



EMPLOYEES' PERCEPTION ON EMPLOYEE TURNOVER AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Employee turnover and organization performance is intricately linked, often in a reciprocal relationship. High employee turnover is seen as determinantal to an organization. However, the form and strength of the relationship can be complex. Various study shows that organisations are experiencing rising turnover of the employee, leading to instability, increased hiring costs, and reduced productivity. Despite retention efforts, talent loss continues, affecting both daily operations and long-term goals. Hence, we find an analysis of how employee turnover affects organizations and its performance. The study investigates the perception of employees on the influence of employee turnover on the performance of the organization. The research design used is descriptive in nature to frame the investigation. The data collected by framing semi-structured questionnaire, and the respondents being the employees working in private organizations. 100 sample was collected to find the result and test the hypothesis; the responses showed that low salary, lack of promotion, poor working condition, and higher workload was the main reason for employee turnover. The respondents opine that better pay and clear career path, Fairness of Performance, HR policies are clear and employee-friendly will always help to minimize the employee turnover. The findings reveal that there exists a statistically meaningful association exists between Employee Turnover and Organizational Performance.

KEYWORDS: Employee Retention, Employee Turnover, Organization Performance, working environment.

INTRODUCTION

Employee turnover has developed as key issues confronting today's organizations, as it directly influences their operational stability and long-term effectiveness across various industries. When there is high employee turnover, the organizations often face higher hiring and training expenses, loss of skilled and knowledgeable personnel,

and interruptions in routine work processes. Such consequences can adversely affect overall organisational efficiency, productivity levels, and competitive strength.

Gaining the clear insights into the major reasons of employee turnover and its consequences thus, become crucial for organizations intending to design effective employee retention policies.



Examining turnover patterns helps management identify weakness within the workplace and formulate strategies that enhance employee commitment and continuity. In this context, the present study examines the impact of employee turnover on the performance and seeks to attempt significant insights that can assist organizations in strengthening workforce stability and improving overall operational efficiency.

EMPLOYEE TURNOVER & ORGANIZATIONAL PERFORMANCE

- **Reduced Efficiency:** Workflow may be temporarily impacted and operations may slow down as the new recruits take time to develop experience and adjust.
- **Increased Expenses:** The hiring, induction, and training of fresh recruits can be expensive and tax the company's resources.
- **Loss of Expertise:** Important information and experience, as well as cultivated connections with clients or coworkers, are frequently taken with departing employees.
- **Decline in Team Spirit:** Employees who stay may become less motivated as a result of frequent resignations, which can cause stress, frustration, and even burnout.

- **Decline in Service Quality:** Using new recruits to replace skilled staff members could result in inconsistent service, which would negatively influence clientele's experience.
- **Disruptions to Long-Term Plans:** Owing to the absence of continuity, high turnover can cause ongoing projects to stall and the organization's capacity to meet future objectives to be disrupted.
- **Disruption of Team Dynamics:** Employee departures can cause confusion and a decrease in team effectiveness, particularly in close-knit teams where collaboration and communication are disrupted.

NEED FOR THE STUDY

Various study shows that organisations are experiencing rising employee turnover, leading to instability, increased hiring costs, and reduced productivity. Despite retention efforts, talent loss continues, affecting both daily operations and long-term goals. This study aims to examine and identify key causes of turnover and evaluate current retention strategies to help improve morale, boost productivity, and enhance organizational performance.

LITERATURE REVIEW

Table 1: Literature Review

Author	Review of Literature
Poorani S & L Krishna (2022)	Evidence from the study reveals that during economic slowdowns, employees tend to stay longer due to limited job opportunities, whereas in economic booms, higher turnover is common as workers seek better prospects. The review also notes the strategic importance of employee retention, particularly in industries like automobiles where skill and experience significantly affect productivity and quality.
Devy Senza Maulina et al.,(2024)	Reviewed studies showing that employee absenteeism and turnover disrupt teamwork, reduce efficiency, and hinder innovation. A stable workforce is essential for sustaining organizational performance, promoting creativity, and maintaining competitiveness in a rapidly changing business context.
Weijie Wang and Rusi Sun (2020)	Reviewed literature showing a complex association between organizational performance and employee turnover. While strong performance can boost satisfaction and reduce turnover, it may also increase employees' marketability, leading them to pursue better external opportunities and higher-paying jobs.



