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**EMPLOYEE TURNOVER: CAUSES AND RETENTION STRATEGIES\*****Kristina Samašonok***Vilniaus kolegija/Higher Education Institution, Saltoniškių Str. 58, Vilnius, Lithuania**E-mails: [k.samasonok@vfv.viko.lt](mailto:k.samasonok@vfv.viko.lt)**Received 18 October 2023; accepted 5 February 2024; published 30 March 2024*

**Abstract.** The research aims to determine the factors determining employee turnover and foresee possible management techniques for employee turnover management in the organization. The following research methods were applied: *analytical, descriptive, quantitative and statistical*. After using a quantitative research strategy and based on the respondents' (n=294) assessment results, the possible extent of employee turnover in the organization and the respondents' attitude toward work in the organization were identified, as well as the causes impacting employee turnover were specified based on which possible techniques for decreasing the employee turnover in the organization were determined. After analyzing the employee attitude toward work in the organization, the research data showed that even though a large number of respondents felt successful in their work and assessed the work in the organization as interesting and attractive, more than two-thirds (64.7%) of the research participants admitted that employee turnover in the organization is high. Even 51.7% of respondents were very often or often thinking about changing their jobs in the last half year. The research found that failure in job expectations, the lack of motivation and the professional skills required were the main personal factors impacting employees' willingness to change jobs. On the other hand, uncompetitive salaries and limited opportunities for career and professional development, as well as underestimation of work results and efforts, ignoring the individual needs of employees, restricted possibilities to show initiative and participate in decision-making processes and lack of room for self-expression and realization of one's personality are considered the most critical external reasons determining employee turnover in the organization. Based on the research results, it could be stated that employee turnover management requires complex decision-making at the organizational level, which covers the creation of a favourable psychological microclimate, the employee recognition and evaluation for their efforts, the creation of a flexible approach to the singularities of work organization, ensuring the relationship between colleagues and the manager and fostering its feedback. Moreover, in employee turnover management, it should be appropriate to ensure personal and professional development, improve the motivation system, and provide opportunities for choosing a flexible workload and schedule.

**Keywords:** employee turnover; causes of employee turnover; measures and methods for employee turnover reduction; desire to change the job; employees; motivation

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## 1. Introduction

The increasing labour supply, the opportunities to find a better job and the value of human resources in the organization in the context of today's labour market give particular importance to providing a competitive advantage to the organization, ensuring its harmonious functioning and development (Sinha, Sinha, Sarangi, 2018). Therefore, even though employee turnover is a natural and usual process in the organization (Žukauskaitė, 2008), relevant discussions about ensuring employee stability and managing employee turnover in the organization encouraged to carry out the research in this area.

The relevance of employee turnover management is revealed in scientific literature, highlighting its negative consequences. According to Abagelan and Tulu (2020), employee turnover is one of the biggest failures in the organization, causing great anxiety and concern to this day. Scientists agree that employee turnover could become one of the causes of social and economic losses in the organization arising at the time of employee dismissal and after employee dismissal due to the need for new employees. Based on these facts, employee turnover is assessed as hurting turnover rates (Lee, 2018) and also as a factor reducing the scope of efficiency of the organization, its labour productivity, profitability and activity (Abagelan and Tulu, 2020), as well as impacting a lower quality of work and its results (Koszela, 2020). Some scientists state that employee turnover is the decisive factor in organizational losses (An, 2019).

In contrast, Zhu et al. (2017), Chiat and Panatik (2019), and Gharbi et al. (2022) believe that searchers for new employees, their selection and employment, as well as training of new employees, require additional costs. Based on the works of scientists, Žukauskaitė (2008) stated that adverse effects of employee turnover are related to decreased work morale, the increased workload for remaining employees, the loss of human capital (experience, knowledge, skills), a reduced unity in a team and the increased possibility of conflicts. These facts bring to light the relevance of employee turnover management in the organization and confirm that employee turnover management is an inseparable area of human resource management in the organization, which is related to positive aspects of the existence of the organization, such as labour productivity, operational efficiency and the quality of results and ensures the continuity of essential processes.

When assessing the tendencies of employee turnover management in the organization, it is evident that the change in the concept in this area is developing in a positive direction. With the increased attention to human resources in the organization, the emphasis was laid on ensuring employee stability and fostering searches for employee turnover retention. Scientists admit that employee turnover management is a complex phenomenon covering the following aspects: the creation of a favourable psychological and microclimate in the organization (Bufquin, DiPietro, Partlow, 2018), encouraging teamwork (Alvi, Kayani, Mir, 2020), ensuring the quality of relationships between colleagues and the manager and its feedback (Krywalski, 2020), ensuring respect and recognition of employees and evaluation of their efforts, (Čuček and Kač, 2020; Zhu et al., 2017) providing their support (de la Torre-Ruiz, Vidal-Salazar, Cordon-Pozo, 2019; Alam et al., 2020) and improving motivation methods (Fletcher, Carter, Lyubovnikova, 2018; Navickas et al., 2023; Awais Bhatti and Alnehabi, 2023).

Employee turnover management is related to answering their needs by creating favourable working conditions and providing all the tools necessary for work (Imran and Ayub, 2017), and also creating opportunities for personal and professional development (Haider, Fatima, de Pablos-Heredero, 2020), trusting employees, (Demircioglu, 2021), granting them autonomy to act independently and make decisions (Abagelan and Tulu, 2020; Haider, Fatima, de Pablos-Heredero, 2020). According to scientists, these measures ensure the retention of highly qualified employees (Lutfiani Putri Windia, Singh, Rashid, 2021) and increase their inclusion in the activities performed (Weideman and Hofmeyr, 2020). However, it should be stated that in Lithuania, the preventive measures for reducing employee turnover still need to be fully developed, whereas targeted strategies for employee retention are not sufficient; therefore, the existing problems still need to be solved. Unfortunately, after assessing today's labour market and the constantly changing economic environment of the country, there is little hope that the present situation regarding employee turnover will decrease in the near future. On the contrary, in today's labour market, those employees who are self-confident, flexible and not afraid of professional mobility change their workplace more often (Žiogelytė and Kšivickaitė, 2014). On the other hand, it is evident that the increasing labour supply and better opportunities for finding a job still make the problem

of employee turnover relevant and encourage employers to search for effective ways of managing employee turnover.

