A Comparative Study on Reducing Employees' Turnover Intention through Management

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Abstract: Employee turnover, a prevalent issue for organizations, incurs significant costs and hinders productivity. Effective management strategies can mitigate turnover intention by fostering a good work environment with growth opportunities and competitive compensation. This paper explores various research objects and approaches to reducing employee turnover intention. Four types of research objects are identified: individual factors affecting turnover, individual factors affecting work engagement, organizational factors affecting turnover, and organizational factors affecting work engagement. The paper also distinguishes between primary and secondary research methods, based on data collection and analysis techniques. Additionally, it reviews literature on leadership, work environment, employee characteristics, and their impact on job performance, work engagement and turnover intention. We find out the importance of transformational leadership and an engaging work environment in enhancing employee engagement and job performance, while laissez-faire leadership has detrimental effects. Employee characteristics also play a significant role in influencing these outcomes.

Keywords: Employee turnover, management strategies, work environment, employee engagement, job performance, leadership styles

1   Introduction

Employee turnover, the voluntary departure of workers from an organization, is a significant concern for businesses of all sizes. The costs associated with turnover, including recruitment, training, and lost productivity, can be substantial. Effective management practices can play a crucial role in reducing employees' turnover intention.

In this paper, we first investigate different research objects for the study on reducing employees' turnover intention through management. The objects can be divided into four types based on the focus and outcome of management. Type I focuses on key factors related to employee turnover, i.e., job satisfaction and balance between work and life. Type II is about factors related to employee work engagement, such as self-efficacy and autonomy. Type III is about the factor at organizational level related to employee turnover, for example, organizational culture and leadership style. Type IV is about the factors for employee work engagement, such as leadership style and job autonomy.

Then, we study the different approaches used in this topic. We discuss the different types of research methods based on two criteria: type of data collection and type of data analysis.

Primary quantitative research are those that involve the collection of new data directly from participants and the analysis of that data using numerical methods. Primary qualitative research are those that involve the collection of new data directly from participants and the analysis of that data using non-numerical methods. Secondary quantitative research are those that involve using others people's data and the analysis of that data using numerical methods. Secondary qualitative research are those that involve using others people's data and analyzing that data using non-numerical methods.

Finally, we present a review of the relationship between leadership, environment, employee characteristics, and engagement, turnover intention and job performance. It shows that leadership, work environment, and personal characteristics affect work engagement, turnover intention and job performance greatly.

2 Research Objects

In this section, we will classify the research objects in different types, as shown in Table 1.

Table 1: Four Different Types of Research Objects

Outcome	Focus of research	
	Turnover	Work engagement
Individual	I. [1][3][4][10]	II. [5][6][8][13][15]
Organizational	III.[9][12]	IV. [2] [7][11][14][16][17]

2.1 Criteria

1) **Focus of research**. There are two types here: **Individual** or **Organizational**. The first type focuses on the individual employee and their factors that contribute to turnover and work engagement. The second type focuses on the organization and its factors that contribute to turnover and work engagement.

2) **Outcome of management**. There are two kinds here: **Turnover** or **Work engagement**. The first kind focuses on the factors related to turnover. The second kind is about the factors related to work engagement.

2.2 Different Types of Research Objects

2.2.1 Individual & Turnover

References [1][3][4][10] belong to this type. This type of research focuses on the individual factors that contribute to employee turnover. For example, in reference [1], employee turnover is a major cost for organizations, and understanding the factors that contribute to it is essential for reducing it. This paper reviews the literature on employee turnover research and identifies key areas for future research. Reference [4] shows good leadership is characterized by honesty, transparency, and consistency. The findings suggest that good leadership can help to reduce employee turnover by creating a more positive and supportive work environment.

