

Employee Turnover and Its Impact on the Employees and Management of Saint Louise De Marillac College of Sorsogon Incorporated

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Abstract— This research investigates how Saint Louise de Marillac College of Sorsogon Incorporated's management is affected by employee turnover. The study involved 15 participants, with 10 being resigned employees and 5 still associated with the institution. Most of the resigned employees were females aged 25-34 years old and were part of the teaching personnel with 1-5 years of service. All the employees still associated with the school were also in the same age range and mostly female. The factors influencing employee turnover, in order of impact, were compensation and benefits, work-life balance, career growth opportunities, organization culture, and job satisfaction.

Employee turnover had significant impacts on the institution's service delivery, including diminished efficiency and increased operational costs. The resigned employees experienced negative emotional reactions and saw apparent career advancement in new settings. The retained employees faced discomfort due to additional workloads, a new environment, and reduced morale. To reduce employee turnover, participants suggested providing greater opportunities for holistic development, enhancing the working environment, and offering competitive salary raises.

The study concludes that the primary factors influencing their decision to resign were compensation and benefits, followed by work-life balance and career growth opportunities. Employee turnover presents multiple challenges for the school, including decreased productivity, increased operational costs, and various emotional, professional, and personal difficulties. The turnover also led to a noticeable change in the working environment and a decrease in morale for both the employees who left and those who remained. To mitigate employee turnover, participants suggested additional training for holistic development, improvements to the general working environment, and reasonable pay increases.

The study recommends several strategies to reduce employee turnover. These include providing programs that cater to the interests of the majority demographic (25-34-year-old female teachers), soliciting and acting on employee feedback, and considering a more diverse participant pool for future studies. The school is advised to revisit its salary scale and ensure all entitled benefits are granted, which could foster loyalty and commitment. Promoting work-life balance initiatives and addressing factors affecting employees can enhance their motivation and commitment. Recognizing outstanding performances, providing flexible work arrangements, offering training opportunities, scheduling regular feedback sessions, launching wellness initiatives, and initiating annual personnel evaluations are also recommended. Lastly, implementing a Comprehensive Human Resources Development Program could assist in reducing employee turnover.

Keywords— Employee Turnover, Impact of Turnover

INTRODUCTION

Employees are the backbone of the organization's daily operations. Their commitment to efficiency could lead to the betterment, success, and effectiveness of the management. Training programs, mentorship, and career advancement opportunities given by the management will be beneficial for the development, growth, and productivity of an individual employee within the organization.

Employee turnover is defined as the degree to which the organization gains and loses workers, and how long the workers tend to quit and join the organization staff. Turnover places unnecessary pressure on staff members who are at work and the remaining staff experience an increased workload leading to low morale, high level of stress and therefore absenteeism. Employees also have to work extra hours to compensate for the work of those who resigned. Employees who leave the organization's

request as well as those who leave on their initiative can cause disruptions in operations, work team dynamics and unit performance both types of turnover create costs for the organization (Robbins & Decenzo, 2015).

On the other hand, employee turnover is an important and pervasive feature of the labor market (Martin, 2023). Labor turnover affects both workers and organizations. Workers experience disruption, and the need to learn new job-specific skills and find different career prospects while organizations suffer the loss of job-specific skills, in the performance of the organization and incur the costs of hiring and training new workers.

If an organization has made a significant investment in training and developing its employees, that investment is lost when an employee leaves. In addition, excessive employee turnover can affect the overall productivity of a firm and is often a symptom of other difficulties. Every organization strives to have high productivity, lesser turnover, and maximum profitability (Mello et al., 2016).

In the dynamic landscape of organizational management, the pivotal role of employees cannot be overstated. They are the bedrock upon which daily operations thrive, and their dedication to efficiency often determines the trajectory of success and effectiveness within the management framework. In recognizing the significance of nurturing a skilled and motivated workforce, organizations invest in various initiatives such as training programs, mentorship, and avenues for career advancement. These endeavors not only foster individual growth and development but also bolster overall productivity within the organizational ecosystem.

