

Factors Influencing Employee Turnover in the IT/ITES Sector in NCR: An Empirical Study

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Abstract

Purpose – The IT and ITES sector plays a crucial role in India's economic growth, but it faces significant challenges related to employee turnover. This study aims to investigate the work-related factors that lead to employee turnover in IT/ITES industry in NCR. It conducts an integrative review to analyze existing literature, assess the current status, conduct a quantitative study and propose a research agenda for future studies.

Design/methodology/approach- A total of 85 articles published between 2000 and 2023 were analyzed, with a specific focus on identifying the reasons behind employee turnover. An online survey (n=100) was conducted on IT/ITES employees in NCR.

Findings- The research findings suggest that organizational trust, coworker relationships, meaningful work, technology, recognition, feedback & growth opportunities, and work-life balance are factors that influence employee turnover in IT/ITES industry. These factors collectively impact employees' decisions to stay or leave their jobs.

Research Limitations- The study's focus solely on the IT/ITES sector in NCR could restrict the applicability of its findings to different industries or geographic locations.

Practical implications- The practical implications of the study include providing insights for IT/ITES companies to develop strategies that address the issue of high employee turnover. This can help in reducing attrition rates and retaining talent in the industry. Understanding the factors can assist the organizations in enhancing the overall employee experience enabling them to thrive in today's competitive landscape.

Originality/value- This study adds to the existing research by exploring how various work-related factors predict employee turnover. A conceptual framework is proposed and validated through empirical analysis that includes organizational trust, coworker relationships, meaningful work, technology, recognition, feedback & growth opportunities, and work-life balance as antecedents of employee turnover.

Keywords- Employee turnover, human resource management, organizational trust, turnover intention, work life balance

Paper type- Research paper

Introduction

The way employees and organizations interact is crucial for organizational performance, influenced by factors such as work engagement, leadership, work-life balance, and organizational culture (Abdelwahed & Doghan, 2023; Leithy, 2017). These factors significantly affect employees, especially knowledge-based workers, impacting their engagement and well-being (Che et al., 2022). The quality of employee-employer interactions is vital for employee engagement and happiness (Tiwari & Shah, 2022). Consequently, the relationship between employees and their organization plays a significant role in employee turnover.

Employee turnover is a major global issue faced by organizations today. Employee turnover can have a negative impact on organizations. It frequently costs businesses a lot of time, money, and performance as it may result in the need for re-hiring and training new staff, which can be costly and time-consuming (Wang & Sun, 2020). It can lead to financial and organizational memory losses, as well as lost productivity and intellectual property. High turnover rates can also affect employee morale and trust in management, which can in turn impact organizational commitment and performance (Chaong et al, 2021; Chandra et al, 2023). Furthermore, turnover can disrupt team dynamics and relationships, leading to decreased collaboration and productivity (Chaong et al, 2021). This could disrupt the delivery of products and services, leading to customer dissatisfaction (Shaikh et al, 2020). Additionally, it creates a heavy workload for existing employees, reducing their efficiency and increasing stress levels. Employees who are facing burnout are twice as likely to convince their colleagues to resign due to their dissatisfaction with their working conditions. Employee turnover rates vary widely across industries and companies, impacting organizations in significant ways. For example, Amazon experiences a high turnover rate of 150%, costing the company and its shareholders \$8 billion annually. On the other hand, Meta, the parent company

of several major social media platforms, has a lower turnover rate of about 15%. In contrast, Apple faces challenges in retaining its employees, with an average tenure of less than two years. United Airlines, however, boasts a low turnover rate of less than 10%, emphasizing long-term career opportunities for its employees, as evidenced by an average tenure of 16 years (Jadah, 2023). These examples highlight how employee turnover can affect organizations, impacting costs, employee satisfaction, and overall company culture. Talent turnover is not only a substantial cost for organizations but a critical human capital statistic, however; enterprises generally do not share this information (Li et al, 2021). Direct costs are incurred when an employee needs to be replaced due to the hiring, selection and training of new hires. These expenditures can range from 30% to up to 150% of the annual total remuneration for the position (Landry et al., 2017). Turnover certainly has negative implications for the organization, the manager, and/or co-workers. Nevertheless, high unemployment rates make it challenging for people to find appropriate employment, which lowers efficacy and creativity for both the employee and the business and could potentially be detrimental to the nation's economic progress (Al-Suraihi et al, 2020). However, not all turnover is bad or dysfunctional since the departing employee may not have been a reliable or consistently high performer; a vacancy may present opportunity for promotion for current employees or recruitment of new and more productive employees (Lyons & Bandura, 2020). High turnover rates exhibit that retaining human capital is a challenging task and an alarming concern for HR fraternity across industries globally. Employee turnover prediction is thus crucial for proactive talent management (Teng et al, 2019).

