



IMPACT OF EMPLOYEE TURNOVER ON ORGANIZATIONAL PROFIT WITH MODERATING ROLE OF RECRUITMENT

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ABSTRACT

Turnover rate is an important factor to consider as it relates to the performance of employees intending to leave, thus significantly impacting the company's profitability. This study aims to examine the impact of employee turnover on organizational profit. Employee turnover is examined on organizational profitability with the moderating role of recruitment. This study used quantitative research with a descriptive approach. The finding indicates a significant negative association between employee turnover and organizational profit. Furthermore, the analysis also confirmed the moderation role of recruitment influences organizational profit. This research delivers essential perceptions for organizations about what may influence employee turnover. The research signifies possible pathways to decrease employee turnover and increase productivity in the organization.

KEYWORDS: Employee turnover, recruitment, organizational profit, employee satisfaction

1. INTRODUCTION

Turnover is the function of changing a worker with a new worker either voluntarily or involuntarily. As employee turnover impacts the organization when they leave, the organization needs to hire another employee for which organizations need to spend lots of money which means employee turnover hurts organizational profits. In certain developing nations, companies in both the public and private sectors are realizing that they need to strike an appropriate balance between the contributions of their employees to the organization and the contributions of the organization to the expectations of their employees. One of the main reasons is to create this balance for rewarding workers to increase their profitability. Growing the speed of turnover ratio within the organization can result in an increase in the value of enlisting consequently productivity of the organization can decrease (Sorguli et al. 2021). Nowadays one of the biggest challenges for Human Resource (HR) managers is to hold the workers in the organization for a lengthy time and diminish employee turnover (Top & Ali, 2021). Training programs and monetary benefits may increase employee durability and retaining employees benefits the overall organization's profitability (Shahzad et al. 2020). Growth of the organization, the recruitment and selection process is critical because these processes ensure that the right people enter the organization (Zhao et al. 2020). The infiniteness of the method is needed for the time of accomplishment and choice for the appointment of new staff for the organization (Wattoo et al. 2020). In Pakistan Hussain and Aleem conducted a study on workers of the Autonomous Medical establishments of the Health Department within the Province of Punjab to search for the feature touching the duty satisfaction level and therefore the result of job satisfaction on turnover. The findings showed that variables like Pay, Promotion, operating Conditions, and Nature of labour area unit were outstanding within the job satisfaction level of the workers. The management of Autonomous Medical funding may take suitable steps to reinforce the duty satisfaction level of workers. In recent times, create that the phenomenon of turnover (TR) has been an everlasting issue for the company (J. D. Smith, 2018). That would negatively mark the performance and profitability of the organization. Consequently, holding valuable trained employees is essential to employers, as they are considered essential to the performance and achievement of an organization (C. A. Al Mamun and M. N. Hasan, 2017). Employee turnover is costly, including direct hiring costs to find replacements, loss of workforce during adjustment periods and replacements, loss of productivity when employees leave, and job loss. This leads to minimizing new hire productivity in finding (A. F. Schlechter et al. 2016). Therefore, the administration and establishment's main concern is employee turnover (TR). The current study's findings will be useful in establishing and implementing strategies for enhancing the recruitment process among organizations. The general objective of the study is to examine the impact of employee turnover on organizational profit. However, the study also examines

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some specific factors like remuneration, cash incentives, work-life balance, supervisor support and employee recognition that affect the organizational overall productivity.

