

An Empirical Study On Employee Turnover And Job Satisfaction In Human Resource Management Practices

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Abstract: Human resource management is included within an organisation for recruiting employees, guiding work procedures, providing training, and developing policies to motivate and satisfy employees for better productivity and profit. This study sheds light on the importance of human resource management to influence employee turnover and job satisfaction of the employees. The study provided an overview of the different factors which prove to have a dramatic influence on employee turnover and the job satisfaction of the workers. The strategies integrated by human resource management for the heightening such crucial aspects of employee turnover and job satisfaction was observed in the study.

Keywords: Human Resource Management, employee turnover, job satisfaction, work culture, positive environment, job skills

1 Introduction

The management of human resources proves to be acutely necessary for the expansion of the organisation. Due to the fact that human resources form to be the major background for any firm, employee turnover acts as a vital factor that impacts the organisational output. The study would look into the background of such a concept, and lay down the research objectives and the research questions. A section of the literature review would look into past research regarding the topic. The methodology to be followed and thematic analysis would be conducted in the article.

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2 Research Objectives

The various research objectives of the article are as follows:

To analyse the factors influencing employee satisfaction in the human resource management

To examine the elements which lay an impact on job satisfaction through human resource management

To inspect the strategies for increasing the employee satisfaction and job satisfaction of the human resource management

2.1 Research questions

The different research questions of the study are as follows:

RQ1: What are the different factors which affect employee satisfaction with human resource management?

RQ2: In which manner do the elements impact on job satisfaction through human resource management?

RQ3: What are the schemes for improving employee satisfaction and job satisfaction in human resource management?

2.2 Background

The gradual growth in the globalisation of various sectors on the industrial level has caused an increase in the competitive advantage of the firm. As per the notions of Aburumman *et al.* (2020), there are a number of elements that prove to have an impact on how the employees perceive a firm and keep themselves associated with it. The concept of employee turnover, thus, is a major element in the policies of Human Resource Management (HRM).

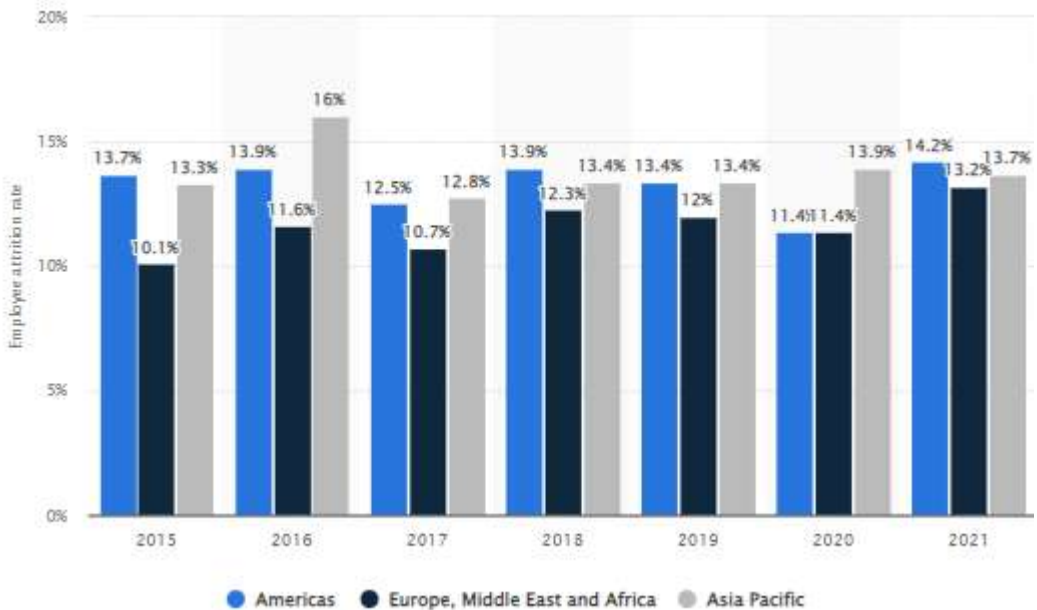


Figure 1: The rate of employee attrition seen in the professional services organisations on a worldwide scale, from 2015 to 2021, by region

