


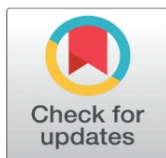
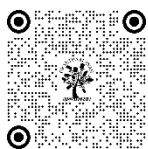
A SYSTEMATIC REVIEW ON INFLUENCING FACTORS OF TURNOVER INTENTION WITH SPECIAL REFERENCE TO TURNOVER INTENTION STRATEGIES

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ABSTRACT

This study is focused on Turnover Intention Influencing factors and retention strategies for business organization. Although a lot of research has been conducted on this topic, not much of it examined the causes and contributing factors of employee turnover or offer practical tactics that management can use to keep their staff members in their current positions and increase productivity and organizational effectiveness. Additionally, because personnel turnover is expensive and can have a negative effect on an organization's productivity, sustainability, competitiveness, and profitability, it has a considerable result on the latter. But in sequence to adopt specific tactics to boost employee performance and lower turnover, firms must first understand the demands of their workforce. But in order to adopt specific tactics to boost employee performance and lower turnover, firms must first understand the demands of their workforce. Therefore, putting methods into practice will boost people's and organizations' motivation, job happiness, and productivity, which can lower employment issues, absenteeism, and employee turnover.

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Keywords: Turnover Intention, Influencing Factors, Causes, Retention Strategies



1. INTRODUCTION

Around the world, a lot of firms face a significant issue with employee turnover. Turnover is the major challenge face by organizations. To retain skilled employees are big task face by employers since they are thought to be crucial to an organization's performance and success. In fact, a key area of concern for management in an organization has always been concern of employee turnover intentions. In present scenario Employee turnover is a big issue for organization. Employee turnover, the rate at which employees leave a company and need to be replaced, is a critical metric that significantly impacts organizational stability and performance. In today's dynamic and competitive business environment, understanding the causes, implications, and management of turnover is essential for fostering a productive and sustainable workforce. It affects profitability and productivity of the company.

An employee's intention to leave a company is known as turnover intention. The intention of turnover should be taken into account since it may reason of more problems for the organization. Turnover is sometimes viewed as a negative thing. (Carbery et al.,2003), as high employee turnover increases financial losses for the company (Tra cey & Hinkin, 2006). A turnover can result in a number of expenses, including lost labor between the departing employee and their replacement, recruitment costs, reduced productivity of the new hire while they learn the job, and lost productivity while the employee is leaving. High turnover rates can signal underlying issues within an organization, such as dissatisfaction ineffective management practices, or inadequate career development opportunities. Conversely, low turnover rates may indicate strong employee engagement, effective leadership, and a supportive work environment.

According to a number of research and publications, an employee's intention to look for other work is referred to as their turnover intentions (Pasewark & Strawser, 1996).When employees are happy or satisfied with work, then employee turnover rate decreases in the company.

A number of factors that affect employee Turnover Intention like work environment, organization culture, role of management, rewards and recognition, payment etc. The problem of Turnover is not limited in one region, as it occurs in different countries. According to research findings, high staff turnover has historically been a significant issue in China. (Qiu et al., 2015)

The most valuable and distinctive resources for an organization are its people, who provide them with a distinct competitive advantage (Putra and Cho, 2019). In a dynamic and complex work environment, having employees that are fully committed, satisfied, and retain with the company for a longer amount of time is important for achieving organizational goals (Silva and Dias, 2023). But among the main issues that face all organizations today are keeping personnel and inspiring a strong sense of commitment to the company. High turnover intention (TOI) hindered the achievement of main business objectives and caused significant losses for the company (Kumar et al., 2021). The capability of the remaining employees to carry out their responsibilities may be affected when an employee departs from an organization. It has been determined that a key component of all occupational groups' working life is job satisfaction. Contented workers are more likely to be loyal to their companies and are less likely to plan to leave their jobs.

Numerous scholars endeavor to comprehend the primary factors that affected turnover intention and devise managerial strategies to deal with the issue of elevated turnover rates (Tuzun, 2007). A number of Authors have given numerous causes of Turnover Intention of employees..High turnover rates serve as a warning that keeping employees happy isn't always simple. What, though, are the reasons behind employee turnover? Is it the staff's mindset or the company's fault that they manipulate?