However, amidst the pursuit of organizational excellence, a looming challenge persists: employee turnover. This phenomenon, characterized by the flux of workers entering and exiting the organization, poses multifaceted repercussions. As workers depart, the strain on remaining staff intensifies, precipitating a cascade of effects including diminished morale, heightened stress levels, and increased absenteeism. Moreover, the ripple effects extend to operational disruptions, shifts in team dynamics, and compromised unit performance, all of which translate into tangible costs for the organization.

Yet, amidst the challenges lie opportunities for understanding and addressing the complexities of labor turnover. Recognizing it as an inherent aspect of the labor market, both workers and organizations navigate the landscape of turnover with resilience and adaptability. Workers grapple with the upheaval of change, endeavoring to acquire new skills and explore alternative career pathways. Meanwhile, organizations contend with the loss of expertise, the strain on performance metrics, and the investments required for recruitment and training.

In delving into the dynamics of employee turnover, it becomes evident that while it presents challenges, it also serves as a catalyst for growth and adaptation within the organizational realm. By examining its intricacies and exploring avenues for mitigation, stakeholders can harness its transformative potential to cultivate a resilient and agile workforce poised for success in an ever-evolving landscape.

St Louise de Marillac College of Sorsogon, Inc. as an educational organization, is enjoying the prosperity brought by the increase of enrollment. However, this rapid development imposed a great challenge on the organization, especially Human Resource management. This educational organization is experiencing an increasing turnover rate, which affects service quality and long-term sustainability. Based on the data provided by the Human Resources Development Office of the institution, the overall turnover rate of employees from the year 2019 to the present is 13.3%. The yearly employee turnover rate is as follows: 7.9% for 2019, 10.6% for 2020, 24.4% for 2021, 13.6% for 2022, and 10.6% for 2023.

Employee turnover in St Louise de Marillac College of Sorsogon, Inc. refers to the total number of employees who leave starting year 2019 up to the present. It includes those who leave voluntarily as well as involuntarily. Voluntary turnover happens when the employees initiate the termination regardless of the reasons, while involuntary turnover happens when termination is initiated by the employers.

The employee turnover in St Louise de Marillac College of Sorsogon, Inc. is problematic and harms the organization's performance. The goal of the organization which is to render a good quality service would only be possible with the efforts, support, and contributions of the employees. This is because employees are partly

responsible for achieving the goal of the organization. So, with that employees become the pillars of the institution and therefore they must be treated and appreciated well for the organization to function well also. Because when these employees leave the job or position they have, the goals of the organization might not be achieved. The success of the organization is closely knotted to the performance of its employees. The worth of the employees workplace environment influence on their motivation to work, if they have the motivation and desire physically and emotionally to work the output or performance they will give to the organization is also good.

Having a suitable workplace environment assist in decreasing the number of absenteeism and as a result can advance the performance in today's competitive and dynamic business world. The workplace environment that is set in place impacts employee morale, productivity and engagement. The factors of workplace environment play an important role towards the employees' performance (Heath,2016).

In examining the nuances of employee turnover within the context of St Louise de Marillac College of Sorsogon, Inc., it becomes apparent that this issue is not merely a statistical metric but a significant determinant of organizational vitality. Spanning from voluntary departures initiated by employees themselves to involuntary separations instigated by employers, the ramifications of turnover permeate every facet of the institution's performance.

Central to the discourse is the profound impact of employee turnover on organizational efficacy. As the cornerstone of the institution's mission to deliver quality service, employees serve as the linchpin for achieving organizational goals. Their dedication, support, and contributions are indispensable elements in the realization of the institution's objectives. Consequently, the departure of key personnel not only jeopardizes the continuity of operations but also undermines the very fabric of institutional success.

Indeed, the symbiotic relationship between organizational performance and employee satisfaction underscores the imperative of fostering a conducive workplace environment. By nurturing a culture of appreciation, support, and recognition, organizations can fortify the bonds with their employees, thereby mitigating the propensity for turnover. Moreover, the

ripple effects extend beyond mere retention, permeating into enhanced morale, heightened productivity, and heightened engagement—all vital ingredients for thriving in today's competitive business landscape.