Considering the insights of scientific literature on the need for employee turnover management in the organization, the research raises the following *aims*: After identifying the factors impacting employee turnover to predict possible ways for managing the situation of employee turnover in the organization.

*Research objectives:*

1. Discuss possible management techniques after analyzing scientific literature and the research related to the topic, theoretically substantiating the causes of employee turnover.
2. To investigate and compare the attitude to work of employees with more than five years of experience and those with less than five years of experience in the organization.
3. To determine the causes of employees who want to change their jobs.
4. To discuss possible techniques for employee turnover reduction in the organization.

In this context, it is necessary to assess the employees' attitude toward work in the organization, identify the factors impacting job satisfaction, identify the causes for the desire to change jobs and foresee possible perspectives of employee turnover management. No doubt revealing the extent of employee turnover and the factors impacting employee turnover could allow us to understand not only the importance of the problem, its causes and consequences but it could also encourage us to take measures and look for methods how to manage the situation of employee turnover.

## **2. The causes of employee turnover and the opportunities for its reduction: a theoretical aspect**

In today's labour market, the emphasis is laid on investigating employee turnover management to ensure the effectiveness of the organization's activities. Usually, employee turnover is described as a dynamic phenomenon when an employer loses an employee (Ngo-Henha, 2017; Gharbi et al., 2022) due to a conscious and deliberate desire of the employee to leave the organization (Abagelan and Tulu, 2020). Some researchers state that employee turnover is a phenomenon arising from the incompatibility of values, interests and behaviour (Olubiyi et al., 2019). Accordingly, after analyzing the patterns of employee turnover, Lee (2018) and Lee et al. (2017) drew attention to the complexity of this phenomenon and pointed out that internal and external factors impact the process between a person and an organization.

Employee turnover is a complex phenomenon or a combination of several decisions; however, it is evident that this impacts both an employee and his organization. On the one hand, employee turnover could be useful to the organization when newly hired persons bring new knowledge and ideas that help solve particular problems and more quickly adapt to the changing labour market conditions. On the other hand, employee turnover has a negative side as well. The scientists who analyzed negative aspects of employee turnover (Žukauskaitė, 2008; Caesens, Stinglhamber, Marmier, 2016; Anuradha and Ghuman, 2017; Čuček and Kač, 2020; Demircioglu, 2021) draw attention to the fact that a frequent employee turnover affects the volatility of work results to be achieved in the organization, since employee turnover may interfere with a quick adaptation of new employees in the work environment. Some scientists relate the adverse effects of employee turnover in the organization to the turnover rates, which negatively affect the organization's activities (Lee, 2018), production (Skelton, Nattress, Dwyer, 2020) and operational efficiency and profitability of the organization, (Abagelan and Tulu, 2020) as well as require additional costs for new employee searches, their selection, employment and training (Zhu et al., 2017; Chiat and Panatik, 2019; Gharbi et al., 2022) whereas sometimes cause considerable losses when an unplanned necessity to change management plans and the existing strategies arises (An, 2019). The researches of other scientists show a direct relationship between employee turnover and turnover when the employee dynamics in the organization negatively impact turnover (Abagelan and Tulu, 2020), which may directly reduce the quality of work or its results, which, according to Koszela (2020), may increase customer dissatisfaction with the services provided or production. Skelton, Nattress, and Dwyer (2020) noted that employee turnover costs might cost an organization more than 100 per cent of one employee's monthly salary. Moreover, the employee turnover should be related not only to financial losses, as one of the negative effects to the organization. Based on the results of other scientists Žukauskaitė (2008) stresses that employee turnover in

the organization evokes such consequences as decreased work morale, an increased workload for the remaining employees, the loss of human capital (experience, knowledge, skills), an impaired group socialization and a decreased unity in a team, as well as an increased possibility of conflicts, which according to some scientists, can foster other employees to leave the job. The previously mentioned effects were stressed by other scientists, based on which it could be stated that a prevailing employee turnover in the organization impacts the loss of knowledge and accumulated experiences (Žiogelytė and Kšivickaitė, 2014). As seen from the results obtained, employee turnover evokes financial and social losses for the organization that cover the employee experiences, knowledge, and skills and negatively impacts the microclimate in the organization and the unity of a team. On the other hand, employee turnover may become the factor affecting a decreasing work quality and an obstacle to the productive functioning of the organization, which, when operating under difficult competitive market conditions, complicates the successful functioning of the organization.

After assessing the negative impact of employee turnover in the organization and bearing in mind the fact that human resource management plays an integral part in providing a competitive advantage to the organization (Sinha, Sinha, Sarangi, 2018) and seeking to avoid economic (financial) and social consequences as well as trying to ensure uninterrupted execution of critical processes it is necessary to distinguish the most important components of the object analyzed, to identify the factors affecting employee turnover and to search for techniques how to reduce them.