Organizational trust and employee turnover

The impact of organizational trust has been extensively explored in the domain of social sciences especially human resource management, organizational behaviour and psychology.

Trust is a critical factor for organizations, directly impacting their ability to achieve objectives (Sadq et al., 2020). It involves positive expectations about others' behavior, contrasting with distrust (Lewicki et al., 2006). In organizations, trust is the belief that others will act in good faith and fulfill responsibilities competently (Othman, 2013; Straiter, 2005). It is strategic for competitive advantage and human relations (Bagraim & Hime, 2007), reflecting satisfaction and commitment (Sadq et al., 2020). Researchers have identified trust dimensions, such as trust in supervisors, coworkers, and management (Dirks & Ferrin, 2002; Laka-Mathebula, 2004), and traits like integrity and benevolence (McAllister, 1995; Robinson, 1996; Mayer et al., 1995). Knol and Gill (2011) suggested that employees' trust in supervisors is influenced by perceptions of their kindness, care, helpfulness (benevolence), and consistency, credibility, and truthfulness (integrity). Building a culture of trustworthiness is critical for retaining employees, as it enhances their engagement and reduces job-related anxiety (Iyer & Israel, 2012).

Recent studies in organizational research have explored the relationships between employee trust in management and employee turnover intention. In the context of organizational trust and its impact on employee turnover, Cook and Wall (1980) found that job satisfaction, trust among peers, organizational identification, and involvement are positively related to turnover intentions (Ferres et al., 2004). Knol and Gill's (2011) framework predicted a negative association between employee trust in management and employee turnover. Additionally, the research by Trussel (2015) examines the impact of individual trust in an organization and perceived organizational trust as moderators in the relationship between burnout and intentions to quit, finding that both types of trust significantly influence intentions to quit and burnout. Hence organizational trust directly and indirectly impacts turnover intention (Snyman et al., 2023). This study indicates a probable connection between organizational trust and reduced employee turnover, aligning with prior research (KholudFhaidiAlhashidi, 2016; Malik, 2023; Haridas, 2022). Past studies also suggest that employees' perception of support from their superiors and the organization (Novianti, 2021) may influence their turnover intentions. Thus, this study adopts the theoretical definition of employee trust in management as explained by Knol and Gill (2011), "*when trusting a supervisor, employees might be particularly concerned with whether or not their supervisor is friendly, caring, and helpful, and thus high in benevolence; and consistent, credible, and true to their word*". Hence, the following hypothesis is proposed:

H1. Employees who trust their organization are less likely to quit their jobs.

Coworker relationship and employee turnover

The relationship between coworker interactions and employee turnover is complex, as indicated by various research studies. Coworkers, who collaborate on similar tasks, are colleagues at the same organizational level, distinct from supervisors or managers (Paul & Sparks, 2020). Coworker influence encompasses both coworker support, which involves positive actions and behaviors, and coworker antagonism, which represents negative influences on an employee's work experiences (Chiaburu & Harrison, 2008). Coworker support can be instrumental, involving help with tasks, or affective, providing emotional assistance. On the other hand, coworker antagonism includes negative behaviors like incivility and social undermining (Paul & Sparks, 2020). Co-worker support, defined as providing assistance through activities like knowledge sharing and encouragement, is crucial in the workplace (Scott & Bruce, 1994; Perry-Smith, 2006). According

to Conservation of Resources (COR) theory, social resources gained from positive coworker relationships help individuals cope with job stress (Chen et al., 2016; Dirk et al., 2020). This support acts as a buffer against job strains (Baumeler et al., 2018). Employees often value friendships and positive interactions with coworkers as essential aspects of their work conditions (Park & Min, 2020).

Coworker support is linked positively with job attitudes like job satisfaction, organizational commitment, and thriving at work (Paul & Sparks, 2020). It also moderately correlates with role stress indicators like role conflict, overload, and ambiguity, as well as burnout (Halbesleben, 2006; Mathieu et al., 2018). Additionally, coworker support is moderately associated with behaviours like task performance and modestly with citizenship behaviors (Chiaburu & Harrison, 2008). However, it shows a stronger connection with change-oriented citizenship behaviors when the support is specific (Chiaburu et al., 2013). While coworker support moderately relates to turnover intentions, its association with actual turnover is modest (Kim & Kao, 2014; Mathieu et al., 2018; Rubenstein et al., 2018).