2. LITERATURE REVIEW

2.1. EMPLOYEE TURNOVER

Two main kinds of employee turnover in the organization are (1) voluntary turnover, and on the other hand (2) involuntary turnover. However, different people have different approaches to turnover. As an example, a happy disposition typically makes it less likely that someone will leave their position (Demir et al. 2020). Nowadays one of the foremost issues for Human Resource (HR) managers is to retain the workers within the organization for a protracted time and minimize turnover (Top & Ali, 2021). Growing the amount of employee turnover decreases organizational overall productivity and organizational efficiency (Jamal et al. 2021). Hence this study creates an impact on organizational profit through much focus on employee turnover (TR) in the organization. Turnover includes monetary rewards, and other benefits as well as non-monetary rewards such as recognition, responsibility career prospects etc. The total reward system contains a combination of monetary rewards, employee benefits and non-monetary rewards. Siyanbola and Gilman (2017) stated that employees leave an organization due to critical practices with their higher level of management and create a situation that is not required for the productivity of an organization. Talim, et al. (2021) stated that Human Resources square measure thought of the most structured supply. Sorguli et al. (2021) explained that growing the percentage of turnover employee turnover (TR) in the organization will outcome in a rise in the cost of recruitment consequently the output of the organization will decrease. Sabir et al. (2021) stated that nowadays many researchers, academicians, managers and researchers are compensable consideration for employee turnover. Hamza et al. (2021) described that people with high stages of turnover intention are usually thought about as less operative and continuously try and notice how to depart the organization. According to Shaw (2011) retires, terminates, resigns and layoffs who departed are counted as turnover and it also includes both voluntary and involuntary.

2.2. REMUNERATION

Remuneration means to pay or compensation; it includes commissions, basic salary, and deferred compensation. Remuneration can be identified as a dimension of employee turnover that has a negative relationship with organizational profit. Remuneration plays a crucial part in the well-being of employees in an organization. Akter et al. (2020) declared some variables that can impact the relationship between the remuneration for employees and organization output, specifically company potency, company scope and company age. Darmawan (2019) stated that the solution to employee engagement at work is to provide remuneration that increases employee loyalty, motivation, and welfare. Agustini Sih et al. (2016) stated that the overall compensation received by the employees in return for the services he or she has done is remuneration. Ramat, 2020 stated that pay or compensation is remuneration. Harymawan et al. (2020) stated that remuneration plays a vital role in the organization which increases the company's performance.

2.3. CASH INCENTIVES

Cash incentives are the payments by employers to employees including commissions, paychecks, and cash bonuses. On the other hand, non-cash incentives include free vacation, work flexibility, and experiential rewards. Ihsani & Wijayanto (2020) declared that two kinds of incentives have appeared: incentives supported the intent and on the opposite hand incentives supported the shape of the inducement itself. Abdullah et al. (2017) explained that the best ways to establish the rewards are the outcomes, which can be restrained in terms of work time, quality and efficiency. Two kinds of incentives for employees rely on the purpose of the incentive. (I) Positive incentives and (II) negative incentives.

2.4. WORK-LIFE BALANCE

As reported by scholars, the organization has no universal meaning for work-life balance. Armstrong and Taylor (2014) explained that employees in the organization must fill their time for different aspects of life and personal life to ensure good performance at their job. It is also explained as an organizational policy that contains individual leaves, flexibility in work changes, and help to dependent care. Every individual has different priorities and lives and how they balance work and life. Farivar & Cameron (2015) expressed that work-life balance in the organization will have a positive effect on recruiting staff, motivating staff and maintaining a staff.

2.5. SUPERVISOR SUPPORT

A supervisor is often believed to be the most popular among the workers. Maertz et al. (2007) explained that the influence of perceived supervisor support and perceived structure support on ratio, there is a solid connection between supervisor support and turnover and organization. It further explained that supervisor support and organization are valuable inferences in turnover management. In the organization, the supervisor should be accountable to employees to create a work environment and productive relationships. Son (2014) stated that in an organization supervisor acts as an agent, and employees who receive good support from the supervisor, respond by holding in the organization. It further explained that there is psychological contact between supervisors and employees in the organization.

2.6. EMPLOYEE RECOGNITION

According to the beliefs of many employers, turnover increases when workers are not happy. They largely apply straightforward procedures of recognition to prevent the speed of turnover. According to a large number of employers, employee turnover percentage increases, when they are not satisfied with their job. Although employers apply measures of recognition to reduce the turnover rate. Pancasila et al. (2020) stated that employees would be more determined if their managers recognize them well. Although employers apply measures of recognition to reduce the turnover rate. Febrianti & Se (2020) stated that high presentation is good merchandise of a mixture of two things ability on the job and the other hand motivation.