(Source: Statista, 2022)

Such a concept can also be seen through the employee attrition rate, which measures the rate at which employees leave a firm. Figure 1 highlights the employee attrition rate seen on a global scale, from 2015 to 2021. The levels of satisfaction reached depend on both the

personal and the professional growth of the workers which are induced by the strategies developed by the HRM. The occurrence of several modes and methods are necessary for keeping the employees attached to a firm, with the growth in job satisfaction for the workers.

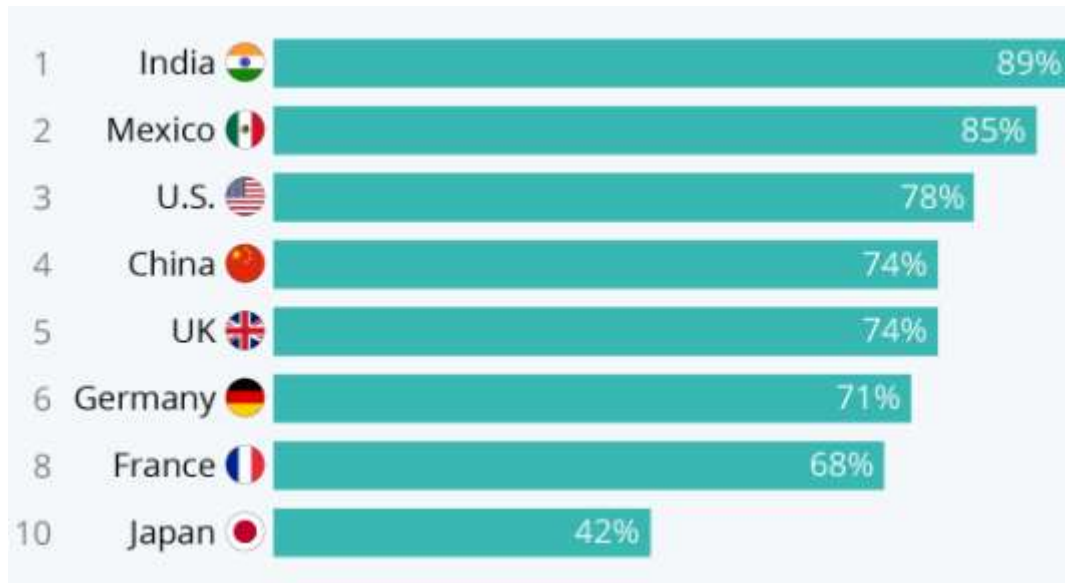


Figure 2: Percentage of employees being satisfied at work, from a global perspective (Source: Statista, 2020)

Figure 2 mentions the levels of satisfaction seen amongst the workers on a global scale. From the conducted survey, it was observed that Indians were the ones who were most satisfied at work, and the Japanese were the least satisfied (Statista, 2020). Through the application of technological advancements, the firms have been able to reach their respective organisational targets, expand on a global scale and improve their profit margin. As per the comments by Hassan *et al.* (2019), these have influenced how the employees perceive the work environment and reach their job satisfaction.

3 LITERATURE REVIEW

3.1 Introduction

The section on literature review would shed light on the various kinds of factors influencing the employee turnover of the employees in an organisation. The methods which impact job satisfaction through the management of human resources would be seen in the chapter.

3.2 Factors influencing the employee turnover

The relationship between employee turnover and job satisfaction goes on par with each other (Kurniawaty, Ramly & Ramlawati, 2019). An improvement seen in the levels of job satisfaction drastically reduces the employee turnover of a firm. In such a sense, there are a number of factors that impact how the employees perceive the working environment and stay loyal to a firm. The relationship formed with the colleagues at the workplace influences how the organisational culture builds up (Nie, Lämsä & Pučėtėitė, 2018). A positive and strong relationship keeps the employees motivated and keeps them attached to the firm. In a similar manner, the improved communication with the different levels of the hierarchy also makes the employees feel satisfied at their jobs.