2.2.2.Individual & Work Engagement

References [5][6][8][13][15] belong to this type. This type of research focuses on the individual factors that contribute to employee work engagement. For example, the findings of reference [5] suggest that basic psychological need satisfaction is a key of engaging leadership influences work engagement. Reference [6] investigates leaders teams and work engagement. This paper suggest that leaders can support team members' basic psychological needs by support and collaboration. Reference [8] studies and discusses how to measure engaging leadership and need satisfaction. Reference [13] discusses what will influence employees' voice. This paper examines and suggests that servant leadership can promote employee voice through leadership with negative attribution. Reference [15] examines and suggests that trust in supervisor affects counterproductive work behaviors.

2.2.3.Organizational & Turnover

References [9][12] belong to this type. This type of research is about the organizational factors related to employee turnover, such as leadership style, organizational culture, and work-life balance policies. For example, reference [9] examines corporate social responsibility. The findings suggest that both internal and external CSR can make employee meaningfulness, through which they do so are different. Reference [12] examines online customer behavior. It shows that affective and cognitive trust have good impact on online customer behavior.

2.2.4.Organizational & Work Engagement

References [2][7][11][14][16][17] are this type. This type is about the factors related to employee work engagement. For example, reference [2] studies the engaging leadership for understanding employee stress, well-being, and engagement. This paper argues that engaging leadership is a key resource that can help employees to cope with job demands and achieve high levels of engagement. Reference [11] examines leadership styles and work engagement. It shows that transformational leadership has the most strongly effect on work engagement, followed by authentic leadership and servant leadership. Reference [16] suggests that paternalistic leadership affects trust and work performance. The trust is also positive to work performance. Reference [17] is an engaging leadership intervention study. This intervention study examines the impact of engaging leadership on business results and well-being. The findings suggest that engaging leadership can lead to improved business results, such as increased sales and profits, as well as improved employee well-being, such as increased job satisfaction and reduced stress.

3   Different Research Methods

In this section, we will classify the research methods in different categories, as shown in Table 2.

Table 2. Different Types of Research Methods

Type of data collection.	Type of data analysis	
	Quantitative	Qualitative
Primary	I. [1-5][14][17]	II. [11][13]
Secondary	III. [8][11][12]	IV. N/A

3.1 Criteria

1) Type of data collection. Primary data collection means that researchers collect new data directly from participants using methods such as surveys, interviews, focus groups, and observation. Secondary data collection means that the researchers use existing data that has been collected by others, such as government statistics, company records, and academic research papers.

2) Type of data analysis. There are two kinds here: Quantitative vs. qualitative data analysis. Quantitative data analysis is to use numerical data and statistical methods to analyze the data. Qualitative data analysis is to use non-numerical data and interpretative methods to analyze their data.

3.2 The Classification

3.2.1.Primary quantitative

References [1-5][14][17] belong to this type. The researchers collect new data directly from participants and analyze it using numerical data and statistical methods. For example, reference [1] used a literature review method to synthesize the research on employee turnover. They reviewed over 100 articles published in Chinese and English to identify the key factors that influence employee turnover. Reference [2] used a theoretical method to develop a model which proposes that engaging leadership can promote employee engagement by fulfilling their basic psychological needs. Reference [3] used a cross-sectional survey method to investigate the relationships between different factors. Reference [4] used a longitudinal study method to investigate based on three different time points. Reference [5] used a cross-national study method based on data from Indonesia and the Netherlands. Reference [14] used a survey study method to investigate a sample in China. Reference [17] used an intervention study method to study an engaging leadership intervention on business results and well-being. They randomly assigned a sample of over 100 employees to either an engaging leadership intervention group or a control group.

3.2.2.Primary qualitative

References [11][13] belong to this type. The researchers collect new data directly from participants and analyze it using non-numerical data and interpretative methods. For example, reference [11] used a method to study leadership styles and engagement. They analyzed data from over 50 studies published in English and Chinese. Reference [13] used a survey study method to investigate how servant leadership influences employees' voice.