Md Aslam Mia et al., (2022)	Reviewed global studies showing that high rate of employee turnover detrimentally affects the financial outcomes of microfinance institutions by increasing operational costs, disrupting client relationships, and weakening service quality, ultimately reducing institutional sustainability and long-term profitability.
Qin Li, Ben Lourie, et al., (2022)	Analyzed large archival data, finding that employee turnover results nuanced effect on firm performance. While excessive turnover harms productivity level and knowledge retention, moderate turnover can bring fresh skills and strengthen overall firm adaptability and innovation
Goldis Abdolmaleki, et al., (2024)	Reviewed construction industry literature, identifying key turnover drivers like job stress and poor working conditions. They highlighted consequences such as project delays and cost overruns and called for future research on retention strategies and workforce stability
Dr Zargham Ullah Khan, et al.,(2023)	Found that employee turnover detrimentally affects the organizational profit by increasing costs and reducing productivity. However, effective recruitment practices can moderate this effect by quickly filling vacancies and maintaining operational efficiency.
Lakshmi Kanchana and Ruwan Jayathilaka (2023)	Identified major determinants influencing turnover intentions among Sri Lankan start-up professionals, such as job satisfaction, the work environment, career advancement, and organizational support, highlighting the need for start-ups to address these areas to improve employee retention.
Ji Hyeon Hong (2025)	Examined how employee turnover affects federal IT workforce performance, emphasizing that turnover's effects depend on organizational memory. Strong knowledge retention buffers negative impacts, while weak memory systems make turnover more harmful to organizational effectiveness and service delivery.
Kristina Samasonok (2024)	Reviewed causes of employee turnover, encompassing job dissatisfaction, ineffective management practices, and limited growth opportunities. The study highlights effective retention strategies such as improving workplace culture, offering career development, and enhancing employee engagement to reduce turnover rates.

OBJECTIVES

- To determine and evaluate the determinants of Employee turnover
- To analyze the employee's perception of the impact of employee turnover on organizational performance
- To evaluate the organization's efforts to lower employee turnover
- To examine the relationship between employee work experience and their perception of the impact of employee turnover on organisational goal.

SCOPE

This study explores the challenges organizations faces in retaining employees, the impact of high turnover on performance, and the gaps in understanding its root causes. It aims to examine how turnover affects productivity, operations, and competitiveness, and to explore strategies aimed at improving employee retention and long-term organizational sustainability.

Research Methodology

A systematic research approach is essential for gaining meaningful understating of a research problem. The present study is designed to develop



relevant insights by generating new information and examining the research objectives through careful analysis and investigations.

Research Design

The study follows a descriptive research design, as it aims to describe the impact of employee turnover on organisational performance based on the responses collected from employees.

Area of the Study

The geographical coverage of this study is limited to Mangalore city.

Sample Size

For the purpose of study, the data is collected from approximately 100 respondents as this number was sufficient to conduct required analysis such as percentage and chi square. (Varshitha, H. V., & Sethumadhavan, R., 2021). The respondents were selected using the random sampling technique to ensure fair representation. A structured questionnaire was used to collect the data from selected participants.

Statistical Tool

The data collected for the study was analyzed using the chi square test. In addition, descriptive tools such as frequency analysis, charts and graphs were used to present and interpret the data in a coherent and systematic manner.

Data collection

The study used a simple random sampling method to reduce selection bias and ensure fair representation. The study gathered data from employees working in private organizations located in Mangalore. The structured questionnaire focused on capturing respondent's views, experiences, and opinions related to employee turnover and its impact on organisational performance.