Research indicates that coworker support characterized by colleagues offering comfort and guidance, can reduce employees' intentions to leave their jobs (Ducharme et al., 2008; Karatepe, 2012; Ng and Sorensen, 2008). A study by Abugre & Acquah (2022) found that positive coworker relationships are associated with lower cynicism and subsequently lower intentions to leave. Frone et al. (1997) found a negative correlation between coworker support and work distress. While Thompson and Prottas (2006) reported a positive association between coworker support and turnover intention, Chiaburu and Harrison (2008) found a negative correlation between the two. However, Mossholder et al. (2005) did not find coworker support to be a predictor of turnover. Due to conflicting research findings, further investigation is needed to clarify the impact of coworker support on turnover intention (Felps et al., 2009).

Based on the literature, the hypothesis is proposed:

H2: Employees who receive support from their colleagues are less likely to quit their jobs.

Meaningful work and employee turnover

Meaningful work plays a central role in human lives, it serves as a primary source of purpose, belongingness, and identity (Michaelson et al., 2014). It is increasingly valued by employees and has garnered attention in management and organizational behavior research (Scroggins, 2008). Philosophical ethics often tie meaningfulness to whether something contributes to a life deemed ultimately meaningful, with work being a critical component of a fulfilling life (Beadle and Knight, 2012; Tiberius, 2008). Research in organizational studies have explored the meaning of work, focusing on both the individuals performing the work and the nature of the work itself (Michaelson et al., 2014). Meaningful work is a significant motivator, potentially leading to intrinsic motivation, especially when the work has a substantial impact (Wrzesniewski & Dutton, 2001). Steger et al. (2012) highlight that meaningful work involves not just what work signifies to the employee, but also the extent to which the employee perceives their job as significant and beneficial to others and society.

Mousa et al. (2021) distinguished between the idea of the "meaning of work," which suggests a sense of something, and "meaningful work," which pertains to how much one's job is seen as important and contributes positively to individuals and society. This differentiation helps explain why certain jobs may be viewed as meaningful by some individuals but not by others (Lips-Wiersma et al., 2016). Towers Perrin's 2003 study suggested that meaningful work experiences benefit both employees and organizations, serving as a foundation for employee engagement, a critical challenge for organizations, and suggested focusing on fostering meaningful work experiences to retain and motivate employees (Towers Perrin, 2003).

Scroggins (2008) explored the connection between meaningful work and employee intentions to leave, offering insights into creating meaningful work and demonstrating its value to organizations. Research indicates that employees prioritize meaningful work over higher pay, with a strong desire for meaningful work driving turnover. Leaders significantly influence employees' sense of meaning at work, impacting engagement, commitment, and satisfaction (Adams, 2022). A 2022 analysis by Great Place To Work across 11 industries revealed that meaningful work is crucial for retaining employees, regardless of industry (Kitterman, 2022). In a July study, healthcare employees reported the strongest sense of purpose, while retail employees reported the weakest. However, meaningful work is not solely industry-dependent, as companies on the Fortune Best Workplaces in Retail™ List had significantly higher percentages of employees reporting meaningful work compared to typical workplaces in both retail and healthcare (Kitterman, 2022). Merely having a sense

of purpose is not enough to reduce turnover; individuals who feel unacknowledged or mistreated are still likely to leave, even if they value the organization's mission (Kitterman, 2022).

This study aligns with assertion by Michaelson et al. (2014) that “*We are optimistic about the potential for meaningful work to yield not only cross-disciplinary enrichment among business ethics and organization scholars but also cross-cultural dialogue on the conditions of work for the powerless and the values of work shaped by the powerful.*” Thus, the following hypothesis is proposed:

H3: Employees who perceive their work as meaningful are less likely to quit their jobs.

Technology and employee turnover

The impact of technology on the workplace has been significant, with automation, robotics, and AI bringing about transformative changes. These advancements are reshaping jobs by replacing, enhancing, and introducing new tasks for workers, leading to growing pressure on employees and workplaces (CIPD, 2019). Technology plays a critical role in the work environment, impacting both individual and organizational outcomes (Limbu et al., 2014), which can vary from positive to negative (Diaz et al., 2012). Recent studies on the role of technology in the workplace increasingly consider it an integral part of the individual, the job, and the organization (Carlson et al., 2017).

Carlson's (2017) study investigated the impact of technology-based job autonomy, job overload, and job monitoring on job attitudes and turnover intentions. The study used the Job Demands-Resources (JDR) model and found that these factors can both positively and negatively influence turnover intentions through their impact on job attitudes. As per the Carlson (2017), technology could be considered as both a resource and a source of job overload. Technology role overload happens when individuals have to manage multiple tasks that require the use of technology, which could lead to stress potentially leading to turnover intentions. This aligns with findings from a study of IT professionals in South Africa, where role stressors, including role overload, were linked to employees seeking jobs with less overload (Mahlasela et al., 2020).

