



Review of Literature on Employee Turnover

KEYWORDS

1)Turnover, 2)job hopping, 3)employee swapping , 4)work stress.

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ABSTRACT *In human resources context, labour turnover is a highly complex and dynamic process, the rate at which an employer gains and losses employees. In a simple language one may describe as "who is going to stay long and who does not want". Turnover is considered for entities and group companies and for their work place as a whole. If an organization is said to have a soaring turnover relative to its competitor, it means that employees of that company have a shorter average occupancy than those of other organization in the same industry. High turnover may be harmful to a company's profitability, if star performers are often parting and the employees' inhabitants contains a high percentage of beginners.*

EMPLOYEE TURNOVER AND ITS IMPACT ON THE ORGANISATION:-

In today's scenario where the world is trying to sustain the economic development and to maintain a steady growth on the business and in such employee being an asset and important resources to any organization is also a treat to the sustainability of the organization. An employee is an important part or an integral part of any business, business would be abortive without them. Hence Employee turnover in a very ordinary language means the process of swapping one employee with another for any cause in a permanent way. In today's world employee or labour turnover is always taken as a downbeat aspect by any corporate or industrial house. The massive disadvantage of labour turnover is that it has direct effect not only on production but also on the profit in the future in long run. Labour turnover also has a negative effect on the working culture and learning environment of any company.

In this state of affairs the first and foremost duty of the employer is to maintain their employees with high level of motivation and morale which will ultimately increase the satisfaction level an employee and an employee will feel that they are precious or significant asset of the organization. The main implication of this study or research is to have detailed study on the actual cause and effects of turnover on the productivity of the organizations and also to study the pros and cons of the labour.

Course Objective:

The main significant of this study or research is to:-

- i) To study the authentic reasons of turnover in an organization.
- ii) To study the advantages and disadvantages of the turnover and to explore the effects of turnover on the profitable of the organizations.
- iii) To study, what the necessary steps to be taken for reducing turnover.
- iv) To help corporate houses, industries by recognizing their problems with employee or labour which leads to high Turnover.

Articles:-

1) Elaine Ferndale, Scullion Paul (2012):- This articles it explains the role and functions of the corporate human resource function in multinational corporations keeping the global talent management within its major consideration. it

also studies the individual eagerness to be portable, especially in emerging markets, and the organizational capability needed to manage this talent which in later stages helps the organization to motivate and retain the talents. In the context of UK

2) John L. Michela, (2007):- The article mainly focuses on the employee and employer relationship, understanding employees' positive reactions to immediate superiors and what influences their individual behaviors. Group of people in the organization taken as sample group which will also forecast the employee obligation, turnover, work stress and its effect on behavior, In the Context Of California.

3) Amin, M Ruhul and Banerjee, Sharmistha (2010):- In this Article five leading steel mills in India are taken into consideration. The study was conducted about the environmental reasons like lighting in the office, location constraints, and general surrounding factors of the office can be the factor for the turnover. In the context of India

4) Maiya, Umesh (2011):- Critical Issues in Downsizing in India:- The article discusses about the principled issues of downscale or employee turnover. And also discusses the human relation touch in the organization, friendly nature with the respect to human being and self-esteem to decrease the employee turnover. In the context of India

5) Zheng WeiBo, Sharan Kaur and Tao Zhi (2010):- A critical review of employee turnover model (1938-2009) and development in perspective of performance:- This Article tries to express the different kind of a theoretical overview of the different periods of cause and sphere of influence or aim of retaining employees at all level. It further focuses on the consequence of performance from the stage of public capital in research. In the context of China.

6) Varma, Arup (2012):- Antecedents of employee performance:- An empirical investigation in India: - The purpose of this paper is to studies the relationship between climate of the organization or the constraints of the job place creating a bottleneck in the employees motivation , and the main quality of renovation of leadership, with employee's effort or attitude toward the performance. In the Context of India.

7) Biswas, Soumendu (2009) :- Job Satisfaction and Job Involvement as Mediators of the Relationship Between Psychological Climate and Turnover Intention:- In this ar-

titles the variety of factors that radically distress employees' attitude towards their performance it also studies the employees insight about their job atmosphere. This study put forwards the two variables of job satisfaction and job involvement as peacekeepers between psychological climate and intentions of the employee towards the turnover. In context To India.

8) Peter J. Jordan, Ashlea Troth (2010):- Emotional intelligence and leader member exchange the relationship with employee turnover intentions and job satisfaction:- The model of emotional intelligence proposed by Mayer and Salovey (1997) Employee turnover intentions, this study reveals the emotion factors of individual, emotion factors of others, managing individual emotion factors and managing the emotion factors of others. The article studies the complementing the job of the employees of same platform have a strong effect on emotions and later it effects the turnover intentions. In context to Australia.

9) Chendroyaperumal. C. Dr: Retention strategies from 5000 year-old Indian wisdom on human resource Management :- (2010):- In this article, Human capital is taken as an important factor for any profitable organization. To retain such a costly capital, first organization should have a strong entry point where only talented people are taken and jobs are assigned as per the qualification of employee. It also discusses about the employer helpful nature towards the employee during the time of crises, respect of the employee in the job place as an individual first. In the Indian context.

10) Tim Lewder, A Ghost in the Machine: The Important Role of Workplace spirituality, (2008) This paper or article concentrates of culture well being in an organization, spirituality in an organization. The more focuses is given on the leader of the organization, ethical issues and unethical issues in the organization. In the paper also helps to focus more on the purity or spirituality of the work place. In the context of New Zealand.