HYPOTHESIS

Null Hypothesis (H0): There is no significant relationship between Employee Turnover and Organizational Performance

Alternative Hypothesis (H1): There is a significant relationship between Employee

Turnover and Organizational Performance

LIMITATIONS

The study was conducted within a period of six weeks, which may have restricted the depth of analysis. The responses provided by employees may reflect personal opinions and perceptions. Although confidentiality was assured, some respondents may have been hesitant to share true opinions due to concerns about identification or evaluation. The study restricted to Mangalore region only and the study considers only selected factor of employee turnover.

DATA ANALYSIS AND INTERPRETATION

Data analysis helps draw meaningful conclusions and offers practical recommendations. This study used various techniques to identify organizational challenges and ensure data accuracy. Visual tools like charts and graphs simplify complex findings, revealing employee trends and improving decision-making. Effective analysis supports strategic planning, workforce optimization, and enhances overall organizational performance.

RESPONDENT'S PROFILE

The Respondent profile refers to a set of characteristics and information that provide insight into a person taking part in a research study, survey, questionnaire, interview, or other data collection activity. Data regarding the respondent's demographics, behaviours, attitudes, preferences, experiences, and other pertinent details are gathered in order to create this profile.

Table 2: Demographic Profile

Variable	Category	No of responses	Percentage
Gender	Male	55	55%
	Female	45	45%
	Total	100	100%
Age Group	< 25	14	14%
	26 – 30	37	37%
	31 – 40	44	44%
	> 40	5	5%
	Total	100	100%



Work Experience	Less than 1 year	10	10%
	1 – 3 Years	32	32%
	3– 5 Years	19	19%
	More than 5 Years	39	39%
	Total	100	100%

As per the above table, the gender distribution among the respondents indicates a slight male majority, with 55% identifying as male and 45% as females. This shows that both the genders are fairly represented in the sample. The respondent's age distribution, a sizable majority are under 30, with 44% being 31- 40 years and 37% being between 26 and 30. This suggests that the organization's workforce is largely young, perhaps because of entry-level hiring practices or a preference for younger talent. The low representation of older and more seasoned workers is evident in the fact that only 14% of respondents are below 25, and only 5% are over 40. A high employee turnover rate with fewer long-term employees or a lack of attention to luring or keeping seasoned professionals within the company could be the cause of this trend. Here, 39% of respondents have more than 5 years of work experience, and 32% have one to three years. This suggests that the vast majority of workers are relatively recent hires. There are fewer seasoned professionals, as only 19% have three to five years of experience and 10% have less than 1 year. This pattern points to a high inflow of new hires and perhaps a rapid turnover rate. It might also be a sign of poor prospects for career progression or problems with employee retention that keep workers from sticking around for the long haul.

Table 3: Level of satisfaction towards the salary of Respondents

Level of Satisfaction	No. of Responses	Percentage (%)
Very Satisfied	9	9%
Satisfied	59	59%
Neutral	19	19%
Dissatisfied	7	7%

Very Dissatisfied	6	6%
Total	100	100%

Here, 59% of respondents responded that they are satisfied with their current salary, whereas only 9% said they were extremely satisfied. Notably, 19% express mixed feelings about salary adequacy and remain neutral. However, 13% of respondents express some degree of dissatisfaction, with 7% expressing dissatisfaction and 6% expressing extreme dissatisfaction. Even though overall satisfaction seems to be high, there may be space for improvement in compensation strategies given the small percentage of workers who are "very satisfied." Raising satisfaction levels through improved pay plans or better financial incentives may boost employee motivation and retention throughout the company.

Table 4: Working Environment Perception of Employees

Working Environment	No. of Responses	Percentage (%)
Very Positive	10	10%
Positive	55	55%
Neutral	31	31%
Unsupportive	2	2%
Very Unsupportive	2	2%
Total	100	100%

The 55% of workers think their workplace is positive, and 10% think it is very positive. This implies that most people feel comfortable and supported at work. 31%, however, are neutral, indicating a mixed or moderate opinion. Just 4% of people believe that the environment is unsupportive or extremely unsupportive. Even though the feedback is generally positive, the sizeable neutral group might point out areas that need work. Improving team dynamics, communication, and workplace culture may help create a more positive and consistently inspiring work environment.