Studies also show a significant link between technology-based job monitoring and the intention to leave a job, which aligns with previous research (Mahlasela et al., 2020; Carlson et al., 2017). Technology-based job monitoring involves organizations using technology to monitor employee behaviours, such as logging computer and internet usage, screening emails and social media, measuring keyboard activity, and using closed-circuit cameras to observe employee behaviour (Carlson et al., 2017). Electronic Performance Monitoring (EPM) systems are tools that collect, store, analyze, and report data on workers' behavior to assess their performance. These systems can also track employees' activities while they are working (Bhave, 2014). The higher the level of monitoring an employee undergoes, the greater their feelings of concern and job stress will be (Naidoo, 2018). Higher levels of work-related stress are associated with an increased likelihood of employees wanting to leave their jobs (Mahlasela et al., 2020).

Several studies have explored how technology-based job autonomy, which refers to the extent to which technology helps employees work independently, relates to turnover intentions (Carlson et al., 2017). Granting employees autonomy in performing their tasks through technology does not increase turnover intentions, highlighting the role of supervisors in facilitating such autonomy (Mahlasela et al., 2020). This finding supports previous research suggesting that employee support and autonomy influence their decisions to remain in or leave an organization (Kimura et al., 2018).

While “technology” is frequently examined as an important antecedent, its impact can be both helpful and harmful with regard to turnover intentions (Carlson et al., 2017).

As mentioned in CIPD report (2020), “*Implementing new technology in the workplace without proper consideration of the people implications can negatively impact long-term organisational performance. Factors including job complexity, skills utilisation and workers' autonomy influence the likely success of technology in supporting strategic objectives.*”

Aligned with this perspective, the hypothesis presented is:

H4: Employees who feel that technology gives them significant autonomy in determining how they do their job are less likely to quit their jobs.

Recognition, feedback & growth and employee turnover

Rewards and recognition serve as motivational tools that enhance psychological well-being and reduce turnover intention (Langove et al., 2017). Employees believe that recognition and motivation can boost their productivity. A survey report by the Performance Engagement Group suggests that employees prefer daily recognition over incentives and bonuses, indicating that recognition can sometimes be more effective than rewards (Baqir et al., 2020). Employees who feel

genuinely appreciated are more likely to enjoy their work (Huppke, 2013), highlighting the importance of employee recognition in job satisfaction and turnover intention. Human resource managers can use rewards and recognition to motivate employees and reduce turnover intention, as the absence of these systems may increase turnover intention (Sija, 2021). According to a study by Aon Hewitt, workplaces that foster a culture of recognition may reduce staff turnover by up to 31% compared to those with less robust recognition programs (Kreitner, 2013). In a survey by SurveyMonkey and Bonusly, 63% of employees who were regularly recognized said they were unlikely to look for a new job soon, compared to only 11% of those who were rarely recognized. Conversely, 43% of the unrecognized group were likely to seek work elsewhere, while only 9% of the recognized group were. Overall, 82% of respondents reported being happier when recognized at work, leading to increased motivation and productivity, and fostering a positive company culture (Page, 2023). Hence recognition is a powerful feedback tool (Wickham, 2023).

Previous research suggests a positive relationship between employee retention and factors such as supervisor support, reward and recognition, and work-life balance (Nasir & Mahmood, 2018). Supervisory support refers to how supervisors/managers are perceived by employees, including their abilities in developing people, leading by example, and providing full support, which enhances job satisfaction (Mitchel et al., 2001; Yang et al., 2011). Supervisors, as representatives of the company, influence employee perceptions, with supportive and caring supervisors leading to positive views of the company (Chin, 2018). Research indicates that quality supervisory support can mitigate turnover intention by reducing burnout and increasing job satisfaction (Kadushin & Harkness, 2014; Zhang & Feng, 2011). This is consistent with several studies that indicate a negative relationship between job satisfaction and turnover intention (Yanchus et al., 2015, 2017). Furthermore, clinical supervision, which focuses on improving providers' skills and meeting their needs, is a fundamental aspect of training in many healthcare professions (Kilminster & Jolly, 2000). Therefore, the literature suggests that higher levels of supervisory support are linked to decreased turnover intention (Fukui et al., 2019). Specifically, research has shown that the presence of growth opportunities is the most significant factor influencing employees' affecting employees' intention to leave their jobs (Sija, 2021). Therefore, career advancement/growth is essential for employees to meet their self-esteem needs, offering them a chance to develop skills and access new roles (Hofhuis et al., 2014). **From the above literature review, the hypothesis proposed is:**

H5: Employees who receive ongoing evaluations, feedback from their supervisors, and developmental support are less likely to quit their jobs.

