



Factors Behind Employee Turn-over at Company X

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ABSTRACT

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Employee turnover is a big problem to many companies nowadays. The purpose of this thesis is to collect information regarding what are the factors that are causing employee turnover at company X. In addition, analysing how company could decrease employee turnover and increase engagement. In this thesis the author is trying to find out the main factors, which are affecting employee turnover in company X and give reliable information for decreasing employee turnover for the company X.

This study is carried out as a development project for the company X. To conduct the study quantitative method as an exit-survey for the employees and qualitative method as an interview for the manager of the company X. This research is using a mixed-method approach so, that both perspectives employer and employee will be seen in this thesis. Exit-survey results come from the employee point of view which is the main data for the research.

It is found that the results from the exit-survey identify the main reasons behind the voluntary leaving and the reasons of that. It is also found that the reasons are concerned to the leadership of the company X. The findings indicate the factors which the employees are expecting to have more from the company X. These are support, appreciation, being heard, clarity, balance, and expectations. These six factors are the main reasons why employee chose to leave from the company X.

In the end the author has made graph of the main reasons for employee turnover and has given development suggestions for company X which can help to engage employee for the company in the future.

Key words: employee turnover, engagement, leadership, disengagement

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1 INTRODUCTION

Human resource management has become important for the companies. Companies want to engage and motivate employees more than just the right people stay at the company. Importance of the engagement has caused that the companies will focus more on employees' well-being and motivation. Businesses have started to be competitive with other businesses, how they can offer better benefits for the employees.

1.1 Background

Importance of human resource management is huge for all companies. Including clear and well-structured leadership helps companies to operate more efficiently. What has to do it with employee turnover? Companies want to hire the right people for the right positions, and who will engage for the company and are motivated to work there. To get there, it is important to understand the factors which create engagement among employees. That can prevent good employees from leaving the company. If a company has well-structured and clear management, it will affect how employees work and feel at the company.

Like in the book *Human resource management* 13th edition Gessler told: "That the firm's HR policies and practices should produce the employee skills and behaviours the company needs to achieve its strategic aims." It has a lot to do with what kind of company's policies and strategies are when it comes to employee turnover. Is it important of how a company can manage to employees that they will reach company's strategies and stay in the company. If it's done effectively it will ensure results for the company. (Gessler, 2003)

Company X is a commission company who wanted that the author analyses factors of employee turnover in the company X. Author did the research of the factors and how company X is engaging employees.

1.2 Case company

This development project is made for the company X, which is very well-known logistics group, who has over 9000 employees. The reason why this development project is made for them is to understand the main factors which are affecting their employee turnover. Challenge for the company X is that how they could engage employee more in the future because they are also fighting for the talents on the labor market.

This research is including analysis of what kind of actions should be taken to engage employees more. This support the company X to reduce the employee turnover. Company X name doesn't been seen in this research based on their wish to act anonymously. Company X has conducted an EXIT-Survey for all voluntary leavers, but they want to get clear analysis of the main factors of employee turnover. Employees who are committed and are professionals on their own field are very important for the company. Good quality leadership and well conducted onboarding have a lot of benefits for employee but also for the company.

Reason why this research is carried out is an interest into the employee turnover and how much leadership affects to the employee engagement to the company. Also, factors what are affecting to the employee turnover is interesting to analyse and to get more knowledge about the topic. This research is giving aspects how the company X can manage their employee turnover which is very important in its entirety. This research wants to analyse what are the root causes of employee turnover in company X.

1.3 Objective

This thesis is giving aspects of why employee turnover is happening in company X. Analysing company's Exit survey data and clustering and reflecting those factors. Understanding the leadership styles in the company X and factors of employee turnover, giving the insights, how company X could reduce the employee turnover. "Employee turnover significant cost in terms of recruiting training socialization and disruption as well as a variety of indirect costs", (Phillips, Connell,

2011) So, it has a lot of benefits for the company if they want to commit to reduce employee turnover.

Research goal is to give reliable and valuable information for the company X, what are the factors which are affecting their employee turnover. Analysing research questions and data to find ways how company X can reduce employee turnover. The main research question: What are the factors which are affecting company's employee turnover? Also, including few sub questions. When looking more deeply in the research data I could get answers for the research question by analysing the reasons and the factors.

This thesis focus on to understand which are the key factors affecting into the employee turnover, and how the company can manage that. It is significant for company X to see clear results of the data to make conclusions to improve and manage their employee turnover.

1.4 Research question

This thesis is research which is a development project for company X. At the same time when researching the factors of employee turnover, it will be combined with developing the factors. In this thesis has the main research question and few sub questions and goal is to give answers to these by analysing data and re-searching theories.

Main research question: What are the factors which are affecting company X employee turnover?

Sub questions: How company X can reduce the employee turnover?

How can company X engage employees?

Why employee choose to leave from the company X?

Mainly in this research is goal to analyse the factors from the data. Including analysis and research, how company can engage employee to the company. Also, why are people leaving from the company? What causes that and what are the main reasons.

1.5 Limitation and structure of the thesis

Company X has many kinds of business units, and the exit survey data is gathered from all of the business units. This research is analysing the full exit survey data and giving recommendations for the company overall. So, there can be common features and development ideas. By researching and analysing it will give valuable information, but the development ideas might not work in all business units. In the future it is managers responsibility to see what improvements fits to their own section.

First chapter discuss background of the human resource management, this research and what kind of case company is involved with this thesis. Also, chapter one represents how research questions was created and objectives of the thesis.

Second chapter discussed and has explanations about employee turnover, why it can happen and reasons of that. Also, how leaders could manage employee turnover and what kind of things is needed to reduce employee turnover. Examples of why employee start to think of quitting and what are the factors that can lead to disengagement in the company.

Third chapter contains what kind of research data has been collected, used and why the data has been chosen. Chapter discuss differences between quantitative and qualitative research and why this study has been used mixed-method research.

Last chapters include results and conclusions of the data what has been gathered. Results showed the factors of why employee choose to quit and how manager will see engagement at the company X. In the end at the conclusions has development ideas for the company X.

2 Theoretical framework

High employee turnover is not good for the company. This chapter is going to discuss factors what are causing employee turnover and reasons why employee turnover is happening. Also, chapter discuss what kind of factors can decrease employee turnover.