Table 5: Common Reason for the Turnover of Employees

Turnover Reasons	No. of Responses	Percentage (%)
Low Salary	25	25%
Lack of Promotion	27	27%
Poor Work Environment	9	9%
High Workload	25	25%
Better Job Offer	14	14%
Total	100	100%

Here, lack of promotion was cited by 27% of respondents as the most frequent reason for employee turnover. Low pay and heavy workload came in second and third, respectively, at 25%. These results imply that workers are quitting because of pressure at work, insufficient pay, and few prospects for advancement. A smaller but significant 14% of respondents say they left because they received better job offers elsewhere, indicating that there are competitive external opportunities. Just 9% gave the excuse of a bad work environment. These findings show that in order to increase employee retention and general satisfaction, the company must improve its career advancement pathways, reevaluate its pay plans, and efficiently manage workload.s

Table 6: Challenges in replacing Skilled Employees

Difficulty in Replacement	No. of Responses	Percentage (%)
Always	17	17%
Sometimes	70	70%
Rarely	9	9%
Never	4	4%
Total	100	100%

The 17% of respondents think that replacing skilled workers is always difficult, while 70% of respondents think that it is sometimes difficult. This implies that a sizable segment of the labor

force recognizes the difficulties in filling positions requiring specialized knowledge or experience. Just 9% say they encounter such issues infrequently, and only 4% think replacements are never difficult. These results emphasize how crucial it is to develop internal talent pipelines and retain qualified personnel. To lessen the impact of losing important talent, organizations should concentrate on upskilling current staff, enhancing retention tactics, and guaranteeing knowledge transfer.

Table 7: Impact of Retention on Organizational Performance

Impact of Retention on Performance	No. of Responses	Percentage (%)
Strongly Agree	18	18%
Agree	57	57%
Neutral	21	21%
Disagree	2	2%
Strongly Disagree	2	2%
Total	100	100%

The 75% of respondents concur that employee retention improves organizational performance. The belief that keeping employees results in increased productivity, stability, and knowledge retention is reflected in the 57% who agree and the 18% who strongly agree. In contrast, 21% are neutral, which might be a sign of a lack of firsthand knowledge or observation. There appears to be little opposition to this viewpoint, as only 4% disagree or strongly disagree. According to these findings, retention initiatives have strategic value and companies should invest in employee happiness, growth, and engagement in order to improve long-term performance and business continuity.

Table 8: Effect of Employee Turnover on achievement of Organizational Goals

Impact on Organizational Goal	No. of Responses	Percentage (%)
Yes	56	56%
Maybe	40	40%



No	4	4%
Total	100	100%

Here, more than half of the workforce perceives a definite negative impact from employee turnover, with 56% of respondents believing that it has an impact on the attainment of organizational goals. Significantly, 40% of respondents chose "maybe," indicating hesitancy or differing experiences based on department or role. There is very little disagreement with the general concern, as only 4% of respondents think turnover has no impact on goal achievement. These results depicts how vital the employee stability is to preserving organizational momentum and focus. Organizations should use better retention tactics, efficient knowledge transfer, and structured onboarding to reduce the disruptions brought on by frequent turnover in order to guarantee consistent goal achievement.

Table 9: Seriousness of Employee Turnover Impact on organization Performance

Impact of Turnover on Organizational Performance	No. of Responses	Percentage (%)
Very Seriously	23	23%
Somewhat Seriously	53	53%
Minimally	20	20%
Not at All	4	4%
Total	100	100%

The 76% of respondents think that organization performance is impacted by employee turnover, either very seriously 23% or somewhat seriously 53%. This suggests that the majority of worker's view turnover as a major obstacle that could hinder output, customer satisfaction, or operational effectiveness. Just 4% think it has no effect at all, while 20% think it has a very slight effect. According to the consensus, high turnover might be impairing morale, increasing training expenses, or interfering with workflow. Organization may be able to sustain steady performance and increase long-term organizational effectiveness by addressing this issue with improved retention tactics.