Work-life balance and employee turnover

Work-life balance literature has garnered significant interest over the past three decades. The need for work-life balance has become increasingly important due to various factors such as technological advancements, changes in global, national, and local cultures, and the fast-paced nature of today's environment. Technology has blurred the boundaries between work and personal life, allowing employees to work at any time and from anywhere, leading to longer work hours. Organizations' focus on efficiency, the rise in part-time positions, and mandatory overtime have increased employees' workload, making it difficult to achieve work-life balance. Finding and maintaining this balance is challenging for many employees, as highlighted by a recent OECD (2019) better life index (Oloyede, 2022)

Kalliath and Brough (2008) proposed a definition of work-life balance (WLB) as "Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities." Oloyede (2022) enlists the three dimensions of work-life balance: work interference with personal life (WIPL), personal life interference with work (PLIW), and work/personal life enhancement (WPLE). WIPL refers to how work affects an employee's personal life, while PLIW describes how personal life affects work. WPLE examines how professional and personal life can positively influence each other. These dimensions highlight the interplay between work and personal life, emphasizing both conflict and enrichment. They show that while work and personal life can sometimes conflict, they can also complement each other, leading to mutual benefit.

Building on the definition proposed by Kalliath and Brough (2008), recent research suggests that achieving a better work-life balance not only enhances job satisfaction, performance, and commitment to the organization, but also contributes to overall life and family satisfaction. Moreover, it has been found to mitigate various stress-related outcomes, including psychological distress, emotional exhaustion, anxiety, and depression (Sirgy et al., 2018). Isaksson (2018) highlighted the significant impact of work-life balance, suggesting that it can influence various workplace issues including employee turnover, stress, organizational commitment, absenteeism, productivity, and job satisfaction (Kerdpitak et al, 2020).

Employers who prioritize work-life policies signal to employees that work-life issues are important (Park et al., 2020). Also this helps in attracting candidates, improving productivity, reducing absenteeism, enhancing the organization's reputation, retaining employees, and maximizing the existing workforce (Kerdpitak et al, 2020).

Esthi & Panjaitan's (2023) study suggests that there is no significant impact of work-life balance (WLB) on turnover intention (TI), contradicting previous research linking WLB to burnout, which in turn affects TI. While some studies, such as Riley (2006), have not discovered a concrete link between work-life balance and turnover intentions, others, like Moore (2007), have identified a direct impact of work-life balance on employees' turnover rates and intentions. Similarly, higher levels of work-family conflict (Schilling, 2014) have been shown to elevate the intent to quit. This contradiction warrants further investigation using different indicators hence the following hypothesis is proposed:

H6: Employees who experience a healthy work-life balance are less likely to quit the organization.

Method:

Data collection and participants

This study employs a survey method, targeting employees in IT/ITES in NCR. The questionnaire was developed after reviewing literature on organizational trust, coworker relationship, meaningful work, recognition, feedback and growth, technology and work life balance and employee turnover. The questionnaire-based survey consists of two parts: one gathering demographic data and the other focusing on factors affecting turnover. Respondents were randomly chosen from a pool of about 570 employees and were provided with a Google form detailing the study's objectives and ensuring anonymity. The overall response rate was approximately 17.5% (n=570). In the second part of the survey, participants were asked to express their level of agreement with the items in the research model. After creating the questionnaire, it was shared with 10 employees to ensure clarity. Their feedback helped refine and finalize the instrument.

The analysis of demographic factors revealed several key findings. Most respondents were in the 20-29 age group, comprising 64.8% of the sample, followed by 20-29-year-olds at 20.4%. The gender distribution showed a majority of males at 64% and females at 36%. Additionally, the majority of respondents were married (27.8%), with the remainder being single (72.2%). In terms of educational qualifications, more respondents held a Bachelor's degree (53.7%) than a Master's degree (46.3%), and none reported having a Doctoral degree. Regarding management level, the majority were from middle management (48.1%), followed by lower management (40.7%) and higher management (11.1%). Most respondents had 1 -5 years of professional experience (53.7%), and the majority had been with their current organization for 1-5 years (57.4%).