2.1 Employee turnover

Where comes organization success? At least we know that organization can't be successful without employees and that is why having right persons at right positions are very important for companies. If employee experience that company will meet their expectations, they are more likely to give more effort for the company.

What is employee turnover? It means that employee leave from company for some reason. This is something what companies doesn't want to happen often. There are two types of leaving involuntary and voluntary leaving. Voluntary leaving affects usually company more in a negative way. Voluntary leaving can be surprise for the managers and other co-workers. Then managers should start to think and find out what are the reasons why employee is leaving. If reasons are because of the company culture and leadership, there is time to think more deeply if that is common reason at the company.

Companies wants to engage people to the company because employee turnover can cost a lot for the company. Companies need to recruit a lot if employees are leaving. Replacing employees is time consuming; it takes time to find a new employee and onboarding will take time. But the problem is that if they use a lot of resources to onboard new employees, but employee will quit and don't stay at company for some reason. It will take a lot of company's resources to start onboard a new employee for the job.

So called "employee morale" can start to happen in the company if employee choose to quit. That means if employee's co-worker leaves it might cause effect for other and they will quit too. Before company gets new employee, who can

replace worker who left it will decrease productivity. Then there is more workload for others, and it can increase stress for all. (Charaba, 2023)

2.1.1 Reasons of Employee turnover - Disengagement

People are leaving from the company in many reasons, but what are the reasons? Usually, managers can see things very differently than employees, but why? When employee is still working at the company, but it is disengaged it's already bad for company. That means employee is uncommitted, marginally productive, frequently absent or can work actively against the interests of the company. (Branham, 2004) That can lead for quitting and notice the factors before employee start to be disengage is important for leaders. Basically, just employee turnover doesn't happen right away it is process what has been started earlier than the employee's actual leaving day.

Employees are quitting in different reasons and sometimes managers might not know the reason why employee quit, and they are so called "hidden reasons". Firstly, employee's expectation is not met during working in a company. If employee is showing talent and has expectation that it will pay off in the future, but nothing happen it will seem disrespectful for employee. Employee is waiting for promotion or salary raise but company doesn't meet the expectations and that can lead for quitting. (Branham, 2004)

Psychological contract shows how is possible to avoid mismatch between employee and employer. When both are in the same level of expectations, nobody expects less or more. Both parties understand what to do and then it will be easier for the employer and employee. Employer can give work what is enough meaningful and challenging. Secondly, promoting competitive pay and rewards-based employee performance. When employer is giving opportunities for employee then it is employee responsibility to perform that level what is expected. (Branham, 2004)

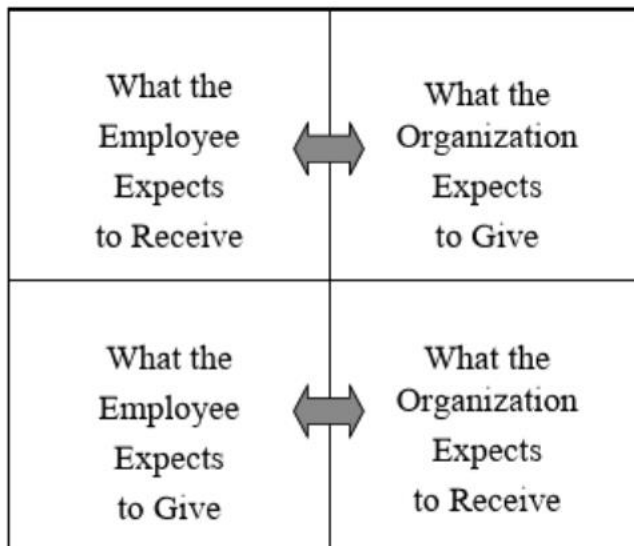


FIGURE 1. The psychological contract: two parties, four sets of expectations. (Branham, 2004)

Secondly, if employees' strengths doesn't match for the work what employee is doing. During hiring managers haven't been aware of what kind of skills are good match for this job. That can lead to hiring wrong person for the job and then employee notice that the work is not demanding enough. Finding the right talent for the position is important job for managers who are hiring. If there is not enough time to focus on hiring the right person, it can lead more easily to employees quitting for that job. (Branham, 2004)

Feedback and coaching are important for employees in many reasons. Employees know how they are doing in the company and how to get the results what are expected. Without receiving any feedback employee can be confused what should be done and how. If the employee doesn't get any feedback or coaching it can reduce engagement at the company. Even the feedback and coaching are good for employee but mainly it is about the relationship what manager and employee can create between each other. That conversations will build trust and opportunity to discuss openly for each other. If there is not any discussion or the managers support is missing it will affect employee attitude towards the company. (Branham, 2007)

Disengagement can be seen if employee doesn't have growth possibilities. If employee feel that it is impossible to go forward in their career path. That kind of feeling can reduce motivation and eventually it can be seen as a disengagement

to quitting. Employee needs to have growth and advancement possibilities to be motivated to do their best. There can be different categories when it comes to limited growth opportunities: unfair job-posting process, not hiring from inside the company, favoritism or unfairness in promotion decisions and insufficient training. If there is no opportunity to move up in employee position it can lead to feeling to be in stuck that one job. If employee feel that it is hard to accomplish promote or advancements. Employee might want to stay in the company but switch the workplace inside the company but if there is no opportunity to do that or company is only hiring outside the company it can feel unfair for the employee. (Branham, 2004)

Everybody in the workplace look for appreciation from what they do at the workplace. Having felt that managers don't appreciate at all can lead to disengagement and quitting. If the management is not recognising employee as a human being but the results and the numbers of the company is still important, that can give employee feeling unvalued. Also, if company has a lot of workforces the appreciation should be equal between all employee's. There can be many reasons why employee feel unrecognised, but it is manager's responsible to see how to improve own actions. (Branham, 2007)

Nowadays expectations at workplace are very demanding and people are getting burnouts. People want to get balance with work and personal life and overachieving is not the goal anymore. Doing work as a normal way without having all the time rush and unbalanced life is more wanted.

Not so familiar word "quiet quitting" has come up for reason why employee leave from the company. Who are quiet quitters? They are employees who do not think that they should do more work what the expectations of their position are. Like in the article Zenger and Folkman say that "quiet quitting is a new name for and old behaviour." There is a different with employee who will want to do extra for the company and who feel not motivated at all when doing the work.