In recent decades, research has raised the question about the factors that lead to employee turnover. Some scientists (Lazauskaitė-Zabielskė and Urbanavičiūtė, 2018) define employee turnover as a complex phenomenon and relate it to the employee reaction arising from a general dissatisfaction with work, which is impacted by various processes occurring within the organization. Researchers who expanded on the reasons for work dissatisfaction believe that it can be caused by the lack of balance between the work requirements and their control, the feedback between the direct manager and colleagues, the limitation of freedom in decision-making related to work goals (Lazauskaitė-Zabielskė and Urbanavičiūtė, 2018), and the lack of employee support (or its complete absence) (de la Torre-Ruiz, Vidal-Salazar, Cordón-Pozo, 2019) as well as zero provision of tools necessary for work (Imran and Ayub, 2017). Moreover, work dissatisfaction can be caused by a limited application of motivation methods, the balance between the work performed, the efforts made, and the lack of reward when the resources used do not meet the expectations of employees (Fletcher, Carter, Lyubovnikova, 2018) and also the lack of respect and employee recognition (Čuček and Kač, 2020). As stated by scientists, all these causes may impact the employee's decision to change their workplace and look for a job in another organization. Some researchers analyzing the causes of employee turnover emphasized the organizational culture relating it to the organizational impact created by employees, which is based on the unity in a team and participation in its activity and also the uniqueness of the organization and teaching elements, the lack and absence of which foster the employee to leave the organization (Imran and Ayub, 2017). Meanwhile, according to Abagelan and Tulu (2020), Haider, Fatima and de Pablos-Heredero (2020), inadequate human resource management policies and strategies can increase employee turnover when employees feel unsafe and disrespected or cannot make decisions independently. Therefore, employee turnover is a process which is inseparable from job dissatisfaction. Job satisfaction is considered one of the factors leading to employee engagement and a stronger commitment to the organization. The relationship between the organization's characteristics and job satisfaction is analyzed in detail in published works. Some scientists stress the importance of greater autonomy for employees to act independently and provide the conclusion that a more flexible approach to organizing tasks has a positive impact on employee involvement in work, which decreases employee turnover (Demircioglu, 2021; Weideman and Hofmeyr, 2020). Other scientists draw attention to a flexible arrangement of work, which enables employees to independently decide where, when and how to do a specific task, which is one of the ways to motivate and retain highly qualified employees (Lutfiani Putri Windia, Singh, Rashid, 2020) and increase the employee involvement in the activities performed (Weideman and Hofmeyr, 2020). Based on this opinion, it is evident that the aforementioned circumstances impact the establishment of a responsible attitude toward employees in the organization by properly managing a motivation process, which, according to Žiogelytė and Kšivickaitė (2014), creates a mutual benefit –for meeting the needs and expectations of both the employee and the organization. Some scientists admit that a financial reward (Fletcher, Carter, Lyubovnikova, 2018) and the creation of favourable working conditions (Imran and Ayub, 2017) could increase employee work satisfaction, decreasing the desire to leave the job. On the other hand, the

emphasis is laid on a social aspect when teamwork in the organization is encouraged (Alvi, Kayani, Mir, 2020), while the employees who are on good terms with their colleagues are adapted to the social environment (Bufquin et al., 2018) and work in the organization when the work environment is predictable. The organization is stable (Haider, Fatima, de Pablos-Heredero, 2020), and they have fewer intentions to leave the job. The importance of a social aspect is raised by many scientists who stress that evaluation of employee efforts, considering individual needs and interests and recognition of the employee as a specialist could be one of the ways to decrease employee turnover (Zhu et al., 2017). The aforementioned opinion is supported by other scientists who stress employee empowerment, the provision of full support for employees (Goldstein et al., 2017) and ensuring the importance of internal communication while seeking to decrease the sense of uncertainty of employees concerning their roles in the organization (Krywalski, 2020) and increasing their job satisfaction, which would impact a decrease in employee turnover. de la Torre-Ruiz, Vidal-Salazar and Cordón-Pozo (2019) research shows that the organization's concern for the well-being of employees and providing not only mandatory social guarantees but also additional support are the factors that influence the employee's involvement in the organization and evoke the sense of identification oneself with the organization, which could decrease the employee turnover. The importance of the aforementioned social aspect is emphasized by many scientists who admit that social support is one of the factors ensuring job satisfaction. These insights could be formed after assessing the research data by Alam, Hassan, Bowyer and Reaz (2020), which confirm the relationship between social support and job satisfaction. According to the scientists, social guarantees positively correlate with a higher motivation of employees and engagement in activities. Whereas other scientists (Haider, Fatima, de Pablos-Heredero, 2020), after establishing the relationship between the increased level of employee competence and the decreased level of employee turnover, assume that employee training and the opportunities for qualification improvement and professional development evoke a higher level of job satisfaction, which impacts the employee retention in the organization. The insights of other scientists are also important in as much as they discern the causes of employee retention. For example, Shakil's (2020) research found that a positive correlation between motivation and employee job satisfaction confirms that motivation strategies are acceptable to employees and their application could reduce employee turnover. The importance of employee motivation and the improvement of motivation methods as one of the factors decreasing employee turnover was emphasized by Žiogelytė and Kšivickaitė (2014), who noted that to retain employees, it is necessary to apply various motivational techniques, which, according to the scientists, encourage employees to perform their work better, impact the employee job satisfaction and ensure operational productivity of the organization. Other scientists, when discussing the possibilities of employee retention, emphasized the balance between career opportunities and the personal and working life of the employee, as well as a flexible arrangement of work, manager support, and employee involvement (Lutfiani Putri Windia, Singh, Rashid, 2021; Weideman and Hofmeyr, 2020) the wage flexibility and social services (Alam et al., 2020). Therefore, employee satisfaction with job conditions and their content, which covers the specifics of work organization and personnel management, ensuring learning and professional development opportunities, a proper motivational strategy, and inner communication, could decrease employee turnover. Moreover, implementing employee turnover management is related to improving a favourable microclimate in the organization and continuously running important processes and work. In summary, it could be stated that to manage the employee turnover phenomenon, it is necessary to find out the attitude of employees to work, their expectations and needs and also to properly select motivational tools and foresee the aspects affecting the overall job satisfaction of employees and their involvement into the work processes.

### 3. The research methodology

*Research organization and the scope of research participants.* The research covered 294 respondents (persons working in Lithuanian organizations), 173 (58.8%) of whom were women and 121 (41.2%) men. After assessing the respondents according to their work experience, it could be noted that more than two-thirds of the research participants had up to 5 years work experience in the organization where they are currently working ( $n = 185$ ; 62.9%), whereas a minor part of the participants had more than 5 years' work experience (109 (37.1%)) in the organization where they are currently working. In the last half year, most (93.8%) of the research participants were at least once thinking about changing their jobs and leaving the organization where they are currently working. In comparison, only 6.2% of the respondents never considered changing their careers in the last half year.