Table I: Demographic Profiles of Respondents

DEMOGRAPHIC PROFILES OF RESPONDENTS	
GENDER:	
MALE: 64%	FEMALE: 36%
AGE:	
AVERAGE AGE: Between 20-29 years -64.8%	
MARITAL STATUS:	
MARRIED: 27.8%	SINGLE: 72.2%
EDUCATIONAL LEVEL:	
BACHELORS -53.7%	
FULL-TIME IT/ITES WORK EXPERIENCE (YRS):	
1-5 YEARS : 53.7%	
WORK EXPERIENCE IN CURRENT ORGANIZATION:	
1-5 YEARS : 57.4%	
POSITION LEVEL:	
MIDDLE LEVEL: 40.7%	
MONTHLY INCOME LEVEL:	
50k - 99k: 31.5%	

Procedure:

We assessed the reliability of variables using the SPSS 26 program (Table II). Internal consistency of the items was evaluated using Cronbach’s coefficient alpha. Organizational trust, the first independent variable, demonstrated a Cronbach’s alpha of 0.927 . The second independent variable, coworker relationships, exhibited a Cronbach’s alpha of .0.924. Cronbach’s alpha for the third independent variable, meaningful work, was found to be 0.722. The fourth independent variable, technology, yielded a Cronbach’s alpha of 0.710. The fifth independent variable, recognition, feedback & growth, showed a Cronbach’s alpha of 0.953. Finally, the sixth independent variable, work-life balance, had a Cronbach’s alpha of 0.721. For employee turnover, Cronbach’s alpha was 0.807. Hence, the items used to measure both the dependent and independent variables demonstrated strong alpha values (Table II).

Table II : Mean, standard deviation and reliability of items

	Mean	SD	Reliability
Organizational Trust (6 items)			
I am confident that this organization will treat me fairly.	3.80	1.385	0.927
There is high level of trust between supervisors and workers in this organization.	3.62	1.126	
I feel I can depend upon my co-workers.			
I can rely on what my immediate supervisor/manager tells me something.	3.52	1.227	
I feel that other departments/teams keep their commitments.	3.74	1.079	
I feel I can share information openly with other departments/teams because they will not take advantage of us.	3.52	1.123	
	3.24	1.264	
Coworker Relationship (5 items)			
I am a member of an effective work group.	3.89	.909	0.924
On the job, I interact frequently with my work group members.	4.03	.881	
There is a great deal of trust among members of my work group.	3.83	.943	
Members of my group work together as a team.	3.88	.946	
Members of my work group regard each other as friends.	3.78	1.031	
Meaningful Work (4 items)			
I view my work as contributing to my personal growth.	3.81	1.107	0.722
My work helps me better understand myself.	3.77	1.081	
My work doesn't seem to have any impact on the world.	2.41	1.083	
I am confident that my work has a positive impact on the world.	3.80	.985	
Technology (5 items)			
Technology empowers me to determine my work approach independently.	3.86	.817	0.710
Technology provides significant autonomy and flexibility in my job tasks.	3.88	.902	
The technology in my role often keeps me busy with various tasks.			
I sense my organization monitors my actions closely through technology.	3.52	1.068	
In my workplace, technology regulates employee behavior, such as website usage.	2.91	1.198	

	3.35	1.218	
Recognition, Feedback & Growth (12 items)			
My personal well-being is important to my supervisor.			0.953
My supervisor is sensitive to my needs.	3.86	1.110	
I receive congratulations from my supervisor when I reach specific goals.	3.66	1.066	
My hard-work and dedication are noticed by my supervisor.			
My supervisor acknowledges my loyalty to our team / department	3.91	.954	
My organization helps me to enhance my career development.			
My organization provides me new challenging opportunities at work.	3.74	.949	
All employees have an equal chance of promotion in this organization.	3.89	.973	
Management encourages employees to develop themselves.			
Employees are informed about their level of performance.	3.77	.920	
I receive useful evaluations of my strengths and weaknesses at work.	3.94	.919	
The supervisor likes to receive my ideas and suggestions.	3.49	1.087	
	3.76	.965	
	3.84	1.022	
	3.73	1.072	
	3.91	.954	
Work-life Balance (7 items)			
My personal life suffers because of work.	2.80	1.247	0.721
I struggle to juggle work and non-work.			
My job gives me energy to pursue personal activities.	2.84	1.126	
Different groups at work demand things from me that are hard to combine.	3.27	1.145	
I am unable to take sufficient breaks.			
My working time can be flexible.	2.76	1.084	
My working location can be flexible (subject to business constraints).			
	2.72	1.198	
	3.54	1.150	
	3.14	1.119	
Employee turnover (3 items)			
I anticipate changing jobs within the next 2-3 years.	3.29	1.175	0.807
I frequently consider leaving my current job.			
I am interested in finding a new job if the opportunity arises.	2.77	1.254	
	3.36	1.389	

Results:

The study used hierarchical regression to predict employee turnover. Age and gender were included as control variables, while organizational trust, coworker relationships, meaningful work, technology, recognition, feedback & growth opportunities, and work-life balance were entered as predictors.