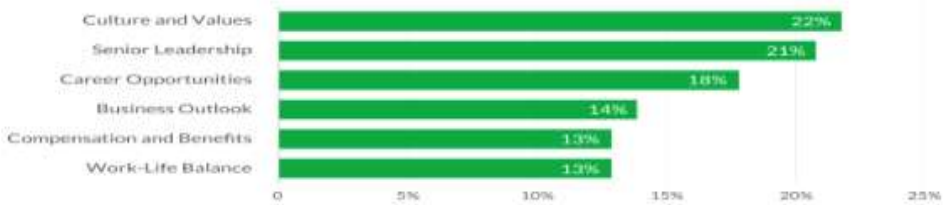


Figure 3: Percentages of elements increasing the job satisfaction
(Source: Singh, 2019)

Figure 3 mentions the various percentages of factors that have a positive impact on the job satisfaction of the employees, and hence, reduce the employee turnover. According to the notions of Singh (2019), unbiased and impartial policies of the firm also heighten the levels of job satisfaction amongst the workers.



Figure 4: Percentages of factors increasing the employee turnover
(Source: Stamolampros *et al.* 2019)

On the other hand, there are certain concepts that keep the employees dissatisfied and in turn, increase the employee turnover at the firms (Ali & Anwar, 2021). Figure 4 highlights the different percentages of factors that influence an increase in employee turnover at a firm. For instance, a diminishing organisational name and brand image in the public domain causes the employees to leave their workplace (Stamolampros *et al.* 2019). The decline in organisational justice also causes the employees to quit the firm at their own expense.

4. Theoretical approach

4.1 Herzberg's motivator-hygiene theory

In accordance with Herzberg's *motivator-hygiene theory*, two of the major factors influencing the job satisfaction of the employees are "hygiene" and "motivator". As opined by Ali *et al.* (2018), these two dimensions are necessary for impacting the manner in which the workers are satisfied at work. By increasing the challenging work environment, and improvement in the growth opportunities of the employees, the workers stay motivated to work harder.



Figure 5: Factors of Herzberg's motivator-hygiene theory
 (Source: Holston-Okae & Mushi, 2018)

On the other hand, the lack of security and status of the organisations have a negative impact on the workings of the firm (Holston-Okae & Mushi, 2018). Such an aspect proves to diminish the hygiene factors which influences the employees to stay at work. Figure 5 shows the different elements present in *Herzberg's motivator-hygiene theory* impacting the stay of the workers.

5.METHODOLOGY

The researcher utilised the method of secondary data collection for the construction of the study based on the secondary qualitative method. The implementation of the data was performed by sieving the journals, articles, books, and other such sources, by following the positivism research philosophy. According to the workings of Alharahsheh & Pius (2020), the gathering of the factual data and information through the observation of a situation occurs with the aid of the positivism research philosophy.

The researcher had also integrated the descriptive research design for the structuring of the study and provided an exploratory research framework. Through such means, the process of thematic analysis was conducted by the researcher for examining the core topic in an extensive manner. The interpretation of the themes and the concepts was based on the information gathered by the researcher from the secondary sources.