Quiet quitting is so called slowly resignation. People don't believe anymore that you have to work in rush all the time and the work should be whole life. Many of

the people feels that the wages doesn't correspond for doing extra-long work-days. Quiet quitting doesn't mean that you don't do anything for the work, it means that you will do what your work description is. It means employee doesn't take any extra work and employee does what is necessary. ("Quiet quitting" on nousut työelämän ilmiöksi, 2022)

Usually, it's not about that employee doesn't want to work harder for company but if employee feels unvalued and unappreciated and manager is not ability to build good relationship with them. These actions can lead to the quit quitting. (Zenger, Folkman, 2022)

2.1.2 How to reduce employee turnover? - Engagement

Engaging employee to the company is very important part when company's goal is to reduce employee turnover. What is employee engagement? Employee engagement can be described: the quality of employee's feelings and their connection to the company, as well as the energy and effort they bring to the job day to day. (Worktango, n.d)

Job satisfaction decrease engagement to the company which means that employee has recognition, achievement, responsibility and growth opportunities and motivation. Also, there is environmental factors which decrease engagement. Employee expectations meet with the company which means work ethics, facilities, and wage. (Flowers, Huges, 1973)

Usually, companies start to react when employee turnover is happening, but it is too late to react. Keeping up what is going on in the company and acting during the process all the time is important. It is hard to prevent in the future but improving current situation helps reduce employee turnover in an early phase. Goal for the company is to improve process that employee turnover rate stays low. When companies try to find right program for retention it can get focus off from the main issue. If there too many approaches for retention the focus can lost. Company must address the main issue and through that approach the problem and making the improvement process. When implementing too many strategies can cause

the problem to be even bigger. Goal for company is to find good solution which will match for the problem. (Phillips, Connell, 2011)

Leaders can show appreciation for employees asking questions like “why are working here?” or “what keeps you in our company?” That kind of questions give employee feeling that manager is caring how employee is doing. Discussion and listening with employee build trust between manager and that is one way to reduce employee turnover. Having conversations between employee and manager about employees’ abilities, choices and ideas is good way to give employee possibility affect in their career path. (Kaye, Jordan-Evans, 2008)

Very important thing is to have responsibility as a manager keeping and engaging employees, it is not just HR sections responsibility. Engaging process should happen together with all managers and the organization. Identifying the root causes of employee turnover and commit correctly as a strategy in the company can help to reduce employee turnover. (Branham, 2007)

Ability to say and do things without fear of that things will be used against you is called psychological safety which has come very important aspect in the work life. Psychological safety should be sharing beliefs with all, and everybody should trust in that. Employee should had feeling that their ideas will be heard and not shut it down and that will affect how employee feel and see the psychological safety.

How can the psychological safety reduce employee turnover or how it affects that? Employee, where they can give their opinions which will be appreciate will bring a lot of safety for the employee. It has shown more productivity according to Martin in article “Fostering psychological safety”. Leader has responsibility to create and shared the values of psychological safety which includes asking the questions of whole team and making them understand what it is. When everybody at the work feels safe, the whole organisation can be better as a company. (Martin, 2021)

Psychological safety comes with trust and respect between employees and managers. Possibilities to tell relevant ideas, questions, and concerns without thinking

of that it is wrong to share thoughts with others. (Edmondson, 2018.) Basically, open communication with whole organization gives ground for psychological safety at workplace.

2.2 Work motivation

Motivation can come inside of you, or it can be affected because of the environment. Both matters if employee has motivation or does not have it. When we are working the organization and environment affects your motivation if you have that or not have it. Employee can be motivated from many different things like salary, good work environment, pleasant job, having goals what to achieve, high work ethic and desire to do the work. All these things can increase motivation but also if they are missing it can reduce motivation.

Employees can have extrinsic motivation or intrinsic motivation, but both are factors what increase motivation, engagement, and productivity. Extrinsic motivation can come example from salary and appreciation from co-workers or managers. Motivation can rise when managers will truly care employee's learning and growth. If employee feels that only thing what is expected is to do the job and not getting any appreciation it will reduce extrinsic motivation. Having a extrinsic motivation at work, employee will have need to receive appreciation, approval and salary. Without extrinsic motivation employee can start to feel unmotivated if employee doesn't own intrinsic motivation. (Guillén, 2020)

Intrinsic motivation has huge part of how employee feel and perform at the workplace. Even when employee doesn't own that much motivation what is because of the external factors, employee can be motivated when having intrinsic motivation. Intrinsic motivation include employee's skills, knowledge, and capabilities. Companies has responsibility to make effort when hiring the person to the job. If the employee is right for the job, then employees intrinsic motivation can be high because employee feel that is good in this job, enjoy it and can use the skills and knowledge in a right way. The work is enough challenging but not too much. Employees have intrinsic motivation when they own and want growth, self-actualisation, and self-esteem. (Guillén, 2020)

Managers are more likely to notice employee job performance than if employee have or not be motivated to do the work. Work motivation will be affected from human own essence as well as outside factors. In its entirety, all the factors will determine to how work motivation is. Including form, direction, intensity, and duration of work motivation. (Craig, 2014)

When talking employee's motivation for work it will be connected to employee turnover and employee disengagement. All previous factors what chapter two has included can engage employees but can also be the factors what will increase motivation. Lack of motivation can easily lead to disengagement and in the other hand motivation can increase engagement. But all these factors need to have outside and inside influenced which will increase both motivation and engagement.

3 Methodology

In this research data was collected in a systematic way with the clear purpose that the reasons of employee turnover will be seen. Reliability came from the logical relationships and not from what author beliefs. Research needs to have planning, data collection, data analysis, and subsequent reporting. (Saunders, Lewis, Thornhill, 2019)

This research will be carried out with the interview and Exit-survey together with theoretical methods. In the end there will be conclusions and development ideas for the company X. Answers to the research questions are coming from the data which Company X already have. Secondly, answers will be coming from interview which is done for the company X manager. With these collection methods should get wider understanding of employee turnover in company X.

Interview will be kept through online meeting with manager of the company X. Using also qualitative research as a method is giving more perspective to this research. This research is researching effects of employee turnover, and it will need to have answers what can analyse from managers and employees. Statistical numbers might not help with research because they don't tell how people are acting in a specific way and why. It is wider understanding with this subject when people can express their feelings. Having Exit-survey will be giving insights of reasons why, they leave and what causes them to leave. Even though exit-survey is quantitative data collection method, but it has a lot of non-numerical answers but instead there is descriptive data.