Table 10: Perception of Management's response to Employees Feedback

Feedback consideration by Management	No. of Responses	Percentage (%)
Always	15	15%
Often	53	53%
Sometimes	27	27%
Never	5	5%
Total	100	100%

Here, 68% of workers think that management always 15% or frequently 53%, respectively, responds favorably to their feedback. This suggests a generally positive communication culture where staff members are respected and feel heard. Furthermore, 27% believe that management only occasionally responds, which could indicate erratic follow-through. There is a tiny area of concern because only 5% of respondents believe their feedback is never taken into consideration. Although the general impression is positive, trust can be further increased by acting on feedback consistently and transparently. Management can boost engagement, morale, and organizational improvement by actively involving staff members in decision-making and clearly acting on their suggestions.

Table 11: Clarity and Employee Friendliness of HR Policies

Employee view on HR Policies	No. of Responses	Percentage (%)
Strongly Agree	14	14%
Agree	43	43%
Neutral	33	33%
Disagree	6	6%
Strongly Disagree	4	4%
Total	100	100%

Here, 14% of employees strongly agrees whereas 57% of employees agrees that the HR policies are clear and employee-friendly. This implies that HR



policies are supportive and comprehensible to more than half of the workforce. Nonetheless, 33% gave a neutral response, suggesting a potential lack of knowledge or ambiguity regarding HR regulations. 10% of respondents disagreed, indicating that communication or the inclusiveness of the policy could be strengthened. These findings demonstrate the significance of having HR policies that are not only well-structured but also effectively communicated and in line with the needs of employees. Enhancing understanding and trust can be achieved through regular feedback sessions and HR training.

Table 12: Initiative Contributing to Improved Employee Retention

Retention Initiatives	No. of Responses	Percentage (%)
Salary Hikes	26	26%
Training Programmes	23	23%
Promotions	14	14%
Work Flexibility	27	27%
Employee Recognition and Awards	10	10%
Total	100	100%

Financial incentives and a balanced work-life environment are highly valued, as evidenced by the data showing that salary hikes and work flexibility are the two biggest initiatives leading to improved employee retention 27% and 26%, respectively. Training programs are also important; 23% of employees selected them, indicating that they value the chance to advance their skills. Promotions, which 14% of respondents chose, emphasize the value of career advancement, but only 10% mentioned employee awards and recognition, indicating that this area may be underutilized or have less of an impact. According to the research, offering monetary benefits along with flexible and developmental work arrangements can significantly raise employee satisfaction, lower attrition, and create a devoted, devoted workforce.

Table 13: Suggested Measures to Reduce Employee Turnover

Turnover Reduction Suggestions	No. of Responses	Percentage (%)
Better Pay	42	42%
Clear Growth Path	25	25%
Better Recognition	18	18%
Reduced Workload	9	9%
Improved Communication	6	6%
Total	100	100%

The study reveals that 42% of workers believe that higher pay is the key to lowering turnover, highlighting financial dissatisfaction as the main issue. The next important component, a clear growth path, was chosen by 25% of respondents, indicating that many workers look for clear career advancement within the company. Better recognition, selected by 18% of respondents, emphasizes the importance of recognizing and appreciating employee efforts. Improved communication 6% and less workload 9% were less highlighted but still pertinent. These findings imply that, in addition to financial incentives, providing structured development and cultivating an environment of gratitude and openness are also essential for retention.

Table 14: Fairness of Performance based Rewards Distribution

Fairness in Performance Rewards	No. of Responses	Percentage (%)
Strongly Agree	15	15%
Agree	40	40%
Neutral	22	22%
Disagree	19	19%
Strongly Disagree	4	4%
Total	100	100%



55% of workers think performance-based rewards are given out equitably, with 40% agreeing and 15% strongly agreeing. This indicates a moderate degree of confidence in the company's incentive policies. Nonetheless, 22% express no opinion, which might indicate ambiguity or irregularities in the way performance is assessed. Interestingly, 23% of respondents were unhappy, with 19% disagreeing and 4% strongly disagreeing, suggesting that there may be bias or a lack of transparency. These findings demonstrate that in order to increase trust in the equity of reward distribution, the company must guarantee more precise performance standards, open evaluation procedures, and constant communication.