Syamsir (2020) expressed that some authors stress the name of worker gratefulness as an honest foundation of encouragement. Alrawahi et al. (2020) expressed that one of the foremost necessary foundations of organization deployment and input is recognition.

2.7. RECRUITMENT

Paauwe and Boon (2018) explained that in many organizations human resource (HR) managers are accountable for recruitment and selection procedures and do not follow proper procedures.

Wattoo et al. (2020) explained that the infiniteness of the method is needed for the time of accomplishment and choice for the appointment of new staff for the organization. Farndale et al. (2018) stated that recruitment and selection have a good position in the organization as they confirm that the accurate employee enters the organization for those places, where they can assist the organization to get short-term and, on the other hand, long-term goals. Shilling (2020) stressed that Human Resource professionals must attention to and review candidates that best match the organization's wants. According to Cattermole (2019), recruitment includes increasing one's business, which starts with management defining a hiring need. Brown et al., (2019) Stated that the process of selection is the right chance to fill in many circumstances in the organization.

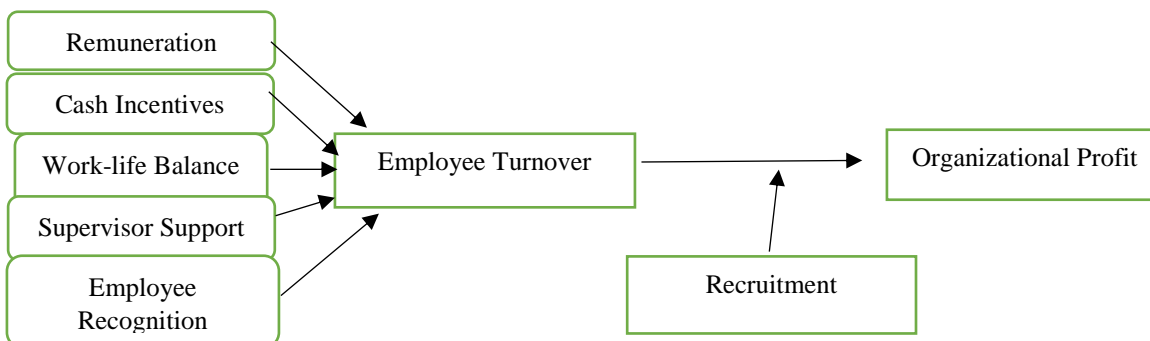
2.8. ORGANIZATIONAL PROFIT

Profit is defined as when revenue from a business exceeds expenses, taxes, and costs. Hines et al. (1988) stated that profit is not solely necessary for public sector organizations but additionally for private organizations but the concept of profit for both organizations either public or private is uncertain and problematic. Profit is an economic driver of an organization. Profit is enriched when organization size increases and decreases riskiness. Stewart (2007) stated that any organizational goal is profitability. According to Ricardo (2001), productivity was the capacity of work accomplished in a specified amount of time, and on the other hand, performance was a broader indicator that comprises productivity and another factor. Opkara (2002) the study found that certain aspects influence the level of job fulfilment of the employee. These areas unit compensation, promotion chances, work, relationships with co-employees, and direction. The pay was thought-about the leading thing about the activity the duty satisfaction of staff. Javier (2002) stated that the 3Es, effectiveness, efficiency and economy are equal to the performance of a certain movement. Hefferman and Flood (2000) explained that there are two main problems that organizational performance suffers, the first one is the definition and another is measurement. Performance was sometimes confused with production in the organization.

3. CONCEPTUAL FRAMEWORK

The objective of this study is to examine the impact of employee turnover on organizational profit. Employee turnover is examined on organizational profitability with the moderating role of recruitment. An analysis of the relevant literature has been used to develop the following conceptual framework.