Interview as a data method is objective approach because the leader who is answering is witnesses to a reality what are happening in the company as well as the employees are. This method will give understanding more to the research problem and for the questions. Purpose of Interview is to get wider understanding on how leaders see their company's employee turnover and what are the strategies for decreasing that. (Saunders, Lewis, Thornhill, 2019)

Previous background of employee turnover and engagement in chapter two include common reasons for employee turnover and how is possible to reduce employee turnover. When going deeply in the data for the research can combined the previous reasons of employee turnover and finding new reasons and development ideas.

3.1 Mixed-method research

It is possible to get the answers for the research questions, when there is good research design of the research plan. Data collection and data analysis have to be plan through that the research design is clear and it is answering the right problems. Is it important to choose is the research data collection methods quantitative, qualitative, or mixed-methods research design. (Saunders, Lewis, Thornhill, 2019)

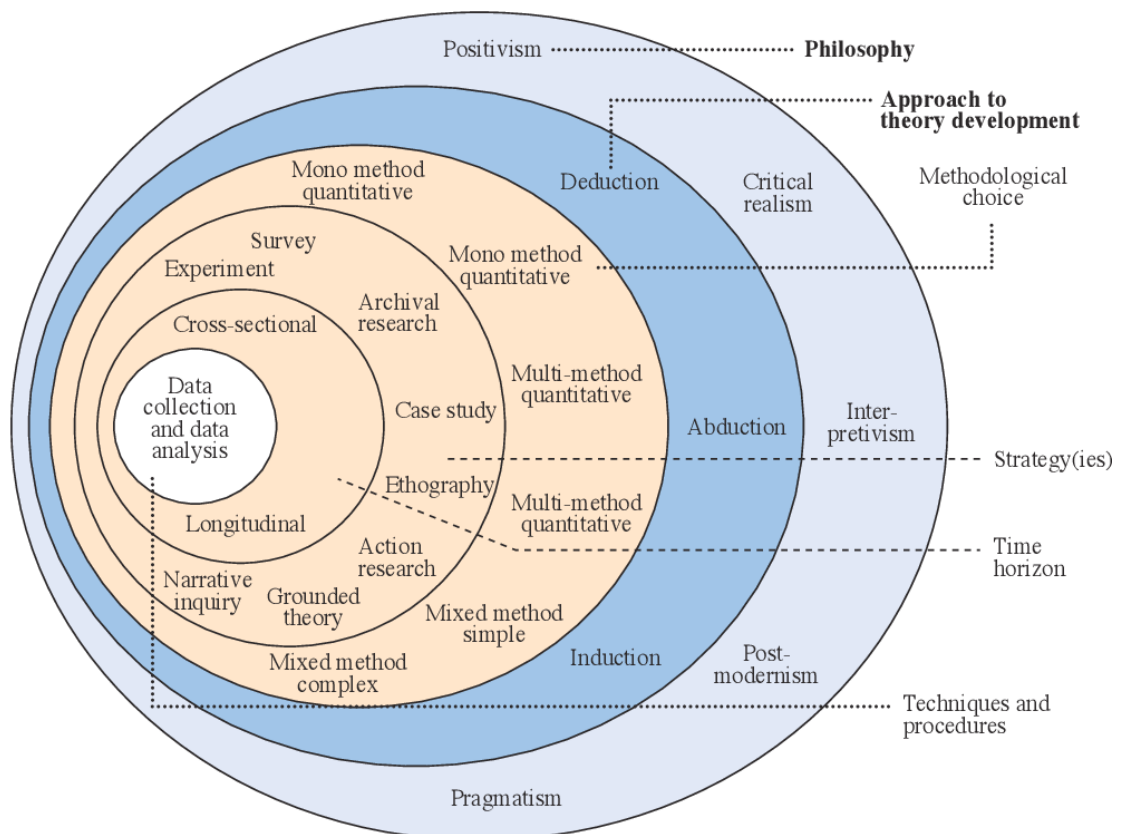


FIGURE 2. The research onion (Saunders, Lewis, Thornhill, 2019)

Mixed-method research means that when researching there will be both qualitative and quantitative data collection methods. It depends how the data what

have been collected affect to the research. If quantitative data and qualitative data are affecting separately for the research, it will be called concurrent mixed methods research. Then it includes single phase of data collection and analysis from both data. (Saunders, Lewis, Thornhill, 2019)

In this research qualitative data is interview and quantitative data is Exit-survey. Both will be analysed separately, and the answers are coming from manager in the interview, and from employees who have been answered to the exit-survey. Reflecting and analysing both research methods for the problem will gives wider understanding of company's X situation.

This research is using mixed-methods research which have both quantitative data and qualitative data. With these methods the goal of the research can be achieved. Get deeply to the both research methods and analysing, it gave reliable information for the study.

3.1.1 Qualitative data collection

Qualitative research can have verbal data, textual data, visual data. Qualitative data can come variety options how to use that in research. It can be observation, conversations, diaries, documents, images, and recordings. When using qualitative data can be opportunity research problems example through interviews. When using qualitative data as a research method, it is important to understand meaning what the participants are saying or doing. Then it is possible to analyse and include results for the research. (Saunders, Lewis, Thornhill, 2019)

This research has used qualitative method as a form of interview. An online Interview was conducted with one of the managers at the company X.

Interview design

Interview questions have been made to get more clear understanding how managers see the situation about employee turnover. What are the factors of their opinion and what kind of leadership they use? Including questions about the engagement and how that will be seen in their work. These questions give reliable

information for the research questions and getting insight information for the research.

Interview is kept through online with one of the company X manager. Questions are made to get more clear understanding how managers see employee turnover and how it is managed now.

Interview for the manager at the company X

Q1 In your opinion, what are the factors which are causing employee turnover in company? What factors affect to the engagement?

Q2 How is company engaging employees?

Q3 How engaging can be seen part of the company's strategy?

Q4 What kind of leadership style you have? authoritarian, persuasive, consultative, participative, transactional, transformational for instance)

Q5 What kind of leadership supports engagement?

Q6 What kind of situations you motivate employees as a leader? What is the purpose of that?

With first two questions give more understanding from managers point of view to employee turnover in their company. Analysing managers answers of the situation with the answers from employees can give more deeply understanding for the research. Managers answer can give their perspective how they will try to increase employee's connection to the company X.