2. WHAT MAKES EMPLOYEE TURNOVER INTENTION?

Previous Researchers focused on causes of Turnover Intention of employees. There are numerous factors that affect employees at their workplace and employee think to leave the organization. There are discrepancy between reality and expectation from their jobs or work place. Additionally, there are extremely few prospects for advancement and improvement, as well as very little training and feedback. Employees also experience a lack of faith in leaders, stress from overworking themselves and experiencing an imbalance between work and life, and a sense of being undervalued and unacknowledged. Furthermore, trust is critical to an organization's workforce's productivity and wellbeing. Therefore, a major factor preventing employees from sharing their expertise with other team members is a lack of trust, which can have a negative effect on the organization's effectiveness. **According Abdullah Al Mamun** “ a number of other causes have been noted, including personal motivations for wanting to change, poor human resource practices, interpersonal issues with coworkers, high salary potential, and career progress and development.” Employee Turnover is major issue for organization and its effects organization performance and increases cost for hiring new employees. Employee departures may have an effect on the workforce as a whole in addition to the business.

According to Ma et al. (2003), “Employees with young, inexperienced and high education level tend to have low level of satisfaction about jobs and careers, and have lower commitment to the organization; these negative attitudes are associated with turnover intention”. Individual aptitude is among the most significant components of turnover intention. People are more likely to intend to leave an organization when they possess significant abilities or when they are not fundamentally good at their work and cannot advance them all the way through the business. **(Chen andLi, 1998)**.

Age is another important factor to leave organization. After age 30 a person has lots of responsibility towards his family. We may investigate this in situations when there is less chance of turnover among family members—for example, when

workers are the sole provider or parent, or when their income serves as the primary source (**Zhang and Zhang, 2003**). In summary, each of these independent variables either directly affects the intention to turnover or indirectly does so through the influence of other variables.

According to W.H Mobley “one of the reasons for employee turnover that is, to some extent, directly under the employer's control is job-related variables. As an example, job-related variables include income inequity, scheduling difficulties, disagreements over supervision, and unsatisfactory working conditions. Employers can also identify the reasons for employee turnover. The organization's management would be able to recognize and address issues.” Employee retention inside the company will also be significantly impacted by training and learning opportunities. They cannot advance their talents and abilities if the business refuses to allow them to pursue their education. To put it another way, it is highly improbable that workers will experience self-realization and hence be unable to advance within the organization. Employee turnover may therefore increase (**Liu et al., 2006**).

A number of factors that influence employees to quit their job. Variables are bifurcate - Internal variables and external variables. Internal factors related within organization like compensation, organizational support and organizational attractiveness while external variables are balance between work and personal life, labour market. (**A.R. Jaffari**).

According to W.H. Mobley that an unfavorable assessment of one's current job would cause one to become dissatisfied with their position, consider quitting, and weigh the advantages and disadvantages of doing so.

Stress at workplace also effect employee turnover intention. It increases absenteeism. It affects employee's health. Unexpected workload also develops frustration and in that condition person will not give his best. **According to Elitte** Employee Turnover can be classified in three categories- unavoidable turnover, desirable turnover and undesirable turnover. Unavoidable turnover include family matters, retirement and health issues. Desirable turnover desirable turnover occurs when employees who leave are replaced with individuals who bring new skills, perspectives, or improvements to the organization. Undesirable turnover refers to the rate at which employees leave a company in a manner that is detrimental or problematic for the organization. It typically involves employees who are valuable to the company leaving unexpectedly or under negative circumstances.