Table 15: Impact of Reward Management on Organizational Performance

Impact of Reward on Performance	No. of Responses	Percentage (%)
Strongly Agree	22	22%
Agree	59	59%
Neutral	13	13%
Disagree	3	3%
Strongly Disagree	3	3%
Total	100	100%

The employees strongly believe that reward management improves organizational performance. Given that 81% of respondents agreed, it is evident that most workers understand the positive effects that incentives and recognition can have on productivity, morale, and goal alignment. The 13% of neutral answers might indicate that some workers haven't seen or felt the direct effects of rewards. The tiny percentage of respondents 6% who disagreed might indicate discrepancies or weaknesses in the system of rewards. All things considered, these findings emphasize how crucial it is to match reward schemes with performance objectives in order to foster employee motivation and improve overall business success.

Table 16: Cross Tabulation between Work Experience and Employee Perception on Organisational Goals

Work Experience	Yes	May Be	No	Total
Less than 1 year	4	5	1	10
1 – 3 Years	16	15	1	32
3 – 5 years	12	6	1	19
More than 5 years	24	14	1	39
Total	56	40	4	100

The cross tabulation indicates that employees with higher work experience, particularly those with more than 5 years, show a stronger agreement that employee turnover affects organisational goals. Employees with lesser experience tend to show more uncertainty, as reflected in higher “may be” responses. This suggests that experience plays a role in shaping employee perception, with more experienced employees having greater awareness of organisational impact.

Table 17: Mean score calculation: Impact of Retention on Performance

Response	frequency	score	fx
SA	18	5	90
A	57	4	228
N	21	3	63
D	2	2	4
SD	2	1	2
Total	100		387

(SD- Strongly Agree, A- Agree, N- Neutral, D- Disagree, SD-Strongly Disagree)

Table 18: Mean score calculation: Employee View on HR Policies

Response	frequency	score	fx
SA	14	5	70
A	43	4	172
N	33	3	99
D	6	2	12
SD	4	1	4
Total	100		357

(SD- Strongly Agree, A- Agree, N- Neutral, D- Disagree, SD-Strongly Disagree)



Table 19: Mean score calculation: Fairness in Performance Reward)

Response	frequency	score	fx
SA	15	5	75
A	40	4	160
N	22	3	66
D	19	2	38
SD	4	1	4
Total	100		343

(SD- Strongly Agree, A- Agree, N- Neutral, D- Disagree, SD-Strongly Disagree)

Table 20: Mean score calculation: Impact of Reward on Performance)

Response	frequency	score	fx
SA	22	5	110
A	59	4	236
N	13	3	39
D	3	2	6
SD	3	1	3
Total	100		394

(SD- Strongly Agree, A- Agree, N- Neutral, D- Disagree, SD-Strongly Disagree)

Table 21: Mean Score Summary and Ranking

S I . No	Statement	Mean score	Rank
1	Impact of Reward on Performance	3.94	1
2	Impact of Retention on Performance	3.87	2
3	Employee View on HR Policies	3.57	3
4	Fairness in Performance Reward	3.43	4

The mean score result indicates that reward management has the highest influence on organisational performance, with a mean value of 3.94. employe retention follows closely with a

mean score of 3.87, highlighting its importance in achieving better performance outcomes. The perception of HR policies shows a moderate level of agreement (mean = 3.57), whereas fairness in performance rewards records the lowest mean score of 3.43 among factors considered. Overall, the findings suggest that reward systems and retention practices are key contributors to improving organisational performance.

Testing of Hypothesis

H0: There is no significant relationship between Employee Turnover and Organizational Performance

H1: There is a significant relationship between Employee Turnover and Organizational Performance

Table 22: Chi- Square Test

Particu- lars	Ob- tained Value	Ex- pected Value	(OV- EV)	(OV- EV) 2	(OV- EV)2/ EV)
Very Seriously	23	25	-2	4	0.16
Somewhat Seriously	53	25	28	784	31.36
Minimally	20	25	-5	25	1
Not at All	4	25	-21	441	17.64
TOTAL	100				50.16

Expected Value= (100/4) = 25

(OV-EV) = -4

(OV-EV)2 = 16

Degree of Freedom = (n-1) = 4-1= 3

Estimated Value = 50.16

Table Value = 7.815

Analysis and Interpretation:

Chi square test was applied to examine the association between employee turnover and organisational performance. The calculated chi square value (50.16) exceeds corresponding critical tale value of 7.815 at the selected level of significance. Since the computed value is substantially higher than the critical value, the null hypothesis is rejected. This result indicates



the presence of a meaningful statistical association involving employee turnover and organisational performance.