Third and fourth questions are giving aspects of engagement and how is it seen in managers actions in the company X. Is it important for the research have knowledge how engagement will be seen as a part of the company's x strategy. If there is any improvements or changes, what should be made. Getting

knowledge what kind of leadership style managers own can give more understanding why employee has been answering to the exit-survey like that or feelings of the management.

Last two questions give aspects of employer's motivation because how the managers will include motivation for the employee's daily work. but in the end managers can't do much if the employee doesn't own intrinsic motivation. Employees have motivation and engagement or not have it, and managers can affect that some but it will not be only for the managers responsibility. It matters how managers will add that in their leadership behaviour.

Interview will help to get more wider understanding of the whole organisation and it is more clear perspective when including answers of the managers with the answers of the employee's. Entity of the research get more understandable when adding both views together, when answering to the research questions and problems.

3.1.2 Quantitative data collection

Quantitative data involves numerical data and there can be created tables and graphs of the answers. Quantitative research can have nominal or descriptive data. Descriptive data can have different options to choose from different words. It might not always have answers coming forms of numbers, but answers can form a graph which has quantities of answers. (Saunders, Lewis, Thornhill, 2019) Example the exit-survey has questions like: "Leadership and supervisory work?" Options to choose what to answer are bad, adequate, satisfactory, good, and excellent and these are called descriptive data because the answers are in their own category, but they are not numbers.

Exit-survey is quantitative method, and it includes questions like "how many years employee have been working at the company X" or "Which school grade employee would give for company X as an employer?" These two questions are only questions in the exit-survey which has numerical answer. Exit-survey has in the end opportunity to give free comments about why employee choose to quit from the company X. Exit-survey is form of excel where all the answers

have been organised. Author hasn't been designing exit-survey questions because company X already had it done, but company X wanted to get the deep analyse from the answers.

Exit-survey as a data is coming from only employee's point of view. Employee's tell their opinions and feelings how things have been done in the company. Answers of exit-survey is important for this research because employee's sees the situation in the field, where they are working.

4 Results

First phase to get the result was analysing answers of the exit-survey. Company already had it, so all the data was gathered already. Second phase was interviewing manager of the company X. After analysing exit-survey author was able to find common reasons why employee's chose to quit from the company X. Interview gave perspective from the managers point of view about their company's situation and their strategy, how they could decrease employee turnover and engage employees.

4.1 Results of the Exit-survey

Firstly, exit-survey shows how many years employee have been working in the company X. That shows how many years employee have been mostly engagement for the company X. Graph shows that over 50% employee have been working in the company less than 5- years. (1-4 years 44%, less than year 14%). 20% of the employee have been working at the company X 5 to 9 years. Only, 22% have been working in the company over 9-years. (10-19 years 18%, 20 – over 30 years, 4%) Total responses were 438. There can be seen that mostly employees want to change the company to something else after 4 years of working there.

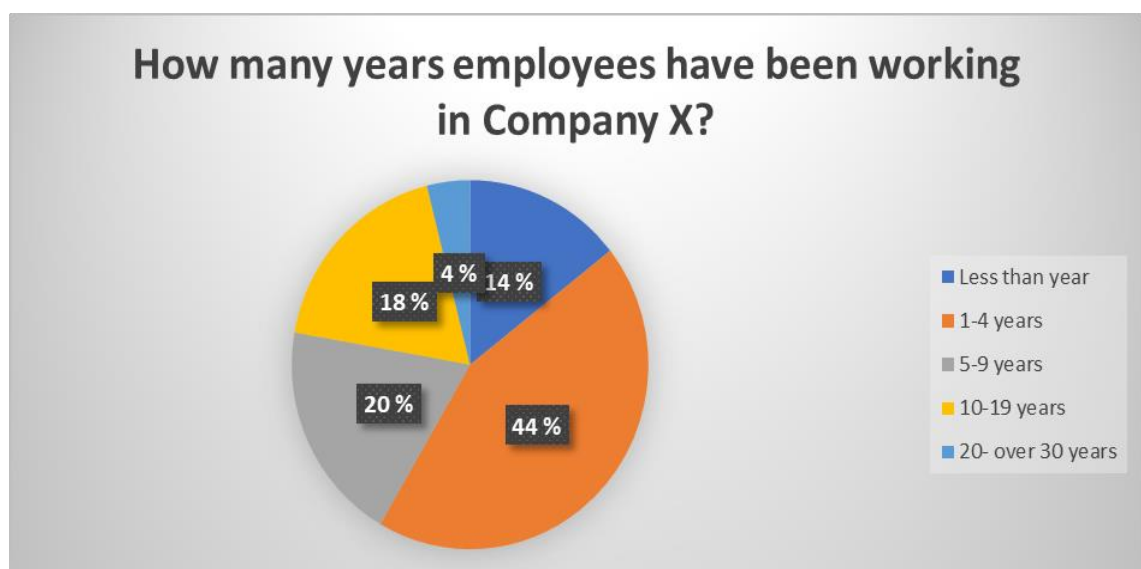


FIGURE 3. How many years employee have been working in company X?

Second graph shows how employees rate the management in the company X. Mostly, employee´s rate management good. (31,61% all together) Second is satisfactory. (29,22% all together) Less is excellent. (9,98% all together) Then comes Adequate (16,39% all together) and bad (12,11% all together) Mostly employee´s have been rate management being good but from the exit-survey answers come up that the employee´s have been happy with their supervisor but that the upper management needs to do better actions.