11) Sally Woodward, (Centre for Personnel Research, The City University Business School, London), Allan P.O. Williams, (Centre for Personnel Research, The City University Business School, London), Employee Opinion Surveys in Work Redesign (2008):- The employee belief survey on the work place helps the employer to have a strong policy on work redesign which not only enables employees to give their positive output to the process. In the context Of UK.

12) John Gennard, (Department of Human Resource Management, University of Strathclyde, Glasgow, UK), The financial crisis and employee relations, (2009):- This article reveals the financial crunches in the organization. which not only effects the profitable of the organization but also the employer and employee relation. where the employee do not have faith on the employer and starts thinking of career and the advancement of the self career. In this case individualism comes in and failure of collectivism starts. In the Context Of UK.

13) Cottrell Terry, Returns and investment moving on: salaries and managing turnover, (2011):- This study tries to reveal the importance of salary in motivating the employees to be loyal. How the word of mouth is strongly effects the employee and its attitude towards the company he is working for or dreaming to be part of that company in future. This deals with Liberian and non Liberian of an institution. In context of USA.

14) Sanjeev P. Sahni and Vaijyanthee Kumar, Can We Blame the Climate of an Organization for the Stress Experienced by Employees? (2012):- The article discusses the impact of stress in the employee's job life and personal life. It mainly deals with the negative effect of the stress on the employee life. The negative vibes in the working environ-

ment is the main cause of stress. which has strong effect on work life satisfaction and work and personal life balance. In context of India.

15) Biswas Soumendu, Varma Arup, Employee Relations, (2011):- This article is all about the healthy relationship between employee and employer, their influential behavior, attitude towards each other. The Article also states that unhealthy relationship not only affects the productivity of the organization but also the environment of the work place. It also discusses about the behavior of the leaders which is the foremost platform to create believe and trust among the employee and employer, which later stage in builds a sense of belongingness and commitment of the employees toward the organization. In context Of India.

16) Lynda Jiwen Song, Anne S. Tsui, Kenneth S. Law:- Unpacking Employee Responses to Organizational Exchange Mechanisms: The Role of Social and Economic Exchange Perceptions, (2009) :- Company form stages of collective and monetary trade of affairs with their employees. In this study, it is revealed that, what is the employee's reaction to different level instrument of Managerial styles. In Context to Japan.

17) Vida Skudiene, Vilte Auruskeviciene ,(2010):-The contribution of corporate social responsibility to internal employee motivation of the employees in a very positive way because it is believed the good surrounding helps to grow and sustain the growth for a longer period of time. The contribution of the organization towards the people also helps the organization be achieve the number one position in the competitive world. It also helps to build the healthy and social environment. In Context To USA

18) Gerdien Regts, Eric Molleman, "To leave or not to leave: When receiving interpersonal citizenship behavior influences an employee's turnover intention"- (2013):- In this article it explains the employees intention to leave the organization and to study the intention of turnover of co-workers through a steady study of peer relationship. Different types of intention models are studied and the weight of sociable environment in regards to the intention of leaving the organization. In the Context of Netherland.

19) Ryan D. Zimmerman, Wendy R. Boswell, Abbie J. Shipp, "Explaining the Pathways Between Approach-Avoidance Personality Traits and Employees' Job Search Behavior" (2012):- In this paper it was explained how personality decodes into leaving activities. To tackle this question, the article explains that the approach prevention character traits real-time optimistic and unenthusiastic effects on job search attitudes of individuals who are already working with corporate houses hanging down on goal importance's, searching of job and its self-usefulness, professed job confront, exhausted at Job place, alleged monetary shortfall, and work happiness. In the Context of Texas, USA.

20) Mel Fugate, Gregory E. Prussia, Angelo J. Kinicki, "Managing Employee Withdrawal/Turnover During Organizational Change The Role of Threat Appraisal", (2010):- This article inspect the past history and penalty of worker' the danger of appraisal during organizational change. Constructive change point of reference and change linked to justice are checked as past history of danger and frequent figure of employees withdrawing themselves from the job is the outcome. Absenteeism is always a result of intimidation Appraisal and objective to quit is also a outcome of the threat and this also forecast intentional turnover rate. Threat appraisals have degree of difference in dominating the property of the associations between the past history and results. In the Context of Dallas, USA.

Conclusion:-

Thus, in this competitive world of today individual should

able to communicate their de-motivation factor with the job and organizations, which in long run the outcome will be the desire or intention to quit the job. Many researches show that job dissatisfaction sufferers not only due to the shortage of employees of also the effect of different types of unsustainable working climate. It was also discussed that the intention of employee is same as the goal of an employee in case of how long an employee is inclined to stay with the company or the rapidity of job hopping.

Particularly in the metal making sector industry still faces the problem of high turnover and the same is considered to be a day to day activity and as a integral part of business, but in the same time the corporate do not consider labour turnover as costs maximization and penalty of labor turnover. In other words they don't look into the matter seriously the issues they may have to fight with in the short run after an asset of the organization leaves and goes out not only physically but also takes away the knowledge that an employee had gained during his/her tenure in the organization. Company with very high turnover can terrorize the sustainability of the organizational operations and also makes it more difficult for the manufacturing industry to make an strategy planning for serving the community and human assets in the competitive world.

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