RESULT

Quality review

Authors	Study design	Number of resources	Measured outcomes	Result	Quality review
Hoffman & Burks (2020)	Quantitative	15	The implications for employee turnover and firm profits	The study highlights relationship found between the improvement of the profit margins of the firms with the decline in the employee turnover	Moderate

Ju & Li (2019)	Quantitative	12	Factors influencing the employee turnover intention of firms	The study provides a detailed examination of the factors such as educational training and job skills needed for decreasing the employee turnover	Moderate
Sharma, Singh & Arya (2021)	Qualitative	14	Innovation and employee turnover through the role of strategic human resource management	The study mentions the different kinds of strategies needed for the inclusion of innovation for declining the employee turnover	High
Gao, Zhang & Zhang (2018)	Qualitative	17	Employee turnover through the inclusion of organisational policies	The study analyses the various kinds of organisational policies and the management of earnings which have an impact on the turnover of the employees	Moderate

Table 1: Quality review
 (Source: By learner)
 Thematic coding

Author	Code	Themes
Sharma, Singh & Arya (2021) Gao, Zhang & Zhang (2018)	Job skills, employee turnover, job satisfaction, organisational culture, communication	Evaluation of losses seen due to high employee turnover
Ju & Li (2019) Hoffman & Burks (2020)	Strategies, employee turnover, job satisfaction, working environment, improved salary structure	Strategies for increasing job satisfaction amongst employees

Table 2: Thematic coding
 (Source: By learner)

6. Thematic analysis

Theme 1: Evaluation of losses seen due to high employee turnover

The high turnover of the employees of organisations proves to have a negative impact on the functional capabilities of a firm. As per the point of view of Sharma, Singh & Arya (2021), the decline is seen in the productivity of the firm when there are a larger number of employees leaving. This is due to the fact that the new candidates would require acute training and development before reaching the levels of the skilled workers.

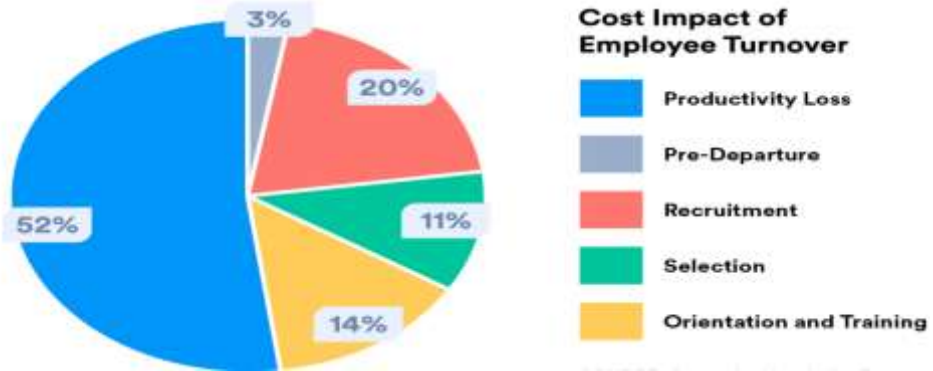


Figure 6: Percentages in the financial constraints due to the high employee turnover at a firm

(Source: Gao, Zhang & Zhang, 2018)

On the other hand, according to the findings by Gao, Zhang & Zhang (2018), the pre-departure of the employees also causes a loss in the cost-effectiveness of the organisation, as the conduction of recruitment and selection also acts as a secondary drainage of finance. Figure 6 mentions the various percentages of the cost impact of high employee turnover at a firm.

Theme 2: Strategies for increasing job satisfaction amongst employees

Several methods are to be integrated by the HRM department of the firms for the improvement of the job satisfaction of the employees. As seen in the works of Ju & Li (2019), the improvement of the career progression through the training services improves the loyalty of the employees towards the firms.