In essence, as St Louise de Marillac College of Sorsogon, Inc. confronts the challenges posed by employee turnover, it must embrace a holistic approach that prioritizes the well-being and fulfillment of its workforce. By cultivating an environment where employees feel valued, respected, and empowered, the institution can chart a course towards sustainable growth, resilience, and enduring success in the ever-evolving terrain of academia and beyond.

II. OBJECTIVES

This study focused on the reasons for the employees reigning and the perceived effect of it on the retained employee and management of SLMCSI. After knowing the reasons of employee turnover the researcher proposed a comprehensive intervention program to help the institution address employee turnover. This intervention program is crafted to be proposed to the Human Resource Development Office to serve as guide for the institution to minimize employee turnover.

III. METHODOLOGY

This study utilized a qualitative approach to data collection and analysis as it is exploratory and appropriate for the research problems or statement of the problem as this study is interested in exploring the employees' reasons for resignation and the effects of the turnover on the employee and management of SLMCSI. It used an interview protocol/guide to distinguish the employees' reasons for resignation and the effects of the turnover on employees and management as perceived by the participants.

Qualitative research emphasizes the collection and analysis of qualitative data, such as interviews, observations, and documents. It is exploratory, aiming to gain in-depth insights into the perspectives and experiences of individuals. Semi-structured interviews were conducted with former employees who recently resigned from SLMCSI. An interview protocol guided the discussions, ensuring consistency in data collection. Participants were asked about their reasons for resignation, including personal factors, work-related factors, and organizational culture.

Interviews were conducted with HRD officers responsible for managing turnover at SLMCSI. These interviews explored the perceived effects of turnover on the employees and management, such as workload increase, skill gaps, and decreased morale. The interview transcripts were coded and analyzed thematically to identify the common patterns and themes in the data. The analysis focused on identifying the key reasons for resignation and their impact on management. This qualitative research approach allowed for a comprehensive exploration of the factors contributing to

employee resignation and their impact on the employees and SLMCSI's management. The findings affect organizational policies and practices, ultimately leading to improved employee retention and organizational success.

IV. RESULTS AND DISCUSSION

The following results were gathered, analyzed and interpreted by the researcher based on the objectives of the study. Tabular presentation and textual analysis and interpretation were also used.

Demographic Profile of the Participants Participants' Age

AGE RANGE	FREQUENCY COUNT	PERCENTAGE (%)
Under 25 Years Old	1	10
25-34 Years Old	6	60
35-44 Years Old	2	20
45-54 Years Old	1	10

The result of the data gathering shows that the majority of the first set of participants (10 resigned personnel) are aged 25-34 years old as indicated by the frequency count 6 or 60%, followed by those who are aged 35-44 years

old with 2 or 20%, and both under 25 years old and 45-54 years old have 1 frequency count which is equivalent to 10%.

AGE RANGE	FREQUENCY COUNT	PERCENTAGE (%)
Under 25 Years Old	0	--
25-34 Years Old	5	100
35-44 Years Old	0	--
45-54 Years Old	0	--

The result of the data gathering shows that the majority of the second set of participants (5 employees who are

still associated with the school) are aged 25-34 years old as indicated by the frequency count 5 or 100%

Participants' Sex

SEX	FREQUENCY COUNT	PERCENTAGE (%)
Male	3	30
Female	7	70

Majority of the first set of participants (resigned personnel) participants are female as indicated by the frequency count 7 or 70%, and only 3 or 30% are males.

SEX	FREQUENCY COUNT	PERCENTAGE (%)
Male	2	40
Female	3	60

Majority of the second set of participants (employees who are still associated with the school) are female as indicated by the frequency count of 3 or 60%, and only 2 or 40% are males.