The survey questionnaire was distributed with the help of an electronic system, which was one of the reasons for the passive involvement of employees in the survey and impacted small-scale research. Therefore, to go deeper into the topic investigated, in the perspective of further research when seeking for a greater representativeness so that according to the obtained results, it would be possible to decide on the general whole it would be appropriate to expand the scope of the research participants.

During the research, the ethical principle of free self-determination was observed. The study was conducted anonymously, while the results obtained were processed and presented, ensuring data confidentiality.

*Research methods. Analytical descriptive method.* Systematic analysis of scientific literature and the research related to the topic under consideration was based on comparative and generalization methods (the reasons impacting employee turnover were investigated based on a theoretical aspect, and discussions were provided on possible techniques for managing employee turnover in the organization. *Quantitative research method (questionnaire)* To investigate the factors of employee turnover and seeking to reveal the measures for reducing employee turnover, a questionnaire was prepared. The questionnaire statements were made considering theoretical insights and the criteria distinguished in scientific literature, with the help of which using a quantitative research method, the research investigated the employee attitude toward work in the organization where they are currently working, and the causes of employee turnover were identified, which can help foresee the tools for the employee turnover reduction. The questionnaire validity and reliability were determined by calculating *Cronbach's alpha* meanings in each group of the questionnaire statements separately. The results of statistical data analysis show that the level of internal consistency of the questionnaire statements on *The employee attitude toward work in the organization where they are currently working* is high enough (Cronbach's alpha = 0.843), and it varies from 0.837 to 0.862. After checking the internal consistency of the questionnaire statement on *Causes of employee turnover*, it was calculated using Cronbach's alpha = 0.852, and it varied from 0.836 to 0.872. Considering the fact that the internal consistency should be from 0 to 1 and the coefficient value of Cronbach's alpha is 0.60 and it is considered suitable for the research (Pakalniškienė, 2012), Cronbach's alpha, which was calculated in the course of the research performance shows that the groups of questions are coordinated with each other and the variables included into the questionnaire represent the research part and are oriented toward the investigation of the causes of employee turnover in the organization and its reduction opportunities. In defining the main *Causes of employee turnover* and applying the *Varimax* spinner, the analysis of the principal component factors and constructs was discerned. The results show that the data is suitable for the factor analysis.  $KMO=0.786$  (it should be not less than  $KMO=0.6$ ), while the meaning of Bartlett's test of specificity is  $p<0.001$ . The factor analysis results show that the questionnaire's statements on *Causes of employee turnover* form two factors, while the factor weights in each factor vary from 0.63 to 0.791. The level of internal consistency of each factor was calculated using (Cronbach's alpha), and the number of statements is presented in Table 1.

**Table 1.** Causes of employee turnover: internal consistency of factors

Factors	The number of statements	Cronbach's alpha
Internal causes related to the processes occurring in the organization	17	0.652
Personal reasons	11	0.816

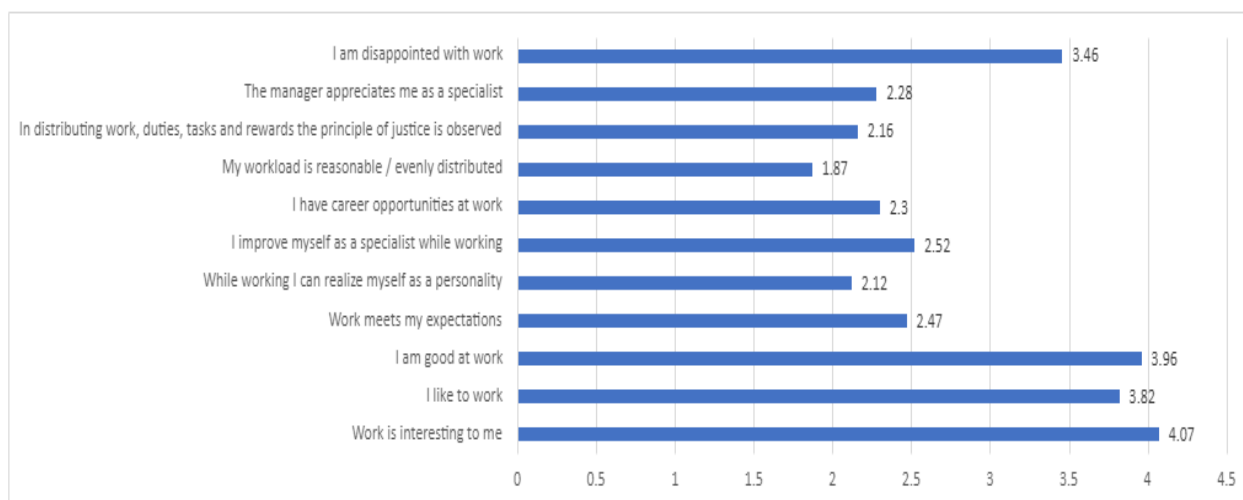
*Methods of statistical data analysis.* The data obtained during the research was processed using the descriptive statistics of the data - calculation of percentage frequency. For describing the values of Likert scale the average (M) was used, while its standard deviation (SD) and *Student t - the test* used to compare the average of variables of Likert scale in two independent samples. When the significance level is less than 0.05, the difference in signs is considered statistically significant. The statistical data analysis was performed using software SPSS data package of 17 version and MS Excel 2016 software.

#### 4. Causes of employee turnover and their reduction opportunities: analysis of the empirical research results

The increasing employee turnover raises the problem of opportunities for employee turnover reduction, which remains relevant and triggers new scientific discussions. It also encourages looking for opportunities to manage the situation related to employee turnover. The questionnaire was conducted to determine the opportunities for employee turnover reduction. Indicators covering the factors impacting employee turnover are these: the plans (desires) of respondents to change their jobs, the opinion of employees about working in the organization, as well as personal and external reasons, leading to searching for new jobs, which helped determine possible tools for the employee turnover reduction.