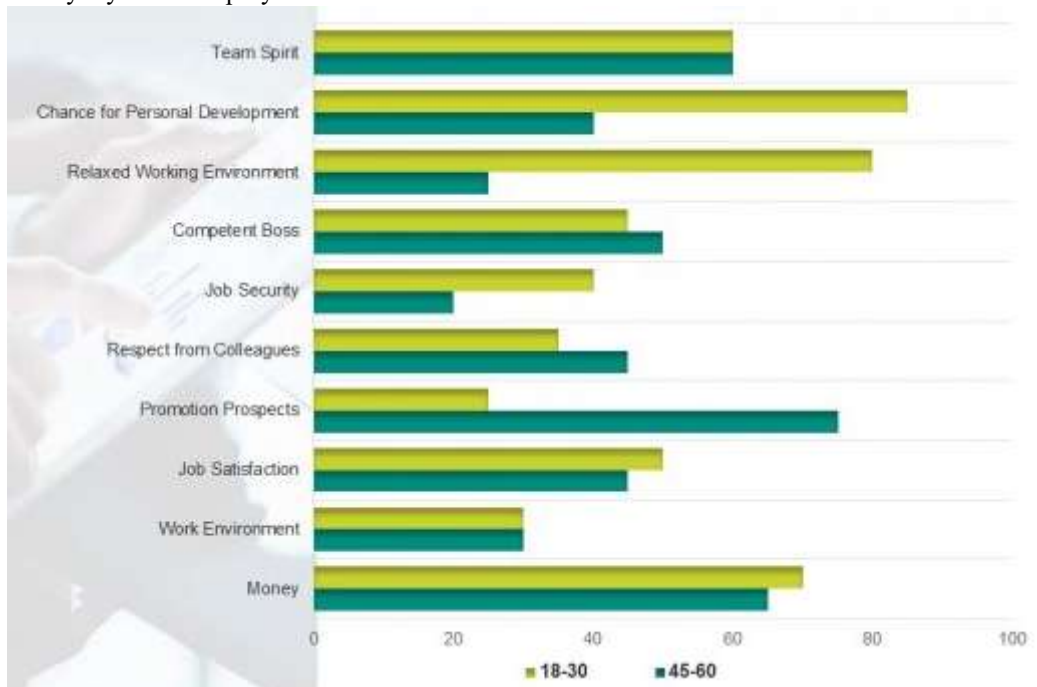


Figure 7: Elements heightening the job satisfaction of the employees based on the age ranges

(Source: Hoffman & Burks, 2020)

On the other hand, as per the findings of Hoffman & Burks (2020), the improvement of the salary structure and the flexibility of the work environment allow the employees to work to their utmost potential. Figure 7 mentions the different factors which prove to have a positive impact on the job satisfaction of the employees, in accordance to the age ranges.

7. Discussion

The future performance of the firms depends upon the employees of the firm, and their levels of satisfaction. The growth and proliferation of the organisation can be seen through operational betterment and heightening of the job efficiencies. With the achievement of such improved levels of job satisfaction, there can be a dramatic decrease in the employee turnover at the companies (Abate, Schaefer & Pavone, 2018). Such an aspect could be seen to further recruit a larger number of employees, with an expansion of the profit margin. The increase in the future financial performance would therefore be achieved through the extension of a collaborative working environment, promotion of the job prospectus, and the overall achievement in professional and personal development.

8. CONCLUSION

Hence, from the study, the researcher had the ability to shed light on the varied factors which prove to have an influence on the job satisfaction levels. Along with such, the elements which increase or decrease the employee turnover rates for the firms were also observed. In the study, the application of Herzberg's motivator-hygiene theory was integrated to look at the different factors from a theoretical perspective. The application of the secondary qualitative method had been jotted down in the section on methodology, and the necessary themes and concepts were constructed through thematic analysis. The researcher provided an overview of the major studies through the two tables of thematic coding and quality review.

9. Limitations

The selection of the secondary qualitative method had been approached in the study, which had allowed the researcher to deploy the works of other researchers. However, due to the fact that the primary quantitative approach was not implemented, the views and opinions of the population could not be observed. Other factors which could have been influential in increasing job satisfaction could not be included in the study.

10. FUTURE SCOPE

Through the dramatic reduction in the factors which cause the increase in the employee turnover, the firms would have the ability to increase the employees' job satisfaction levels. Understanding such elements would be necessary for the future for the construction of strategies and developing of the needed pathways for keeping the employees loyal to the firm.

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