3.2.3.Secondary quantitative

Reference [8][11][12] belong to this type. The researchers use existing data that has been collected by others and analyze it using numerical data and statistical methods. For example, reference [8] used a conceptual document method to define and measure engaging leadership and need satisfaction. He developed a theoretical model of engaging leadership and proposed a number of items that can be used to measure engaging leadership and need satisfaction. Reference [12] used a survey study method to investigate based on data from a sample in Thailand.

3.2.4.Secondary qualitative

No references belong to this type. The researchers use existing data that has been collected by others and analyze it using non-numerical data and interpretative methods.

4   Review of Experimental Analysis

In this section, we will discuss system factors and evaluation metrics used, as shown in Table 3.

Table 3. System Factors and Evaluation Metric

System Factors	Evaluation Metric		
	Turnover Intention	Work Engagement	Job Performance
Leadership	[1][3][4][10]	[2][5][6][7][8]	[11][16]
Work Environment	[1][10]	[2][5][6][7]	[11]
Employee Characteristics	[1][3][10]	[2][5][6][7]	[11]

4.1   System Factors

1)   Leadership: It is the ability to affect and motivate others to reach a common goal. It is a complex process that involves many different factors, including the leader's personality, skills, and values. Leadership can be classified into different types, e.g., transactional, charismatic, and so on.

2)   Environment: The work environment is the physical and social setting in which employees work. It includes factors such as the office layout, the availability of resources, and the relationships between employees and their supervisors. The work environment affects the health, creativity, and working performance greatly. The work environment can be classified into different types, such as open office, remote work, team work, and so on.

3)   Employee Characteristics: Employee characteristics are the individual qualities that employees bring to their jobs. They include factors such as age, education, experience, and personality. Employee characteristics have a significant impact on the adaptability, learning ability, cooperation ability, and work satisfaction of the employees. Employee characteristics can be classified into different dimensions, such as ability, attitude, motivation, values, and so on.

4.2   Metric of Evaluation

1)   Turnover intention: One way to measure turnover intention is to use a scale that asks employees to rate their agreement. The responses can be averaged to obtain a turnover intention score, which can range from 1 (low intention) to 5 (high intention). Alternatively, turnover intention can be measured by the percentage of employees who actually leave the organization within a given period, such as a year or a quarter. For example, if 20 employees out of 100 left in a year, the turnover rate would be 20%.

2) Work engagement: It can be measured by the percentage of employees who are engaged, disengaged, or actively disengaged, based on their responses to a set of questions that measure their emotional attachment and involvement in their work. For example, Gallup uses a 12-item questionnaire called the Q12 to classify employees into these categories. Engaged employees are those who are passionate and committed to their work, disengaged employees are those who are indifferent and detached from their work, and actively disengaged employees are those who are unhappy and disruptive at work. For example, if 40 employees out of 100 are engaged, the engagement rate would be 40%.

3) Job performance: One way to measure job performance is to use a performance appraisal system that evaluates employees on various criteria, such as the quantity and quality of their work, their customer satisfaction, their teamwork, their innovation, and their adherence to organizational values and standards. The criteria can be weighted according to their importance, and the ratings can be aggregated to obtain a performance score, which can range from 1 (poor performance) to 5 (excellent performance). Alternatively, job performance can be measured by the achievement of specific and measurable goals that are aligned with the organizational objectives. These goals can be set by the employees themselves, their managers, or both, and can be evaluated periodically using indicators such as the completion rate, the accuracy rate, the timeliness, and the feedback. For example, if an employee achieved 8 out of 10 goals, the performance score would be 80%.

5   Conclusions

In conclusion, employee turnover intention is a significant concern for businesses of all sizes. Effective management practices can play a crucial role in reducing employee turnover intention. Additionally, leadership, work environment, and employee characteristics affect turnover intention, work engagement, and job performance greatly. Businesses should focus on creating a workplace where employees feel valued, motivated, and engaged to reduce turnover and improve overall organizational performance.

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