining and iron ore storage. The group offers boarding services as well as transport for their workers, which demonstrates a level of infrastructural self-sufficiency. This serves as an illustrative context for investigating turnover within the company's textile plant in Dharmapuri.

IDENTIFIED PROBLEM

Every organization has specific reasons as to why employees would leave the company. These reasons can differ not only from one organization to another, but also within different departments of the same company. Understanding the reason is crucial in curtailing attrition. Lack of communication, low job security, insufficient motivation, stress, and few career advancement opportunities all contribute to increased turnover intentions. The current research intends to examine these factors and evaluate their effects on retention strategy at Sri PKP Spintex..

OBJECTIVES OF THE STUDY

- To analyze demographic factors influence employee turnover at Sri PKP Spintex Mills.
- To identify correlation between key job-related factors and turnover intentions.
- To assess impact of these factors on employees' decisions to stay or leave.

- To examine organizational measures in place to manage and reduce employee turnover

REVIEW OF LITERATURE

Weng et al. (2025) suggested that within an organization, career growth can be perceived in four dimensions: how much employees believe they are accomplishing their career goals, acquiring new skills, observing promotional opportunities, and relating their present work to long-term career plans. If workers see stagnation or limited advancement chances for themselves, then more often than not they seek opportunities elsewhere.

Sherman (2025) indicated that the compensation aspects which obviously affect the retention factor itself are crucial. Pay, bonuses, incentives, and health insurance along with other monetary benefits significantly add to what an employee derives in satisfaction. Such organizations where competitive compensation is not provided have comparatively higher attrition since direct monetary rewards are perceived as a direct reflection of how an organization values its employees.

Turnover intention has been defined by Vandenberg and Nelson (2023) as the person's belief of whether they will leave the organization in a short period. This variable has been turnover behavior's leading cause according to research that has been conducted consistently. Therefore, organizations have to monitor and address the early signs of disengagement to preempt resignations. Kraut (2022) described turnover as a mental reaction to unhappiness and bad workplace situations. People often think about it deeply and start feeling emotionally detached before finally deciding to leave, which shows that we need to get involved earlier before workers start thinking of leaving their jobs. Mendis (2021) noted that organizations which focus on motivating employees, recognizing them, and providing a good working environment have low turnover rates. Motivation does not only lead to better performance but also strengthens the emotional bond that employees have with the organization.

William H. Price et al. (2021) noted that reducing turnover is driven by the factors of job complexity, recognition, and promotion potential. Findings from them indicate that job roles fostering autonomy and providing challenges, along with career development opportunities, tend to foster greater loyalty. Beri G.C. (2021) found that flexible work arrangements, manageable workloads and supporting environments play a very important role in retaining the staff, especially the professional and skilled individuals. Employees will probably stay with an organization that balances their work demands with their well-being.

Cosenza (2021) investigated the link between perceived workplace fairness and employee attrition. Findings indicated that in promotions, rewards, or treatment contributes significantly to turnover. Establishing transparent policies and equitable practices can help organizations mitigate these risks.

Turnover is also influenced by external market conditions, socio-economic factors, and cultural norms.

Lewder (2023) emphasized that ethical culture, transparency, and inclusive leadership where employees are more likely to remain loyal.

Bigliardi et al. (2005) found that turnover among engineers varied based on national employment trends and industry competitiveness. In developing economies, turnover exacerbated by limited job security and informal labor practices.

Price & Kiebusch (2021) found that empathetic, communicative, and fair supervisors significantly reduce turnover. Employees who respected and supported by their managers are more likely to remain engaged and committed.

RESEARCH GAP

There remains a lack of detailed understanding regarding how different types of turnover voluntary versus involuntary—affect organizational performance. Moreover, limited research exists on how specific organizational factors shape turnover intentions. This study seeks to bridge this gap by providing insights into these relationships in the context of Sri PKP Spintex.

RESEARCH METHODOLOGY

This study follows a systematic approach for collecting and analyzing data. A descriptive research design was used to investigate the turnover intentions of employees. The sampling method adopted was *convenience sampling*, a non-probability technique in which respondents are selected based on availability and willingness to participate. While this method is efficient and cost-effective, it may limit the generalizability of findings. A structured questionnaire facilitated the collection of quantitative responses from a convenience sample of employees. Data analysis included descriptive statistics, correlation, and ANOVA using SPSS 16.0.