The five (5) independent variables such as remuneration, cash incentive, work-life balance, supervisor support, and employee recognition can be identified as dimensions of the turnover that have a negative relation with the organizational profit. Organizational profit is the dependent variable.



4. RESEARCH METHODOLOGY

4.1. RESEARCH DESIGN

A quantitative correlational research design was used to find the relationship between employee turnover (TR), recruitment, and organizational profit.

4.2. STUDY POPULATION

4.2.1. INCLUSION

The people who were members of the organization service were included.

Male and female participants were included.

Participants from all religions were included.

4.2.2. EXCLUSION

Participants with physical disabilities were excluded.

Participants who were doing internships in their respective organizations were not included.

Participants belonging to other countries were excluded.

4.2.3. SAMPLE AND SAMPLE TECHNIQUE

For the sample and sampling technique, a non-probability convenience sampling strategy was adapted for data collection.

The sample consisted of N=100 participants. This study sample included the manager, receptionist, and Guest Relations Officer. The sample was drawn based on the following criteria.

4.3. DATA COLLECTION METHOD

For data, collection permission had been taken from my Supervisor, the Head of the department, and the authors of the scales. The questionnaire was created for data collection permission had been taken from all the relevant authorities of the organizations through a physical approach. After explaining the nature and aim of the research, participants were identified by exclusion and inclusion criteria and informed consent was taken from them. Data collected from employees from respective organizations offer an awesome environment for understanding the nature of research and variables and involve especially excessive stages of client interaction and require high exceptional service quality compared to less reputed hotels. They were confident that their data might be kept secret. All the queries were catered to. After the data collection, participants were thanked for their cooperation.

4.4. DATA COLLECTION PROCEDURES

A total of 250 questionnaires were circulated among organization employees.

4.4.1. DATA COLLECTION SOFTWARE AND TECHNIQUE

For data analysis, the SPSS software system is employed to look at the results. Reliability analysis is formed to check the reliability of the study variable. For more data analysis, Correlation and as well as hierarchical linear regression analyses are run to spot the affiliation between variables.

5. DATA ANALYSIS

In the demographics, the majority of the respondents in my study in the gender group were male 52.4%. According to age majority of the applicants were between the ages of 26 to 35 years that was 50.0%, according to marital status most of the respondents were single that was 70.8%, according to residential area majority of the respondents were urban 50.8%, according to education majority of the respondents were master that was 34.8 % and according to organization majority of the respondents were private that was 69.6 % and according to experience, the majority of the respondents were between the experience of 1-5 years that was 44.0%.

Cronbach's alpha scales from 0.6-0.7, although 0.7 is taken into account as acceptable. 0.8 reliability displays that reliability is fine however the values that area units more than 0.95 are an upsetting condition (Hulin, Netemeyer, & Cudeck 2001). The variance for the worth of the liableness constant is from zero.5 to one higher the worth would be the liableness of the information. Cronbach's alpha ranges from zero.6-0.7, while 0.7 is taken into account as acceptable. 0.8 Liableness shows that liableness is sweet however the values that area unit more than zero.95 area unit associate degree dire condition (Hulin, Netemeyer, & Cudeck 2001).

For reviewing the reliability of the survey Cronbach's alpha has been applied. During this knowledge, organizational profit indicates 0.868 reliability which is the highest worth among all different values. Recruitment shows 0.811, turnover indicates 0.852 reliability, thus entirely the variables area unit acceptable as they are reliable to run any study.

Mean, Std. Deviation Skewness and Kurtosis are given in the above table. Employee turnover shows a 3.4540 mean and it's Std. The deviation is 0.790 which shows the variation of the data from the mean. Recruitment shows a 2.2187 mean and 1.317 Std. Deviation, while organizational profit shows 3.4553 and 0.816 mean and std. deviation. A higher variation from the mean is shown in recruitment.

The table 4 shows that turnover positively correlated with the Recruitment process which explains that an increase in turnover intention will also increase an organization's recruitment process while the recruitment process negatively correlated with organizational profit while the recruitment process negatively affected organizational profit.