Poor job satisfaction is frequently mentioned as a major factor in employee turnover (**Judge et al., 2012**). Furthermore, a worker's discontent with their employment can result in a number of problems, including a rise in absenteeism, apathy at work, and the ability to interfere with or impair the productivity of other workers (**Demicco & Reid, 1988**). “Five indicators can be measure Job Satisfaction- satisfaction with pay, satisfaction with promotion, satisfaction with work/task, satisfaction with supervisor and satisfaction with co-workers”. (**Tsai & Cheng, 2012**)

According to Pearce and Mawson (2009), defined conflicting relationship between the organization's low training rate and poor job performance with a greater rate of employee turnover. Conversely, certain companies that offer suitable training programs to improve the knowledge and abilities of their staff members enjoy a high success rate and contribute to a reduced rate of employee attrition. Consequently, workers may be more dedicated to their work and strongly encouraged to remain with the organization. (**Amos et al., 2008**).

3. CONCEPTUAL FRAMEWORK

"A conceptual framework indicates how the researcher views the concept involved in a study, especially the relationship among concepts," state Saunders et al. (2007). The first step in creating a conceptual model is reading the text in its entirety. This research has been conducted using peer-reviewed journal articles, books/monographs, conference papers, theses/dissertations, and other pertinent references. In order to reduce employee turnover, academics have created a conceptual framework based on the elements that contribute to and influence employee turnover. They have also devised effective retention techniques.

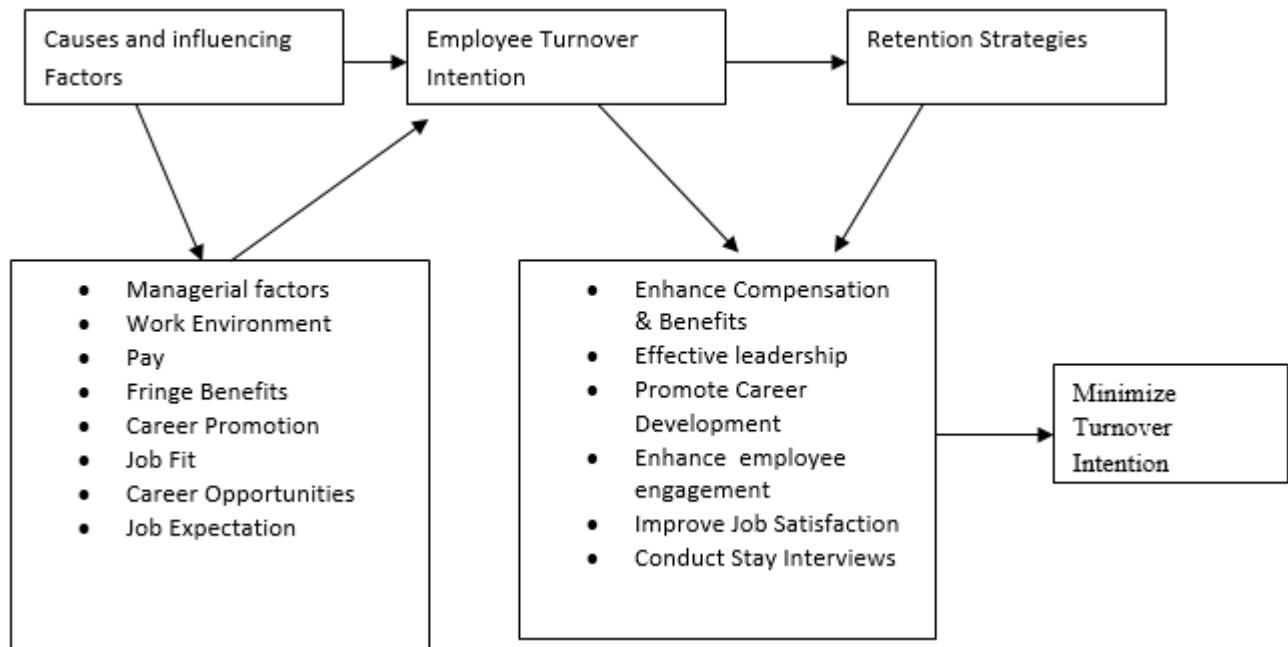


Fig-1 Conceptual Framework

4. INFLUENCING FACTORS OF TURNOVER INTENTION

Dissatisfaction in a work is not only the reason to quit the job. Employees with in-demand abilities are more likely to be lured in by a higher pay, better benefits, or greater opportunities for professional advancement. As a result, it can occasionally be important to distinguish between workers who depart due to dissatisfaction and those who do so for other reasons. There are numerous contributing variables and circumstances that lead to employee turnover in an organization. There are several influencing factors and causes that's outcome employee turnover intention-