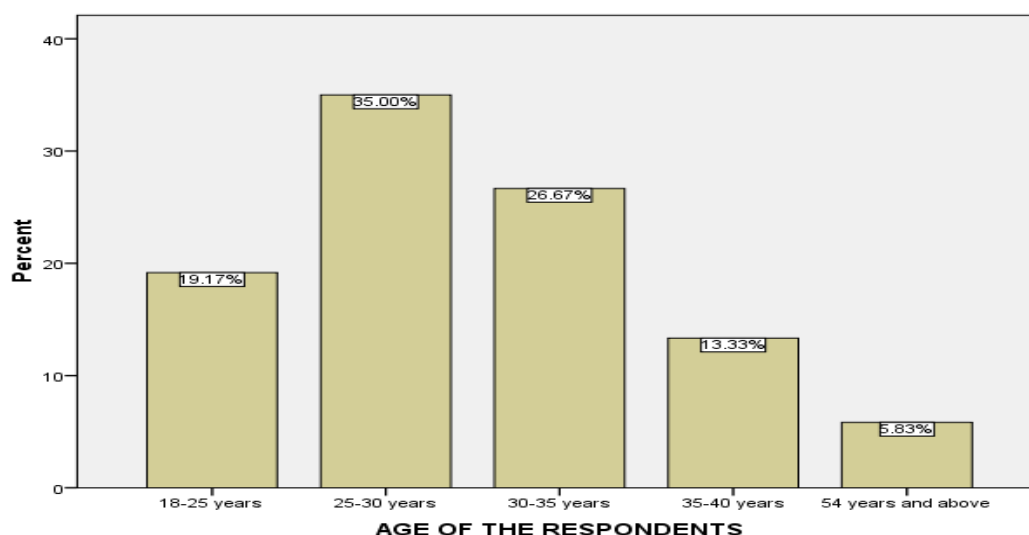
LIMITATION OF THE STUDY

The studies changed into restricted to non-executive workforce, which might also limit the generalizability of the findings. Time constraints posed challenges in data collection and analysis. Some respondents had been hesitant to offer full responses, likely affecting statistics reliability. Additionally, because of sampling barriers, the outcomes won't absolutely constitute the broader worker population. The research centered solely on non-govt personnel, except managerial and executive-stage personnel. As a result, the findings may not replicate the turnover dynamics or motivations at higher organizational ranges. The studies was carried out inside a confined timeframe, which restricted the intensity of facts collection and evaluation. A longer period should have facilitated a greater comprehensive investigation and validation of consequences. The study employed a convenience sampling approach with a pretty small sample length. This can also limit the generalizability of the findings to the wider worker population inside the corporation or enterprise.

DATA ANALYSIS AND INTERPRETATION**TABLE NO:1**
AGE OF THE RESPONDENTS

AGE	RESPONDENTS	PERCENTAGE
18-25 years	23	19.2%
25-30 years	42	35.0%
30-35 years	32	26.7%
35-40 years	16	13.3%
54 years and above	7	5.8%
TOTAL	120	100.0%

Source: Primary data

CHART NO:1
AGE OF THE RESPONDENTS**INTERPRETATION**

The above table shows that, 19.2% of the respondents are in the age between 18-25 years, 35.0% of the respondents are in the age between 25-30 years, 26.7% of the respondents are in the age between 30-35 years, 13.3% of the respondents are in the age between 35-40 years and remaining 5.8% of the respondents are in the age 54 years and above