Participants' Previous Position

PREVIOUS POSITION	FREQUENCY COUNT	PERCENTAGE (%)
Teaching Personnel	6	60

Support Services Personnel	4	40
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It shows that the majority of the participants are teaching personnel as indicated by the frequency count 6 or 60%, and only 4 or 40% are support services personnel.

Participants' Years of Service

YEARS OF SERVICE	FREQUENCY COUNT	PERCENTAGE (%)
Less than 1 Year	2	20
1-5 Years	5	50
6-10 Years	2	20
11-20 Years	1	10

The result of the data gathering showed that the majority of the participants spent 1-5 years in the institution as indicated by the frequency count 5 or 50%, followed by those with less than 1 year and 6-10 years which both have frequency count of 2 or 20% and only 1 or 10% had 11-20 years in service.

Factors Influencing Turnover Ranking of the Factors Influencing Employees' Turnover

Ranking of the Factors Influencing Employees' Turnover

FACTORS	MEAN	RANK
Compensation & Benefits	2.14	1
Work-Life Balance	2.71	2
Career Growth Opportunity	2.86	3
Organization Culture	3.57	4
Job Satisfaction	3.71	5

Legend: 1 = most influential, 5 = least influential

The result of the data gathering shows the ranking of the different factors influencing employee turnover, which provided valuable insights into the priorities and concerns of the employee participants. Each of the rankings the participants gave on the various factors was averaged and then ranked according to this legend: 1 = Most Influential, 5 = Least Influential. It was revealed that among the five factors, the most influential is the compensation and benefits which garnered a mean of 2.13, providing competitive and attractive compensation to employees may increase their interest in staying with the school because this is a key factor why people start to work, in the first place. However, without the presence of salary competitiveness, employees likely become discouraged from staying longer within the institution since there are a lot more opportunities that they can seek outside that offer much higher compensation and benefits. Following this is rank 2 which is the work-life balance with 2.74. This is also an important aspect that either satisfies or dissatisfies employees. Having the ability to promote work-life balance speaks volumes and reflects a great fraction of

an institution's philosophy. This shows how much value they place on their employees and the employees' cognizance of this allows them to feel that they are cared for which consequently fosters a positive impression and work environment. Employees are now looking for job opportunities that let them find harmony between their lives at work and their personal lives. Third on the list is the career growth opportunity with a mean of 2.93. Progress plays such a big role in retaining employees. Offering career growth opportunities to employees so they to advance in their professions is attractive for employees. Employees tend to look for opportunities outside of an institution where their need for professional growth is not being recognized. This often discourages them as it brings about stagnation and boredom. The fourth in the ranking is the organization culture with a mean of 3.55. Fostering a positive work culture is also a leap toward retaining employees. Sometimes, the toxic environment of the institution is what pushes employees to submit their resignation. It goes beyond just management. Having poor communication, distrust, lack of transparency, etc. are

an environment one doesn't want to be in, therefore striving for a positive organizational environment where employees feel safe, respected, and valued may be a substantial factor in retaining them. And lastly, the job satisfaction with a mean of 3.72. Employees are more likely to stick with the company and stay engaged if they are happy with their job, their responsibilities, and their relationships with their colleagues. On the other hand, high levels of job discontent might cause people to seek out opportunities where they feel more fulfilled and respected, which can eventually result in disengagement, absenteeism, and attrition.

One of the largest problems any firm has is staff turnover, which has far-reaching consequences. It is seen as a significant problem, particularly in the area of human resource management. (Hassan, 2014). According to Wu and Polsaram (2010), a significant number of firms are currently concerned about staff turnover, which can have a disastrous impact on a business, particularly if strong performers leave.

Additionally, workers in various companies aim to raise their pay scale. Employees can therefore increase their pay level by joining other companies that offer high compensation or by receiving a pay raise from their existing employer. Regarding this, Donald et al. (2000) claimed that the pay scale of a company may have a significant direct impact on voluntary departure. In the modern workplace, where salary is a key consideration, workers will leave their current position to take one that offers a greater salary.