After analyzing the assessment results of the attitude of employees toward working in the organization where they are currently working in the total sample (see Figure 1), it was found that the respondents assessed *the interest in the activity* (M=4.07) with the highest average estimates. The research participants also admitted that they are *successful at work in the organization* (M=3.96) and *like it* (M=3.82). The lowest average estimates show that according to the respondents' assessment, their *workload could be more appropriate and evenly distributed* (M=1.87). Besides, the principle of justice is not observed in *distributing work, duties, tasks and rewards* (M=2.16). On the other hand, the statistical analysis data showed that the research participants lack *recognition as professionals* (M=2.28) and *opportunities to develop one's personality* (M=2.12). At the same time, work in the organization only *partly meets their expectations* (M=2.47). Low average estimates show that the research participants admit that they *lack career* (M=2.3) and *professional development opportunities* (M=2.52).

In contrast, high average estimates show that some of the research participants *are disappointed with the work in the organization where they are currently working* (M=3.46). Therefore, despite the interest in the activity (work) that was revealed during the research and the sense of being successful at work, which could be related to the lower probability of leaving the job, the lack of motivation in the organization or an improper application of motivation methods, when employees' expectations are not met, the workload is not appropriately distributed. The principle of justice is not observed when distributing work, duties, tasks and rewards when the opportunities for the development of one's personality and recognition of professional qualifications are not ensured, evoking the employees' disappointment with their work, which could be the causes to leave the job and search for a new one. The results show that an equal distribution of work and duties, considering employees' individual needs and expectations and improving the professional development promotion and implementation system, would help decrease employee turnover rates.



**Figure 1.** The assessment of employee attitude to work in the organization where he is currently working (n = 294; the average value (M), Max=5)

A comparative analysis was performed on the work in the organization where the employee works in the employee groups of different work experiences, which revealed statistically significant average differences (see Table 2). After calculating t – test, it was found that employees who have less than 5 years of work experience in the organization where they are currently working assessed *their interest in the activity* by significantly higher

average estimates (M=4.12), compared to those whose work experience in the organization was more than 5 years (M=3.6). The obtained statistically significant differences ( $p < 0.05$ ) showed that employees whose work experience in the organization where they are currently working is less than 5 years assessed the work as the one which they like (M=3.92), compared to those whose work experience was more than 5 years (M=3.54). On the other hand, based on the assessment results of the employees whose work experience in the organization where they are currently working is more than 5 years significantly higher average estimates show that their work met their expectations (M=3.19). They feel that the manager appreciates them as specialists (M=3.32), compared to those whose work experience is less than 5 years (respectively: M=2.25 and M=2.12). Whereas significantly lower estimate averages found out in the latter group show that employees whose work experience is less than 5 years lack the opportunities to realize themselves as personalities (M=1.83) and seek for professional development (M=2.08) as well as climb up the career ladder (M=1.94), compared to the assessment results of those whose work experience was more than 5 years in the organization where they are currently working (respectively: M=3.06; M=3.24 and M=2.9). Moreover, after calculating *Stjudent t-test statistically significant average estimates were identified* ( $p < 0.05$ ), which show that the research participants whose work experience in the organization is less than 5 years less often experience success at work (M=3.78) and are more disappointed with work (M=3.98), compared to the assessment results of those whose work experience is more than 5 years (respectively: M=4.02 ir M=2.73).

After performing comparative data analysis in the groups of respondents whose work experience is more than 5 years in the organization and those whose work experience is less than 5 years statistically significant differences in the assessment results with regard to *workload distribution* and *work, duties, tasks and rewards distribution while observing the principle of justice* were not identified (see Table 2), which shows that the attitude to work in the organization where the respondent is currently working is assessed disregarding the employee's work experience in the organization.

**Table 2.** The assessment results of employees whose work experience in the organization where they are currently working is more than 5 years (n = 109) and those whose work experience is less than 5 years (n = 185) (average estimates (M), standard deviation (SD) and the level of significance of differences; Max=5; when  $p < 0.05$ )

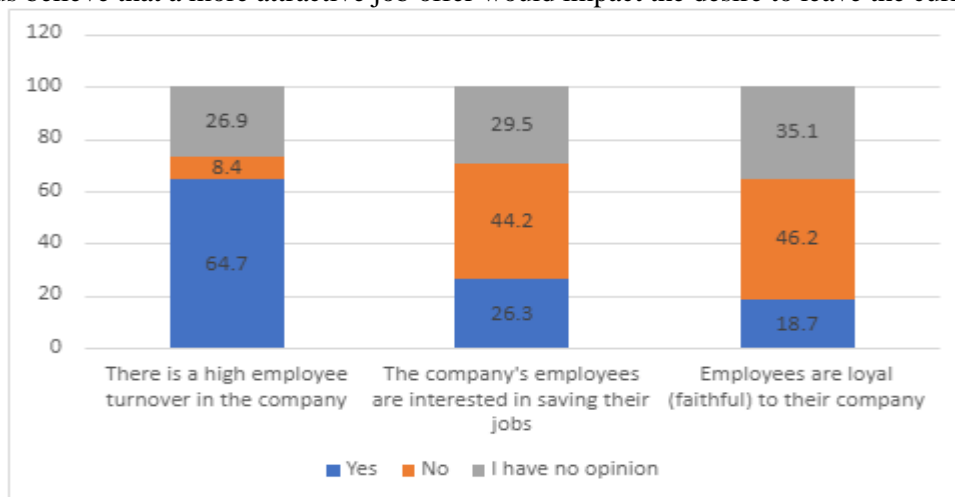
Indicators reflecting the opinion about work in the organization	Work experience: less than a year		Work experience: more a year		t	p
	M	SD	M	SD		
Work is interesting to me	4.12	1.36	3.6	1.02	2.625	<b>0.024</b>
I like to work	3.92	1.21	3.54	0.98	1.804	<b>0.032</b>
I am good at work	3.78	1.08	4.02	1.29	1.687	<b>0.047</b>
Work meets my expectations	2.25	0.46	3.19	0.71	3.529	<b>0.004</b>
While working, I can realize myself as a personality	1.83	0.2	3.06	0.65	4.416	<b>0.001</b>
I improve myself as a specialist while working	2.08	0.41	3.24	0.7	4.24	<b>0.001</b>
I have career opportunities at work	1.94	0.28	2.9	0.57	3.751	<b>0.002</b>
My workload is reasonable / evenly distributed	1.93	0.34	1.76	0.23	1.43	0.052
In distributing work, duties, tasks and rewards, the principle of justice is observed	2.06	0.382	2.18	0.46	1.36	0.056
The manager appreciates me as a specialist	2.12	0.38	3.32	0.83	4.38	<b>0.001</b>
I am disappointed with work	3.98	1.2	2.73	0.48	4.421	<b>0.001</b>