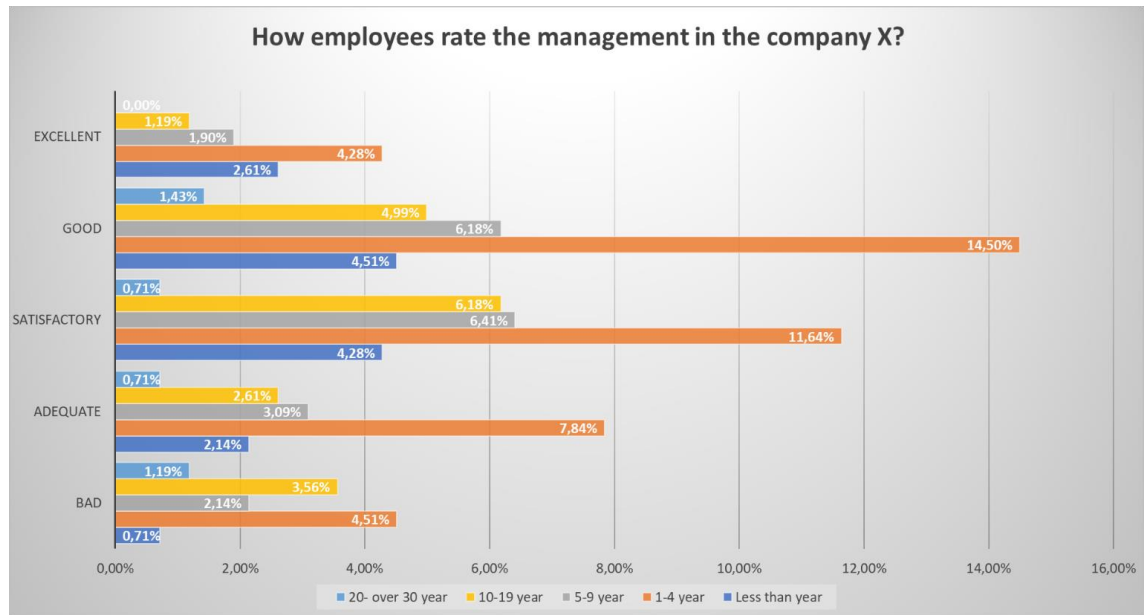


FIGURE 4. How employees rate the management in the company X?

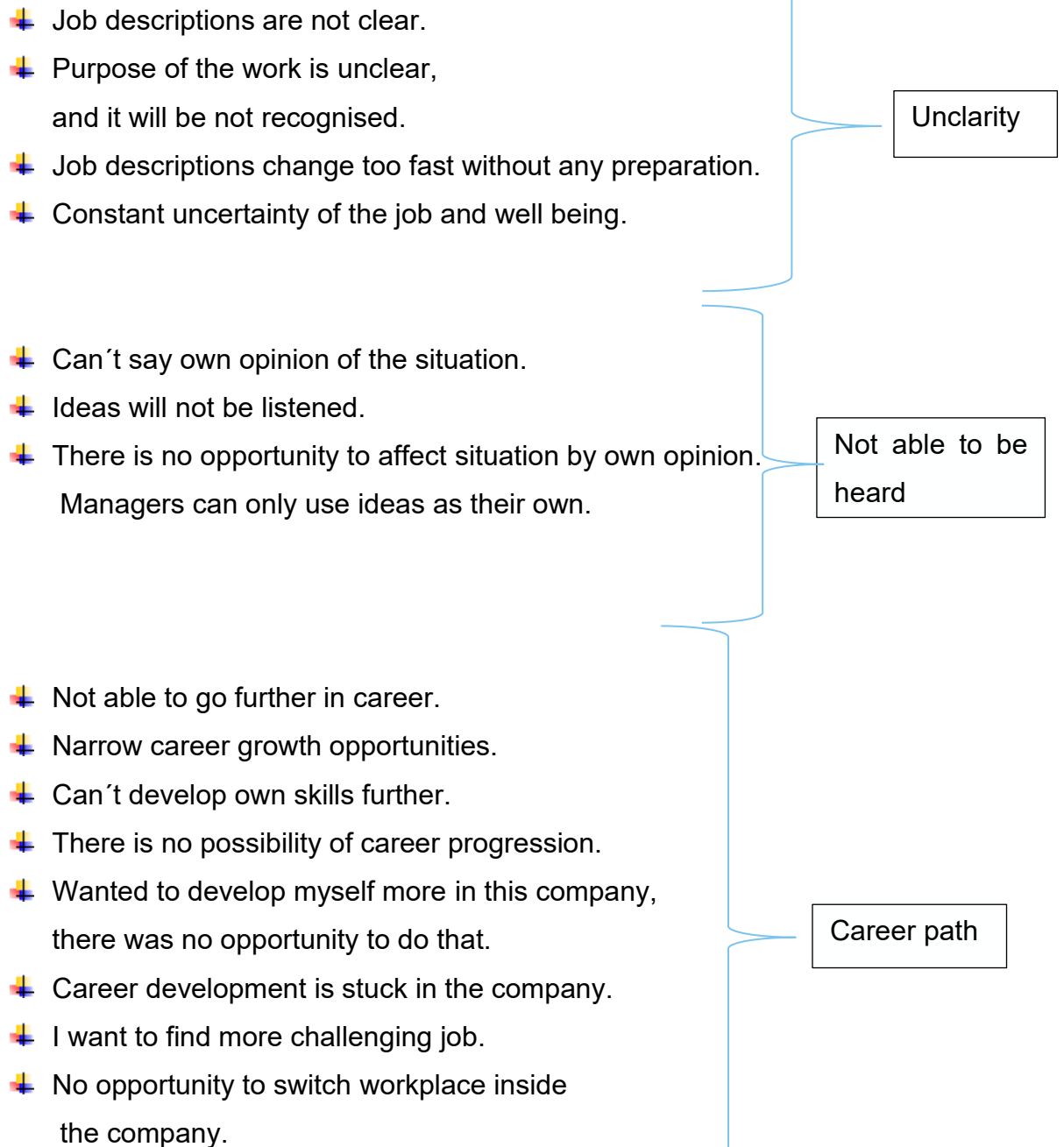
Exit-survey answers - Why employee choose to quit?

Employees answers from the exit-survey

Possible reasons

- ✚ Demands are coming more and more.
- ✚ Unfair treatment by the managers.
- ✚ Competence of the employees should notice and appreciation.
- ✚ Changes are just happening without any preparation.
- ✚ Managers don´t know what employees do in the field.
- ✚ Goals for the work were just given and they were unrealistic.
- ✚ Feels like the whole concern doesn´t care their employees.

Appreciation missing



- ✚ No feedback.
- ✚ No conversations.
- ✚ No transparent actions even if it should be important for the work group.
- ✚ Can't say own opinion, managers do not take it seriously.
- ✚ Decisions comes too fast when employees can't achieve the results.
- ✚ Too many middlemen when it comes to decisions and too slowly everybody gets to know the results.
- ✚ Hierarchical organisation where the decisions come as surprise and can't do own work properly after that.