At Step 1, Age and Gender are the predictors included in the model. The β value for Age is -0.314, which means that for every one-unit increase in Age (measured in standard deviations), Employee Turnover (ET) decreases by 0.314 standard deviations. This effect is statistically significant at $p < 0.001$. The β value for Gender is -0.105, suggesting that being female (compared to male) is associated with a decrease in Employee Turnover, but this effect is not statistically significant.

At Step 2, Organizational Trust and Coworker Relationships are added as predictors. Both new predictors show significant effects on Employee Turnover, with Organizational Trust having a stronger effect (-0.270) compared to Coworker Relationships (-0.052).

At Step 3, Meaningful Work and Technology are added as predictors. While both have negative effects on Employee Turnover, only Meaningful Work's effect is statistically significant at $p < 0.01$.

At Step 4, Recognition, Feedback & Growth, and Work-life Balance are added as predictors.

Work-life Balance has a substantial positive effect on Employee Turnover ($\beta = -0.395, p < 0.001$), implying that a better work-life balance is associated with lower turnover rates.

Recognition, Feedback & Growth also have a significant negative effect on turnover.

The total R square value of 0.318 indicates that the predictors in the model explain 31.8% of the variance in Employee Turnover. The VIF values suggest that there is no serious multicollinearity issue among the predictors.

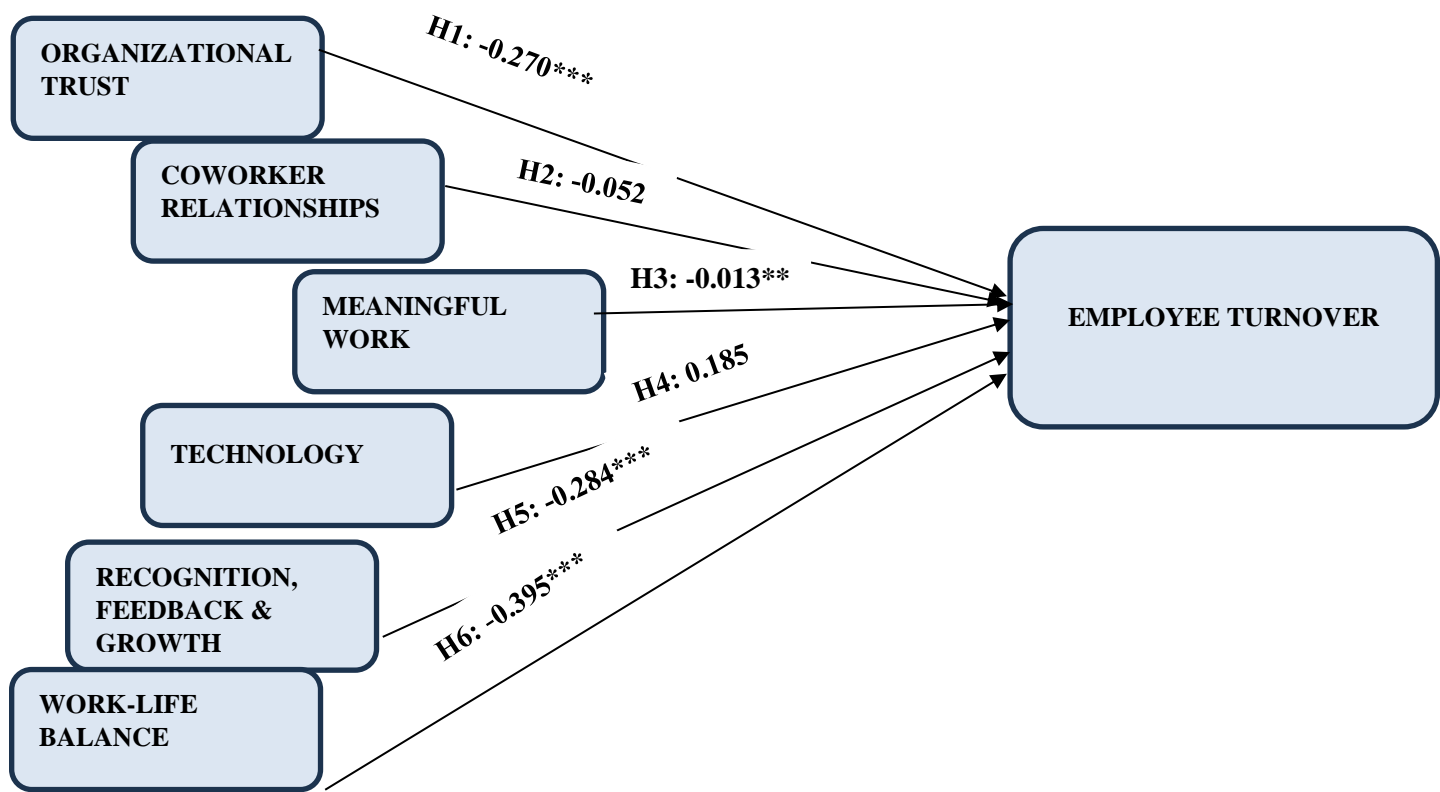
A hierarchical regression analysis was done where we combined seven variables into composite variables: Organizational trust, Coworker relationships, Meaningful work, Technology, Recognition, feedback & growth, Work-life balance, and Employee turnover.