After summarizing the assessment results of the research participants of the attitude to work in the organization where they are currently working, it could be stated that those whose work experience in the organization is more than 5 years think that the manager appreciates them, are more successful at work. Their expectations are met compared to those whose work experience in the organization where they are currently working is less than



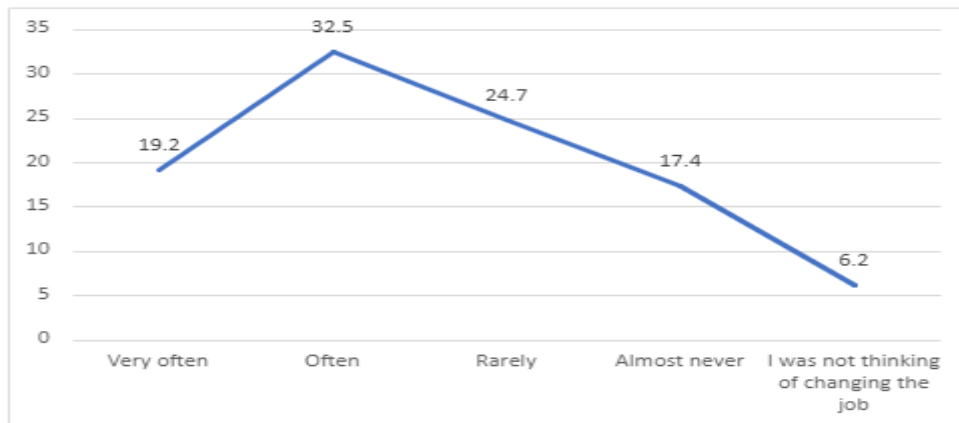
5 years, since their average estimates are significantly lower, which shows that the latter respondents do not see the opportunities for self-realization, professional development and career opportunities, which impacts their disappointment with work and may evoke the desire to leave the job and move to another organization. In predicting the tools of employee turnover management and seeking to decrease the number of employees who want to leave the job, it is necessary to consider the needs and expectations of employees of different work experiences, i.e., to ensure the opportunities of self-expression and professional development of those who have less work experience and to appreciate their efforts and contribution to common goals of the organization. In contrast, those with more work experience should have the possibility to share their experiences at work.

After analyzing the situation of employee turnover management, the research results showed that although most respondents assessed their work as interesting and successful, employee turnover is still a relevant issue. This could be seen from the research results (see Figure 2). The relevance of the employee turnover problem could be confirmed by more than two-thirds (64.7%) of respondents admitting that employee turnover is high in the organization where they are currently working. In contrast, only a tiny part of respondents working in the organization *are interested in saving their jobs* (26.3%) and *are loyal (faithful) to the organization* (18.7%). The research results also revealed that according to the assessment results of most respondents, *employees are not interested in saving their jobs* (44.2%) and *are not loyal (faithful) to the organization* (46.2%). Therefore, based on the research results, the organization's employee turnover problem is evident. On the other hand, the latter results make us believe that a more attractive job offer would impact the desire to leave the current job.



**Figure 2.** The assessment of the situation of job turnover in the organization (n = 294; %)

The need to take action to decrease employee turnover is demonstrated by the respondents' desire to change their current jobs (see Figure 3). The research results showed that more than half (51.7%) of the research respondents admit that in the last half year, they were *very often* (19.2%) or *often* (32.5%) thinking of changing their jobs. Based on the results obtained, it could be stated that this group of employees is "the most vulnerable" one, and a change of some circumstances (after receiving an offer of a high-paying job) would encourage them to change the job. The results obtained demonstrate (see Figure 3) that less than a quarter (23.6%) of the research participants *seldom* (17.4%) or *never thought* (6.2%) about changing jobs. Estimating why respondents are willing to change their jobs accurately is challenging. However, based on the research results, the working conditions for employees in the organization are unacceptable, which could impact their desire to change jobs. The tendencies revealed in the research foster persons concerned about identifying the reasons for employee turnover and implementing a system of employee turnover reduction, which would decrease the desire to change jobs.