- **Managerial Factors-** An organization's management instability is the root cause of high staff turnover. When a business has a secure and welcoming work environment, employees are more likely to stick around and do their jobs (Bergmann and Scarpello, 2001). staff disillusionment stems from the requirement of a quantitative approach to staff management, which in turn causes turnover. Consequently, managers shouldn't adopt the quantitative approach to staff supervision (Dress and Shaw, 2001). Employee turnover is increased when labor expenditures are approached from a cost-oriented perspective (Liu, Liu, and Li, 2006). It is crucial that managers steer clear of all of these strategies if they want to reduce workforce turnover (Dobbs, 2001). If an organization does not have a well-balanced communication system between its members, it may eventually experience a reduction in turnover.
- **Work Environment-** Workers won't be able to handle difficulties for very long if their working environment is subpar because it lacks essential amenities like drinking water, refreshment, proper lighting, ventilation, air conditioning, open spaces, restrooms, lavatories, furniture, safety equipment when performing hazardous duties, and so on (Singh, 2008). Furthermore, a lousy manager makes the workplace unfavorable, which makes workers want to quit.
- **Pay-** "Pay is something given in exchange for services rendered in an organization," according to Shaw et al. (1998). It has been crucial in helping to keep and reward excellent human resources. More specifically, a decreased compensation is one of the major contributing factors to employee turnover. Employees typically leave a firm when they obtain a reduced wage and insufficient financial benefits (Lavob, 1997). Job discontent is frequently cited as the main factor contributing to inadequate pay scale procedures and staff churns. A good example of this would be that a new hire could wonder why the person working next to him is paid well for a job that should be similar (Dobbs, 2001).
- **Fringe Benefits-** Fringe benefits, also known as employee benefits or perks provided by employers in addition to salary, can significantly impact turnover intention. Fringe benefits such as health insurance, retirement plans, paid time off, and wellness programs contribute to overall job satisfaction. When workers feel that their basic needs and well-being are being addressed, they are more likely to be happy in their occupations and less likely to consider quitting. The value employees place on fringe benefits can influence their loyalty to the organization. Comprehensive

benefits packages can enhance employees' perception of the organization's commitment to their welfare and can foster a sense of loyalty.

- **Career Promotion-** The comprehensive philosophy of compensation strategy, which is defined as the "deliberate utilization of the pay systems as an essential integrating mechanism through which the efforts of various subunits or individuals are directed towards the achievement of an organization's strategic objectives," is broadly demonstrated by reward programs (Labov, 1997). In order to accomplish organizational performance, a mix of compensation, bonuses, and other forms of awards would be the most effective strategy to promote and motivate personnel (Ting, 1997). The rationale for this is that regular work duties and a lack of promotion can both significantly contribute to the intention of turnover (House et al, 1996). Employees who feel that their jobs are unfair and who receive poor performance reviews may think about quitting the company (Weiss and Cropanzano, 1996).
- **Job Fit-** Campion (1991) claims that selection procedure has to do with how well an applicant fits the position. O'Reilly and colleagues (1991) claimed that higher job satisfaction results from a strong match between attributes of the position and the applicants. Consequently, it is critical that the candidate's goals and the requirements of the company align well. Employers who find the right candidates and take the required steps to improve job happiness will see an improvement in production.
- **Job Expectation-** If institutions are unable to fulfill their personal work demands to the fullest extent possible, workers may suffer disappointed with their jobs that lead to the aim of turnover. Employee departure from the company and newly hired employees not meeting job expectations are two of the main reasons for employee turnover. Second, Since they are unlikely to be able to put up with having few managers or supervisors, some employees choose to quit their positions. Makhubu (2006)
- **Better Career Opportunities-** Employees who perceive restricted growth for career advancement, skill development, or professional growth within their current organization may be more inclined to seek opportunities elsewhere.