Lack of communication
 → Psychological safety

- ✚ Inequality between and among employees.
- ✚ Inequality.
- ✚ Older employees underestimate new ones.

Diversity

- ✚ No future plans and goals have been give to employees.
- ✚ Orientation doesn't work, everything has to find out by myself.
- ✚ There was no clear orientation, everything should know beforehand and questions could not be ask.
- ✚ A new employee has been recruited and an existing employee is being fired during the following week.
- ✚ Not getting enough support from supervisor.
- ✚ No flexibility from the management.
- ✚ Layoffs.
- ✚ Equipment's broken which will not be fixed quickly.
- ✚ Wanted to change my work schedule but it was not possible.

Dissatisfied for the managers.

- ✚ Doing two jobs with one job salary.
- ✚ Salary hasn't been growing even the promises I got and I should have because of my experience.
- ✚ Not getting enough paid even have done a lot of years of work.
- ✚ YT-negotiations
- ✚ Salary doesn't match how much responsibility I have.
- ✚ Employee benefits are better other companies.
- ✚ Can't affect my own salary.

Expectations have not met.

- ✚ Long and heavy shifts.
- ✚ Work shifts are going worse all the time.
- ✚ Inhumane shifts.
- ✚ Shift changes too many times and unpaid breaks too long.
- ✚ Not enough time to keep breaks and it's affecting my well being.
- ✚ Shift planning.
- ✚ Coping at work is very bad, breaks are too short and free time is minimum.
- ✚ Not enough workforce, too much work for one person.
- ✚ Can't focus on the main job, too much other things to do.
- ✚ Not good work for who has little kids, takes too much time from the family.
- ✚ Changes coming too fast not time to react.

Working conditions/
well-being at work
→ Quiet quitting

Appreciation missing

Many of the answers in the exit-survey was regarding about the appreciation what they feel that don't get from the supervisors and the managers. Employees feel

that changes are coming too fast, and they don't have enough time to adapt to the changes. Mostly common reason why employees quit was that they didn't get the appreciation from the managers what they do in the field. Some of the managers didn't know what employee task is in the work. Time what they use for work is not respected because of the goals what they got were unrealistic. Feeling devalued and unrecognized in the company easily leads disengagement, then company is missing opportunity to give employee reason to be engagement.

Unclarity

Employees don't know what their supposed to do and how. Goals are not clear and that gives them more concern if the instructions are not clear. Employee can't focus and put their effort to the work because job description is not clear then it is hard focus on the job.

Getting feedback and coaching from managers gives employee feeling that managers care and shows which way employee should go. Then it is clear for employee how to contribute their own work. If company gives feedback and coaching then employee's knows what are the goals and how to get to the goals. (Branham, 2007)

Not able to be heard

Motivation and disengagement can come quickly if employees feel that they don't have any opportunity to affect in the company. If every idea will be turned off it will decrease motivation. Employees are the persons who knows best how to do their job so they can feel that they would have good suggestions what to improve in their work area. Able to influence and be part of the company decrease passion and motivation to do the work. Even opportunity to say ideas a loud and that the ideas will be heard can decrease the engagement.

Career path

Many of the answers was regarding employee's concern about their career path. Employees wanted to go further in their career but the company X didn't give

opportunity to educate employees further. Employee's feel that there is no opportunity to go further in their career or there is no possibility to switch workplace inside the company. "Career growth and advancement consistently ranks among the top three reasons employees stay or leave in most companies." (Branham, 2004)

Lack of communication* ➡ *Psychological safety

Feeling of psychological safety in the work is a major thing when going everyday to the work. If an employee doesn't get the support for their work or doesn't have a chance to tell feelings, it can give a lot of insurance for their work. Supporting and giving guidance for an employee will affect the employee's result of the work.

Diversity

Some of the answers included bullying inside the company and felt that supervisors and managers couldn't intervene to that. Feeling inequality in the workplace can lead to disconnection from the company and making workdays uncomfortable.

Dissatisfaction for the managers

Basic needs for employees are important. If a company doesn't invest in equipment and doesn't take it seriously if equipment doesn't work, it will cause frustration in employees. Sharing information between employees and managers are important things if it affects an employee's work. Because every employee has a different life at home and sometimes managers need to come halfway being flexible in certain things but if an employee never gets any flexibility from the managers, it will be hard to motivate them to do the work. If managers can't keep what they promise, it will lead to an environment where an employee can't trust. Frustration will rise if an employee can't count on their own supervisor or manager.

Expectations have not met

Even the answers not correctly say that the expectations didn't met but if employee haven't got own expectations through then it means that company's and employee expectation have not met. If employee think they would get promotion or higher wages after a year of good work, but company is not prepared to give that then there is a mismatch between employee and the company. (Branham, 2004)

Having high expectations that if employee is working hard that will be seen in the future. If the expectations are not met between employee and manager, it will show employee that it doesn't matter how good employee is, nothing will chance even if is trying to be better all the time and doing work done good.

Working conditions/Well-being at work* *Quiet quitting

If too much responsibility come for one person lack of workforce, it will not be good thing for the future. Getting too many workdays when the free time is too less affects employee well-being and decrease focus in the work. That can slowly go forward to the quiet quitting. It means that employee doesn't want to do too much work that employee free time is only for resting and that time isn't enough. Shift planning is important always for employee as a personally. That will affect how employee can recover from the job. It should have breaks that much that the well-being will be good for the work. Inflexible work hours can have if there is enough workforce to give every employee reasonable shifts.

4.2 Results of the Interview and open-ended survey

Interview happened meeting in online where author interview one of the company X manager. It took about one hour, and the meeting was recorded that the author could analyse all the answers more carefully.

Answers from the interview

Q1 In your opinion, what are the factors which are causing employee turnover at the company? What factors affect to the engagement?

First factor is always the leadership. Usually, if employee wants to change the workplace, they will want to change the leader. Basically, employees are usually unhappy with their own leader if they will want to change the workplace. How engaged employee is depends on what kind of a leader s/he has. Employee will perform really well if employee has leader who support, directs, and encourage.

Secondly, employee wants to change workplace if there are a lot of unclarities. If employee doesn't have clear picture about their role, what are expectations, what are employee responsibilities and what should get done. So, if employee lives in unclarity day by day, employee can't be motivated and see the impact what employee has in the company. It is leader's responsibility set clear expectations. Additionally, how leader give feedback for the employee, is it directive and constructive feedback.