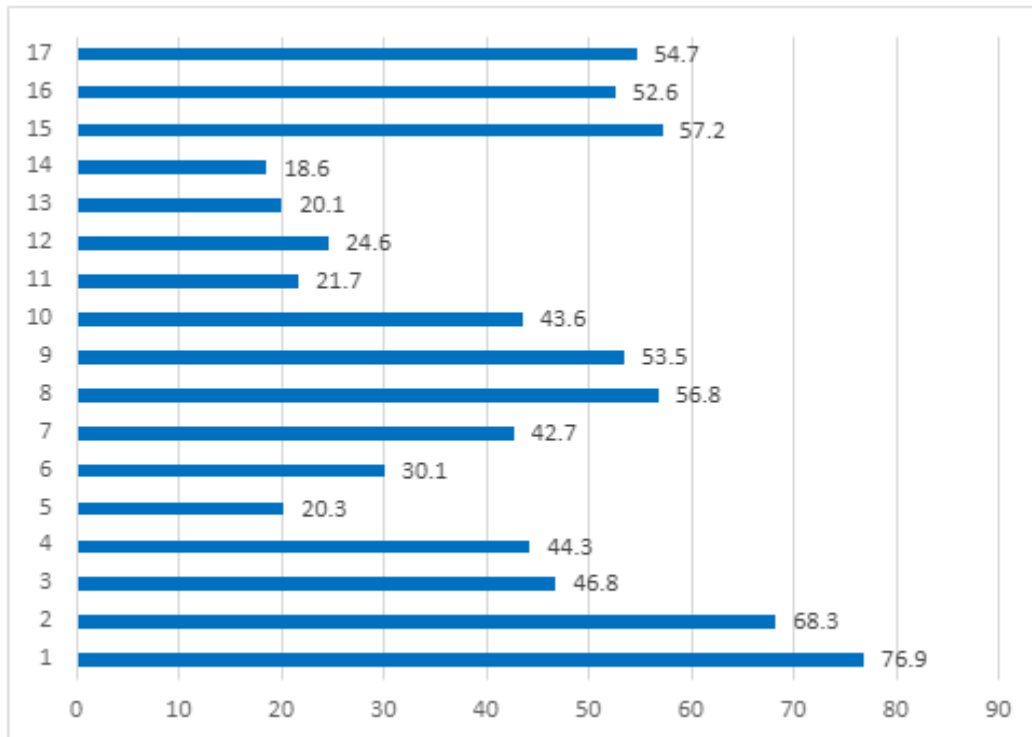


**Figure 3.** The assessment of the desire of employees to change their jobs in the last half year (n = 294; %)

*Causes of employee turnover.* The scientists who analyzed the employee turnover discerned the following reasons: individual personal beliefs and values, interests and motivation, as well as external factors related to the processes within the organization, the application of motivation systems, a competitive salary, workload, working conditions, meeting the needs and expectations of employees, the creation of microclimate, ensuring the relationship between colleagues and the manager and other aspects. Therefore, in discerning the reasons for employee turnover, the emphasis was placed on identifying employees' personal and external reasons that encourage them to change their jobs.

After analyzing the external factors that could affect employee turnover, the data analysis in the general sample was used, which showed (see Figure 4) that according to the assessment results, the reasons for employee turnover are often related to a financial aspect: more than two-thirds of respondents pointed out that *finding a high-paying job* (76.9%) and *non-competitive salary* (68.3%) were the main reasons for leaving the job. Moreover, according to the opinion of most respondents, employee turnover could be impacted by *poor career opportunities* (52.6%) and *limited opportunities for professional development* (54.7%). On the other hand, based on the assessment of the research participants, the reasons for employee turnover are these: *undervaluing the efforts and results of employees* (56.8%), *limited opportunities for self-expression and self-realization at work* (57.2%), *disregarding the individual needs of employees* (53.5%) and *limited opportunities to show initiative and participate in decision-making processes* (42.7%). The respondents also admitted that an *inflexible work schedule* (44.3%), *an improperly distributed workload* (46.8%) and *the lack of a favourable microclimate based on open communication in the organization* (43.6%) could also be the factors affecting employee turnover.

The least important reasons for employee turnover are these: *vaguely defined requirements and duties* (30.1%) and *being on bad terms with the manager* (21.7%) or *colleagues* (24.6%). Accordingly, based on the obtained results of the research participants, it was found that *unsuitable physical working conditions* (20.3%), *difficulties in adapting to a new team* (18.6%) and *the lack of training for new employees* (20,1%) are the reasons which affect employee turnover to the slightest degree.



**Figure 4.** External, related to the processes taking place in the organization, the reasons for employee turnover (n = 294; %)

Remarks:

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Finding a high-paying job</li> <li>2. Non-competitive salary (wage)</li> <li>3. Inappropriately/ unevenly distributed workload</li> <li>4. Inflexible workload</li> <li>5. Inappropriate physical working conditions</li> <li>6. Vaguely defined requirements and duties</li> <li>7. Limited opportunities to show initiative and participate in decision-making processes</li> <li>8. Unappreciated work results and efforts</li> </ol> | <ol style="list-style-type: none"> <li>9. Individual needs of employees are not taken into account</li> <li>10. The lack of a favourable psychological microclimate based on open communication</li> <li>11. Being on bad terms with the manager</li> <li>12. Conflicts with colleagues</li> <li>13. The lack of training for new employees</li> <li>14. Difficulties in adapting to a new team</li> <li>15. Limited opportunities for self-expression and self-realization as a personality at work</li> <li>16. Limited career opportunities</li> <li>17. Limited opportunities for professional development (participation in training sessions, courses, seminars)</li> </ol> |
|--|---|

When analyzing the reasons for employee turnover, it is essential to review them not only from an organizational perspective. The problem of employee turnover could be analyzed when discerning the following personal reasons: the *physical condition of a person, his motivation, personal qualities, compliance of work with the employee's education, the place of residence, etc.*

The following tendencies were identified in determining personal reasons that could affect employee turnover (see Figure 5). As is seen from the research results, more than two-thirds of respondents relate employee turnover to *unfulfilled expectations* (68.9%) and *the lack of motivation* (63.7%). Based on the assessment results of more than half of respondents, *the work which does not match the education or specialization of the employee* (53.6%), *the lack of necessary professional skills* (54.1%) and *necessary personal qualities* (50.8%) could be the factors that impact employee turnover. The latter results confirm the fact highlighted in the scientific literature that compliance with professional activity with his skills and education affects his attitude to the job, raises his motivation and establishes a higher level of satisfaction in his professional activity. On the one hand, dissatisfaction with one's work, which does not comply with a person's education or profession, and the lack of necessary personal qualities and professional skills could be one of the risk factors for searching for a new job. On the other hand, it was found that a *desire to try oneself in another area* (49.3%) and *physical health problems or disease* (46.2%) could be personal reasons impacting employee turnover.

A small number of the research participants relate employee turnover to *changes in family situations* (30.2%) and *the incompatibility of personal life and work* (26.3%). Alternatively, *changing the place of residence and moving to another town* (20.4%) and *the opportunity to work abroad* (18.1%) are the least influential factors increasing employee turnover; the least number of respondents chose them (see Figure 5).