Employee Turnover Impact on the Overall Productivity and Service Delivery of the Institution

Employees moving out of an organization would truly have a significant effect on them, on the employees remained and on the organization in general. These effects might either be positive or negative. In the context of this study, it was revealed that employee turnover adversely affected these people and organizations negatively. Here are the proofs of the adverse effects of employee turnover:

A. Reduced Operational Efficiency Due to Role Turnover

Work efficiency and productivity in a specific position in any setting are essential for overall organizational success. The work done by an employee in a given time is said to be efficient and productive if one's output has quality and at the same time manages to finish it within

a specific given time. Therefore, employee turnover truly affects the efficiency and productivity that in the long run leads to an organization's success due to alterations of people who perform the tasks in a certain position.

Impact of Employee Turnover on Productivity and Service Delivery

Employee turnover affects an organization's productivity. As pointed out by the participants:

P1: Employee turnovers affect an organization's productivity and service delivery. P2: When your employee turnover rate is high, you will feel its effect with reduced productivity.....

P3: There are some ways it will affect productivity and service delivery like the service quality....., It will increase the workload among the remaining employees and it triggers the morale and engagement of remaining employees since it might cause chaos among the employees. P6: High rates of employee turnover can disrupt workflow, leading to decreased efficiency and effectiveness within an organization....., result to decline in overall productivity.

P4: Employee turnover can significantly affect overall productivity and service delivery in various ways: When an employee leaves, workflow is disrupted, institutional knowledge is lost, and efficiency may suffer when people depart since it takes time for new personnel to adjust and reach maximum productivity.

P5: To productivity and service delivery, cases of pending work might arise due to sudden employee turnover.

Employee turnover, the rate at which employees leave an organization, has a profound impact on productivity and service delivery. While it's inevitable that employees will move on, excessive turnover can create significant challenges for organizations. When employee turnover is high, organizations lose valuable knowledge, skills, and experience. New hires require time to learn their roles and responsibilities, which can lead to a temporary decline in productivity. Additionally, the remaining employees may have to take on additional tasks, which can further strain their workload and reduce their efficiency.

High employee turnover can also affect the quality of service delivery. Experienced employees are more likely to provide consistent and high-quality service, while new hires may not yet have the necessary skills and knowledge. This can lead to errors, delays, and customer dissatisfaction. When employees leave, the remaining employees often have to pick up the slack. This can lead to increased workloads and burnout, which can further reduce productivity and morale. High employee turnover can create a sense of instability and chaos within an organization. Remaining employees may become discouraged and less engaged, which can further affect productivity and service delivery.

Employee turnover is a serious issue that can have a significant impact on an organization's productivity and service delivery. By understanding the negative effects of turnover and implementing effective retention strategies, organizations can mitigate these challenges and create a more stable and productive workforce. Higher the employee turnover, the lower its productivity.

These results from the participants were supported by several results of related studies existing. According to Jha (2009), job stress is a significant organizational component that increases employees' intent to resign. Stress among employees is caused by role ambiguity, role conflict, work overload, and work-family conflict. Furthermore, Hassan (2014) discovered that the most important factor determining the intention to leave a job is occupational stress. One significant factor influencing the inclination to leave a job is job stress (Bashir & Durrani, 2014). Nonetheless, a significant factor influencing turnover intention is job stress. In the long run, this job stress among the employees would result in diminished efficiency and productivity of the employees which soon affect the overall success of the institution.

Financial Impact of Employee Turnover

The present researcher viewed the burden that employee turnover imposes on an organization. It includes aspects such as the costs associated with recruiting, training, and onboarding new employees, the resources expended every time an employee leaves, and the overall expense to the organization in terms of achieving its goals. This theme highlights that employee turnover not only affects productivity and service delivery but also adds a significant financial burden on the organization. Employee turnover can lead to additional operational expenses for organizations due to various factors. These factors include recruitment costs, onboarding and

training, knowledge loss, and exit processes. Hiring new employees involves advertising job openings, conducting interviews, and screening candidates. These recruitment activities incur expenses such as advertising fees, recruiter fees, background checks, and pre-employment assessments. Additionally, new employees need to be onboarded and trained to become productive in their roles. This process requires resources such as training materials, employee orientation programs, and dedicated time from trainers or mentors. Furthermore, separating an employee requires administrative tasks such as finalizing paperwork, conducting exit interviews, and processing termination benefits or payouts. These activities consume time and resources from HR and management staff. Here are 4 statements from previous employees of the institution:

P3: with that, it affects the productivity not only in achieving the goals, it will be an expense to the organization.