To assess multicollinearity, a collinearity diagnostic test was conducted using regression analysis. The variance inflation factor (VIF) is a widely used measure for detecting multicollinearity, with a VIF exceeding 10 suggesting potential issues. However, our analysis of VIF values for variables in our model indicated no multicollinearity problem (Tables III).

Table III: Hierarchical multiple regression analysis predicting employee turnover

Predictor	β	Employee Turnover R Square Change	VIF
Step 1: Age Gender	-0.314*** -0.105	0.062	1.003 1.006
Step 2: Age Gender Organizational Trust Coworker Relationships	-0.273*** -0.085* -0.270*** -0.052	0.152***	1.209 1.087 2.227 2.409
Step 3: Age Gender Organizational Trust Coworker Relationships Meaningful Work Technology	-0.168** -0.078* -0.190*** -0.036 -0.013** 0.185	0.086***	1.233 1.140 2.234 3.093 1.353 1.489
Step 4: Age Gender Organizational Trust Coworker Relationships Meaningful Work Technology Recognition, Feedback & Growth Work-life Balance	-0.131* -0.062 -0.089*** -0.023 -0.048** 0.066 -0.284*** -0.395***	0.054***	1.249 1.174 2.479 3.545 1.447 1.751 2.676 1.269
Total R square N Notes * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$	0.318*** 100		

Figure I: Predicting Employee turnover



Discussion

This study is an attempt to build and validate a model of employee turnover and its determinants. Based on extensive literature review, we have proposed Organizational Trust, Coworker Relationships, Meaningful Work, Technology, Recognition, Feedback & Growth and Work-life Balance. The results clearly indicate that Work-life Balance was the strongest predictor for employee turnover followed by Organizational Trust, Recognition, Feedback & Growth, Technology, Coworker Relationships and finally Meaningful Work. The findings regarding the association between the proposed factors and employee turnover suggest that employees are less inclined to leave their jobs when they have trust in organizational policies, maintain positive relationships with coworkers, perceive their work as meaningful, experience manageable technology demands, receive adequate recognition, feedback, and growth opportunities, and enjoy a suitable work-life balance. This study contributes to the existing literature by examining the influence of various factors on employee turnover. It expands our understanding of the determinants of employee turnover in the current context and underscores the significance of the organization-employee relationship in today’s business landscape for interpreting employee behaviors.

This study suggests that human resource managers should consider implementing strategies that foster an organizational environment promoting trust, positive coworker relationships, meaningful work, supportive technology, a culture of recognition and growth, and a healthy work-life balance. These factors contribute to employees feeling positively engaged with the organization, which is crucial for organizational success. As employees are valuable assets, leaders and managers should prioritize maintaining positive relationships with them to reduce employee turnover. Future research should delve deeper into the specific aspects of work-life balance, organizational trust, and recognition, feedback, and growth as they emerged as the top predictors of turnover in this study, offering insights into how organizations can effectively manage turnover.

The study's findings are significant, but it's crucial to acknowledge its methodological limitations. Although hierarchical regression is valuable for predicting outcomes and analyzing predictors, it has limitations and may be influenced by sampling errors. The study's small sample size of 100 participants may limit the broader application of its results. The

findings of this framework should be tested in different countries to see if they apply everywhere. For example, the idea that work-life balance affects turnover might only be true in Asian countries. Future studies could look at how different cultures predict turnover differently. Researchers could also study new factors that weren't considered in this study. Additionally, it would be useful to understand why trust in an organization leads to higher turnover in some cultures and how trust can encourage positive behavior in different cultures.

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