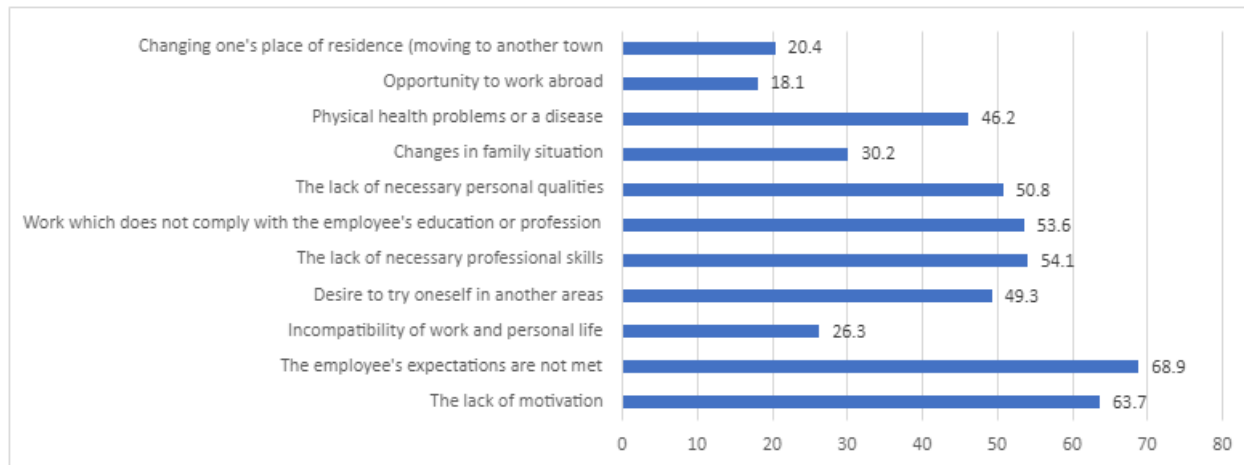


Figure 5. Personal reasons for employee turnover (n = 294; %)

After summarizing the research results, it is evident that causes of employee turnover are determined not only by external conditions, working conditions of the organization, motivation system and micro-climate in the organization but also by personal reasons related to personal motivation and the lack of professional skills and interests. Therefore, the problem of employee turnover should be analyzed by emphasizing both the external reasons at the organizational level and personal reasons which could impact the change of a job. However, based on the research results, it could be stated that the research participants are less likely to relate personal reasons to the reasons impacting the decision to leave the job; in this group, average estimates vary from 68.9% to 18.1%. After summarizing the results, it became evident that the majority of the research participants chose the factors related to the reasons occurring at the organization level, the specifics of work organization and personnel management; in this group, average estimates vary from 76.9% to 18.6%.

*Opportunities for employee turnover reduction.* Based on the research results, it is evident that a suitable motivation strategy covering material and non-material motivation, ensuring a competitive salary, recognition of a person and evaluation of his efforts, the opportunities to work independently and make decisions, as well as considering his individual needs of employees could reduce employee turnover. However, almost every person relates his work to self-realization in his professional activity. Hence, ensuring opportunities for career and professional development and self-realization in one's professional activity could be one of the factors affecting employee satisfaction and devotion to work, which may be one of the tools for employee turnover management.

After identifying the causes of employee turnover and relating this phenomenon to the processes that take place in the organization the following factors were distinguished: 1) *application of motivation system*, related to the creation of the effective incentive mechanism, a competitive pay for work, social guarantees, working conditions, a flexible work schedule, when considering the individual interests of every employee, the distribution and decreasing of workload, providing a balance between a personal life and work, etc.; 2) *the opportunities for self-realization at work* related to the opportunities for personal and professional development and self-realization, the creation of the system for career development, promotion perspectives and the opportunities to strive for a higher position, etc.; 3) *recognition and evaluation of employees*, covering the recognition of progress and efforts of every employee, considering his individual needs and expectations, as well as involving employees into decision making processes and ensuring the opportunities for independent work and initiative; 4) *micro climate in the organization*, which covers such aspects as open communication and friendly relationships and psychological climate in the team, when there is no tension between colleagues and the manager, encouraging the expression of emotional intelligence in order to establish friendly

relationships between the members of the team and the organization, providing support in case of difficulties, etc. The discerned organizational level factors are believed to be significant components in managing employee turnover.

## Conclusions

1. The theoretical scientific literature analysis revealed that the existing employee turnover, the loss of human capital, decreased operational efficiency, profitability and poor indicators of work results and their quality hinder the organization's successful functioning in complicated competitive market conditions. The aforementioned negative consequences highlight the relevance of employee turnover management in the organization.

2. The research has identified the following factors determining the current employee turnover:

2.1. According to the results of more than two-thirds of the research participants, employee turnover in the organization is high, and in the last half year, even more than half of the respondents were very often or often thinking about changing their jobs. At the same time, only a smaller part of the respondents believe that employees want to save their jobs in the organization (26.3%) and they are loyal employees (18.7%), while only 6.2% of the research participants did not want to change their jobs in the last half year.

2.2. As seen from the research results, even though the majority of the research participants are successful at work and assessed their work as interesting, the lowest average estimates show that the respondents are not provided with favourable opportunities for their careers, self-realization and professional development, they lack an appropriate distribution of workload and the principle of justice when distributing work, duties, tasks and salaries is not observed.

2.3. The primary factors impacting the employee's decision to change his job are the lack of motivation, professional development opportunities, and personal qualities. Finding a high-paying job, non-competitive salary, limited career and professional development opportunities, underestimation of the efforts and work results of employees, ignoring their individual needs, limited opportunities to show initiative and participate in decision-making processes, inflexible work schedules and unevenly distributed workload, as well as limited self-expression and self-realization opportunities are considered as the main factors determining the employee turnover.

3. Employee turnover management in the organization requires complex solutions, which could cover the following aspects: determining salaries based on clear and objective criteria, creating a favourable psychological microclimate, the employee evaluation and assessment of his efforts, a flexible attitude to peculiarities of work organization, ensuring the quality of relationship and its feedback. Nevertheless, in managing the employee turnover processes, it is advisable to provide opportunities for personal and professional development, determine career opportunities, improve the motivation system, and ensure a flexible workload and schedule.

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