5. RETENTION STRATEGIES TO MINIMIZE TURNOVER INTENTION

Reducing turnover intention requires strategic efforts aimed at improving job satisfaction, enhancing employee engagement, and addressing the factors that contribute to employees considering leaving. Here are effective retention strategies:

- **Enhance Compensation and Benefits:** Workers who receive high compensation in relation to their education and other credentials ought to be less inclined to look for or accept higher paying positions. So it's important to ensure competitive salaries and benefits packages, Offer performance-based bonuses, profit-sharing, or stock options and provide comprehensive health insurance, retirement plans, and wellness programs.
- **Promote Career Development:** The management should take the initiative to establish a setting where important information is shared openly. Workers have the chance to become knowledgeable and perceptive for future professional growth, and a diversity of training programs will therefore be of the utmost importance to an organization. Consequently, this will help the company retain its staff and boost production inside the company (Singh, 2008).
- **Improve Job Satisfaction-** The two main job-related motivating variables that raise employee job satisfaction are autonomy and job content. Employees may become more driven and want to give the company their all once they realize that employees are allowed to participate in decision-making. Turnover studies, according to Shahzad et al. (2008), "primarily have established that job retention is promoted by satisfaction with supervision, without necessarily identifying specific behaviors by supervisors that commit employees to the company." According to Sherman and Snell (1998), have concluded a number of elements that are likely to contribute to employee satisfaction at work, including competitive pay, a welcoming workplace, helpful coworkers, career guidance, and opportunities for training and development.
- **Effective Leadership-** There's a considerable chance that employees may resign due to bosses' lack of encouragement. (Mobley, 1977). It seems that while having a positive working relationship with one's employer is important, employees do not necessarily need to be friendly with their boss. Nonetheless, a point made by management specialists is that the supervisor must provide them guidance and criticism hold one-on-one meetings, and collaborate with them.

- **Enhance Employee Engagement-** Enhancing employee engagement significantly reduces turnover intention by encouragement at place of work where workers experience sense of worth, motivated, and connected to their duties and the company. Employees that are engaged are more likely to feel fulfilled in their jobs, have better work environments, and grow more devoted to the organization. They are also more inclined to invest in their professional growth within the organization rather than seeking opportunities elsewhere. Moreover, engagement initiatives such as clear communication, recognition programs, career development opportunities, and a supportive work culture address the underlying factors that contribute to turnover intention, such as dissatisfaction, lack of growth prospects, and poor organizational fit. By focusing on enhancing employee engagement, organizations can proactively mitigate turnover intention, improve retention rates, and foster a more stable and committed workforce.
- **Conduct Stay Interviews and Feedback Surveys:** Conducting stay interviews and feedback surveys plays a crucial role in reducing turnover intention by providing valuable insights into employees' perspectives, concerns, and motivations. Stay interviews allow organizations to proactively identify factors that contribute to job satisfaction and loyalty among current employees. By understanding what keeps employees engaged and committed to the organization, companies can tailor retention strategies more effectively. Feedback surveys gather anonymous feedback on various aspects of the workplace, including leadership, culture, compensation, career development, and work-life balance. This data helps pinpoint areas needing improvement and allows organizations to address issues before they escalate into reasons for employees to consider leaving. By regularly conducting stay interviews and feedback surveys, organizations demonstrate their commitment to listening to and valuing their employees, ultimately fostering a more supportive and satisfying work environment that reduces turnover intention.

6. CONCLUSION

The purpose of this paper was to understand causes, influencing factors and retention strategies of Turnover Intention. There are number of factors that influence employees to quit the job. Job Satisfaction, Pay, Career growth, interpersonal relationships are key factors. Management should improve these factors to reduce turnover intention. Turnover affects company productivity and profitability. Number of researchers has view that employees can stay with same organization for long time so organization should take initiate retention strategies to motivate employees so they can stay with organization. To retain current employees is less expensive than recruit new ones. As a result, every organization will take necessary steps to create effective retention plans to stop more workers from quitting.

CONFLICT OF INTERESTS

None

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