Third thing what is affecting is workload and well-being. When adding also the unclarity, it will increase stress and then people want to change to another job.

Forth thing is development opportunities in the company. If employee can't see the career path and there is no opportunity for education, then they will start to look for it from other employers.

Q2 How is company engaging employees?

Everything what I am going to say, we haven't yet done. We want to invest more for the leadership development. Clarifying the role of the leader and offer the tools that they can lead their employees better. Trying to improve leadership competences is how we try to ensure good leadership.

We are also trying to create safe environment to work. That the employees feel that the employer is safe and respected. Safe employer means that there is

enough money to pay salaries and offer jobs. Also offering the basic benefits like lunch and well-being benefits. These are like hygiene factors, which create engagement.

Q3 How engaging can be seen part of the company's strategy?

New strategy was published in January. Company goals have been clarified for the whole staff and that created clarity and engagement. Common, shared values are extremely important part of our strategy. Whole staff was involved when we defined our values.-Nowadays engagement has become more clearly a part of our strategy.

Occupational healthcare has been in good state in our company. Basic needs what comes to physical well-being are things what we have invest in our company.

Q4 What kind of leadership style you have? authoritarian, persuasive, consultative, participative, transactional, transformational etc?)

Leadership is very situational, and it depends on the situation what kind of leadership style have to use. It also depends on the employee what kind of leadership style works for better. Sometimes, in critical situations, you have to say orders if there is danger or risk, then there is no opportunity to use other styles. All leaders have on dominant, "natural" style to lead depending on personality and experience, but everybody should know how to use all of the leadership styles. I think my dominant style is participative leadership style and, in our company, we want to enhance more coaching leadership style.

We have a bit legacy of authoritarian leadership style and we want to get rid of that as a company. We want to have more participative and coaching leadership styles.

Q5 What kind of leadership supports engagement?

This is situational thing, but if employee can affect and attend to the decision making that nobody doesn't decide for them. It will motivate and engage employee when their passion rises towards working.

Q6 What kind of situations you motivate employees as a leader? What is the purpose of that?

Usually, I don't need to motivate employees because I am leader for specialists, and they are leading themselves. But maybe it's not about the motivating but instead I will give direction and giving feedback to offer inspiration. I believe that you can't motivate others, it will come inside of the employee.

But what leader can do is to give feedback and direction. That employee has enough responsibility and is able to use his/her competences. Support and encouragement are important.

Results

Interview showed that the company X has started to recognise reason of the company's employee turnover. From the answers can be seen that the company X has been leading people ways which can cause employee turnover, but the company X has already started to change direct more to human way to manage and started to invest employees well-being. Answers show that the managers have also recognised some of the factors what exit-survey included.

5 Conclusions

This study was focusing factors what are causing employee turnover at company X. In addition of that author researched engagement and how has it been done in the company X. With the results of the data, author found explanations for the factors of employee turnover.

After researching factors of employee turnover and how to increase engagement in company X, following factors company X could develop further:

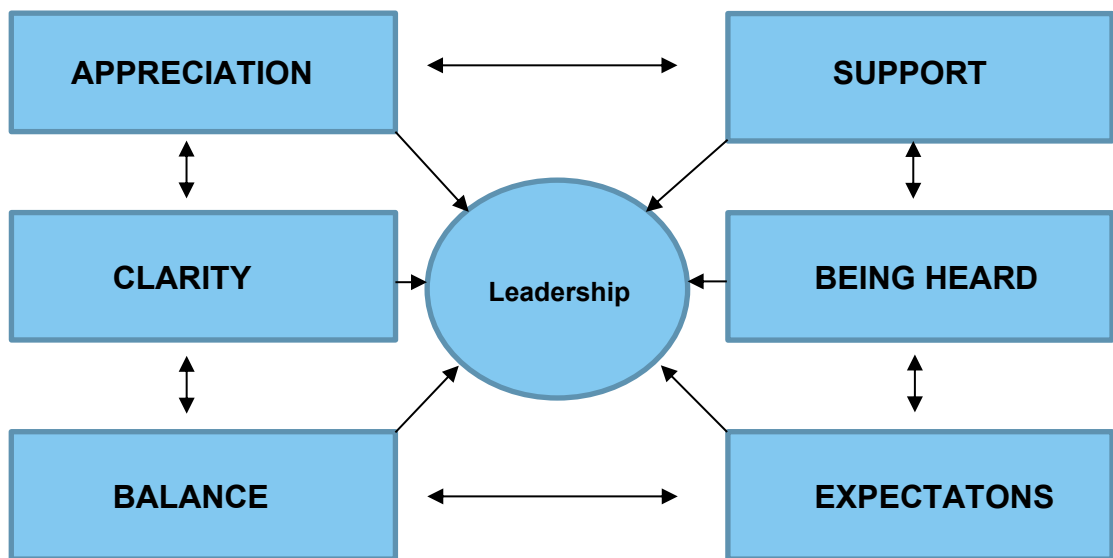


FIGURE 5: Six phases what company X could focus on.

Graph shows six phases what company X could focus more on the future. Appreciation can start simple questions like: How you are doing? Or how is the day today at work? It gives employee feeling that the leader will care of their well-being. That will increase employee ability say if they need support and employee get the support from the manager if needed. Getting rid of the unclarity that the employees will know what the goals are and what they should do at the work. When appreciation, clarity and support are included at work then environment can feel more open for discussion. Adding more discussion between employee and employer that the employees will feel that they are being heard. Then these will affect also employee`s expectation of the work. If there have been discussed what the employer expects form the employee and what employee expects from the employer, it will decrease unclarity and that employees doesn't 'feel that they

are not being heard. That will lead to discussion if employee is too overwhelmed about the amount of work and can't do the work properly because it's too much and feels that there is not enough workforce. All these factors can decrease employee turnover when employee see that the company is respecting these factors.

Overall, company X is going for the right direction when focusing more human management and investing employees well-being. Also, author believes that the new strategy for the engagement is going to be good in the future if company X implement above development ideas.

For the Future researchers

In the future, researchers could go deeper to the company X different business units. Researching more inside the different business units can give variable options for the company X. All of them has different work duties and employees engage or disengage from different kinds of reasons. Analysing factors inside the one business unit can give various reasons of employee turnover.

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