Majority 35.0% of the respondents are in the age between 25-30 years

TABLENO:2
EMPLOYEE SATISFACTION WITH AMOUNT OF JOB SECURITY

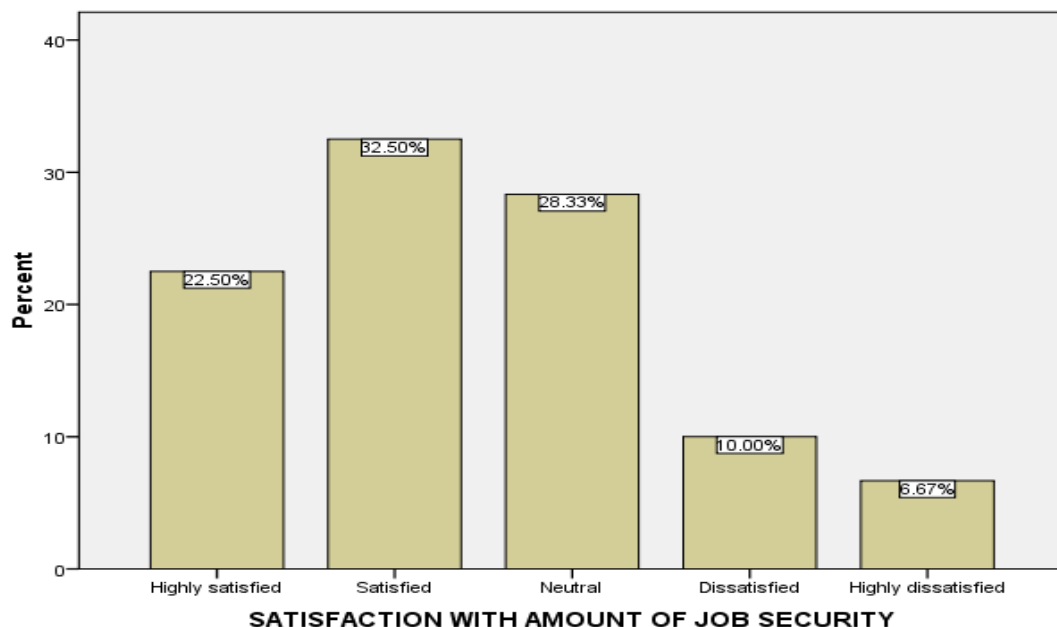
JOB SECURITY	RESPONDENTS	PERCENTAGE
Highly satisfied	27	22.5%
Satisfied	39	32.5%
Neutral	34	28.3%
Dissatisfied	12	10.0%

Highly dissatisfied	8	6.7%
TOTAL	120	100.0%

Source: Primary data

CHART NO: 2

EMPLOYEE SATISFACTION WITH AMOUNT OF JOB SECURITY



INTERPRETATION

The above table shows that, 22.5% of the respondents are highly satisfied, 32.5% of the respondents are satisfied, 28.3% of the respondents are neutral, 10.0% of the respondents are dissatisfied and remaining 6.7% of the respondents are highly dissatisfied.

Majority 38.5% of the respondents are satisfied with amount of job security

SUMMARY OF FINDINGS

1. Majority 38.0% of the respondents are in the age between 25-30 years
2. Majority 82.8% of the respondents are male
3. Majority 25.7% of the respondents are HSC qualification
4. Majority 27.2% of the respondents are designated as having 16 wheels.
5. Majority 29.5% of the respondents are earning Rs.15,800-21,000
6. Majority 39.5% of the respondents are satisfied with amount of job security
7. Majority 33.5% of the respondents are highly satisfied with personal growth and development
8. Majority 37.5% of the respondents are highly satisfied with respect and treatment receive from boss
9. Majority 34.0% of the respondents are highly satisfied with feeling of accomplishment get from job
10. Majority 38.0% of the respondents are satisfied with support and guidance receive from supervisor
11. Majority 39.5% of the respondents are highly satisfied with independent thought and action can exercise in job
12. Majority 37.3% of the respondents are satisfied with amount of challenge in the job
13. Majority 34.3% of the respondents are highly satisfied with secure things look for future in the organization
14. Majority 37.2% of the respondents are highly satisfied with quality of supervision receive in work
15. Majority 32.2% of the respondents are satisfied with the job

SUGGESTION

The company should consider raise in salary structures to remain competitive and to attract qualified talent.

Prioritizing candidates with relevant work experience could helps to reduce training costs and improve performance.

The practice of frequent internal promotions should be balanced with hiring fresh talent to bring in new perspectives.

Developing robust managerial practices and offering professional development can enhance employee satisfaction and retention.

CONCLUSION

The observe conducted to analyze the turnover intentions some of the personnel throws certain precious insights into the factors accountable for the thought to give up the company. The elements which are having extensive institutions are Compensation & advantages, Training, Job pleasure, Culture & Process, Growth and Development and Work lifestyles Balance. However, Age, Gender and Education don't have any tremendous effect on turnover intentions a number of the employees. The Regression test provided the contributing degree of various factors and determined that Growth & Development, Culture and Process, Training, Compensation & Benefits and Work Life Balance confirmed the best contribution respectively. This is largely the outcome of organizational practices associated with human sources development and HR regulations.

DIRECTIONS FOR FUTURE RESEARCH

Future studies must additionally study the effectiveness of various retention strategies and examine turnover across numerous departments or industries and exploring the lengthy-term results of turnover and the effectiveness of different interventions are vital for maximizing organizational blessings. Examine how turnover impacts unique performance metrics like patron pleasure, nice of labor, and worker morale.

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