Findings

- The gender distribution of respondents shows that 55 participants are male and 45 are female, reflecting a near balanced representation of both genders in the study.
- The highest number of respondents are in the age group of 35 – 40 years (44%)
- Only 10 respondents are less than 25 years, showing a low presence of experienced and highest number of respondents are having experience more than 5 years. Only 10 respondents have more than five years of experience, suggesting issues with retention or limited career growth.
- 59 respondents are satisfied about current salary, but only 9 are extremely satisfied, highlighting room for improvement in compensation structures.
- 63 respondents believe there are limited growth opportunities, indicating a need for better career advancement frameworks.
- 65 respondents perceive the workplace as positive, though 31 are neutral, reflecting mixed views on organizational culture.
- 57 respondents say turnover increases their workload, suggesting operational strain due to departing colleagues.
- 87 respondents find replacing skilled workers difficult (always or sometimes), stressing the need to retain experienced staff.
- 75 respondents agree that employee retention improves company performance, reflecting broad recognition of its strategic impact.
- 55 respondents believe turnover raises hiring and training costs, linking retention to financial efficiency.
- 76 respondents believe performance is negatively affected by turnover, indicating significant operational consequences.

- 68 respondents say management responds positively to feedback, but 27 feel this is inconsistent, pointing to room for improvement.
- 71 respondents agree HR policies are clear and employee-friendly, though 33 are neutral, suggesting a need for better communication.
- 27 respondents see salary hikes and 26 see work flexibility as key to retention, followed by 23 valuing training programs.
- Employees with higher working experience showed greater awareness regarding the impact of turnover on organisational performance.
- Fairness in performance reward received comparatively lower responses, suggesting it as an area of concern.

Suggestions

To effectively reduce the turnover of the employee and enhance organizational performance, it is crucial to create clear and transparent career progression paths that help employees visualize their future within the company. Alongside this, reviewing and updating pay structures can significantly improve financial satisfaction and show employees that their contributions are valued. Introducing wellness programs and offering flexible work schedules can greatly support work-life balance and employee well-being. Strengthening mentorship, upskilling, and training initiatives is equally important to promote continuous learning and professional growth. Enhancing communication around HR policies and procedures ensures clarity and fosters trust within the organization.

Recognition is instrumental in employee satisfaction; hence, implementing timely, personalized, and transparent reward systems is essential. Encouraging internal hiring and developing well-designed succession plans also help retain top talent and foster a sense of advancement. Regular feedback sessions, coupled with clear responses to employee suggestions, demonstrate that their voices are heard and valued. To maintain team efficiency, workload distribution should be monitored and managed fairly. Performance reviews must be impartial



and directly linked to rewards to reinforce a culture of fairness and accountability. Fostering a supportive and engaging work environment helps build strong employee morale and commitment. Leadership development programs can enhance management effectiveness and support better team dynamics. Additionally, retention strategies should be shaped by understanding employee preferences such as preferences for salary increases or career growth opportunities. Finally, analyzing turnover data at the departmental level allows for targeted interventions and more strategic decision-making.

Conclusion

According to survey results, the company's youthful and vibrant workforce faces significant

obstacles with regard to career stability, growth, pay, and workload balance. Employee turnover is a serious issue since it has a big effect on productivity, morale, and the overall effectiveness of the company. There is potential for strategic enhancements in HR policies, communication, and retention, even though efforts in workplace culture and reward systems are recognized. Long-term business success can be achieved by fostering a more engaged, contented, and devoted workforce through the implementation of focused development programs, equitable compensation, and clear advancement opportunities.

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