Table 1: Demographic Study of the Population

	N	Min	Max	Mean	Std. Deviation	Frequency	Percentage
Gender	250	1	2	1.52	0.50		
Female						119	47.6
Male						131	52.4
Age	250	1	5	1.83	0.87		
18-25						93	37.2
26-35						125	50.0
36-45						17	6.8
46-55						10	4.0
Above 55						5	2.0
Marital status	250	1	2	1.29	0.46		
Single						177	70.8
Marriage						73	29.2
Residential area	250	1	2	1.50	0.50		
Urban						127	50.8
Rural						123	49.2
Education	250	1	6	2.64	1.01		
Intermediate and below						33	13.2
Bachelor						80	32.0
Master						87	34.8
M.Phil.						44	17.6
PhD						4	1.6
Others						2	.8
Organization	250	1	3	1.34	0.55		
Private						174	69.6
Public (govt.)						66	26.4
None						10	4
Experience	250	1	5	2.81	0.86		
Never						14	5.6
Less than 1 year						75	30.0
1 to 5 years						110	44.0
More than 5 years						47	18.8
Others						4	1.6

Table 2: Reliability and Factor Analysis

Constructs	No. of items	Cronbach's Alpha (a)
Recruitment	3	.811
Organizational profit	6	.868
Turnover	6	.852

Table 3: Descriptive Statistics

Constructs	K	Mean	Std. Deviation	Skewness	Kurtosis
Employee Turnover	6	3.4540	.79016	.090	-.450
Recruitment	3	2.2187	1.31761	.684	-1.014
Organizational Profit	6	3.4553	.81657	.005	-.552

Table 4: Correlation Analysis

	1	2	3
TR	-	.044	.033
R		-	-.028
OP			-

Note: TR= Turnover, R = recruitment, OP= organizational Profit

Table 5: Hierarchical Regression for Moderator Analysis

Variables	M1 (β)	M2 (β)
Step-1		
TR	.036**	
R	-.038**	
R ²	.002	
Step-2		
TR×R		-.015**
R ²		.005
ΔR^2		0.003

Note: TR= Turnover, R= Recruitment, **p<0.01 (two-tailed)

We applied two hierarchical regressions. In the first step Turnover (TR) and Recruitment (R) treat independent variables and note significant impact. We can see R reversed the association between Turnover (TR) and Organizational profit OP.in the second step we added an interactional term and see a significant impact. Significant impact shows that moderation exists.

5.1. LIMITATIONS AND FUTURE DIRECTIONS

Though this research presented some useful theoretical and managerial information, still, it is still not free from the limitation that gives rise to new future research. Most importantly, this study was conducted at intervals of restricted time that imposed limits on the number of questionnaires circulated. Later, if future research could be performed within a lengthier period, additional questionnaires could be circulated, showing that the sample size would be higher, therefore, increasing the population's outcome. A qualitative method is not utilized in this research like discussions to document the arguments of the employee. Therefore, future studies may use other techniques such as case studies to refine the results, especially regarding hypothetical relationships. Data collection by a cross-sectional approach is also a limitation of this study, which may be overcome in the future by using a longitudinal approach. The proposed model might be expanded in future research by looking at another moderator. This makes the research results more accurate.

6. CONCLUSION

The research intended to observe the result of employee turnover and recruitment on organizational profit. In this approach, this study found that turnover in the organization and the procedures of recruitment play an essential part in organizational development. Additionally, this study has also recognized that the selection of the right candidate recruitment procedure is extra support for the organization. The HR supervision department will be accomplished in the organization by selecting the right worker. In addition to this, only the recruitment of accurate workers is not sufficient for the organizational profit, but the facility of more suitable working conditions for the employees plays a vital character in raising their presentation that will directly have a positive effect on the organization's profit. It is also discovered that the appointment of the right candidate is more serious for the organization to retain them inspired and attempt to reduce employee turnover (TR).

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