P6: increased time spent recruiting, training, and onboarding new employees.

P7: it costs the institution money every time an employee leaves because it takes even more resources

P9: I think employee turnover could potentially affect not just the productivity and delivery of services of the organization but also the added financial burden on businesses or organizations in terms of recruiting and training new employees.

This concern regarding the additional operational cost for employers is truly evident in a lot of industries. Businesses are very interested in their employee turnover rate because it is an expensive aspect of running their operations. Every time an employee needs to be replaced, they have to pay for advertising, headhunting fees, human resources costs, lost productivity, onboarding training, and customer retention, among other direct and indirect costs. Depending on the sector and the position being filled, these costs can total anywhere from 30 to 200 percent of an individual's yearly income (Beam, 2009).

The Consequences of Employee Turnover on Resigned Personnel

As mentioned in several studies conducted related to this topic, employee turnover will always have an impact on the person who left and of course on those being left in

the company. A lot of these studies presented negative impacts and only a few stated that this, still has positive impacts on the people in the company. In the context of this study, both negative and positive effects have emerged in the themes.

A. Emotional Challenges Stemming from Employee Resignation

Feeling bad whenever moving out from a place where you felt comfort and love for quite some time is common for most individuals. The 5 participants of this present study are a testament to these as they stated the following accounts:

P3: Sometimes there is a sense of guilt, the feeling of letting down my co-workers, or that I didn't live up to my professional expectations of myself. Leaving a job is an emotional loss, even if I am excited to be moving on to a greater opportunity.

P5: Emotionally, what I thought of was the culture that the institution had instilled and the camaraderie developed and formed with colleagues and the bond shared with the students.

P6: there was doubt, hesitations, anxieties, and my exit was not even as smooth as I was expecting.

P8: departing employees may experience a range of feelings, including sadness, nostalgia, anxiety, or relief, depending on their reasons for leaving and their experiences within the organization. For some, leaving may be a bittersweet transition as they say goodbye to colleagues and routines they've grown accustomed to.

P10: With this initiative, a great sense of fulfillment could be felt by those who leave the organization since they have now the freedom to choose and look for career opportunities, which we all need.

B. Navigating Professional Growth: Advancement in Career in a New Setting

Among all the themes that emerged in this section, apparent advancement in one's career in a new setting is one of the positive themes. According to the participants, it is the time when they have known their potentialities and possibilities. They became more aware of the skills and abilities they have acquired from the institution that made a great contribution to where they are about to go. These acquired things made them

grateful in one way and another. Here are 5 excerpts from the participants:

P2: Leaving opened more doors for me. I explored more of my profession and did not want to leave teaching again.

P3: of course, we are leaving for growth.

P6: leaving an organization can open up new opportunities for growth and learning. It can be a chance to explore new roles, and industries, or even start a business.

P8: departing employees may face challenges such as finding a new job, adjusting to a different work environment, or pursuing career advancement opportunities. Depending on the circumstances of their departure, they may also experience feelings of uncertainty about their future career path.

P10: I think one of the reasons why they have to leave is to look for greater opportunities that the previous employer/organization failed to provide.

C. Unraveling the Impact: The Aftermath of Employee Turnover on the Remaining Workforce

Navigating Challenges: Coping with Unexpected Workloads and Adapting to New Environment

The result of the interview conducted with the employees who were still connected and working in the institution showed negative effects of employee turnover. One of the impacts of employee turnover is the discomfort felt by those who were left because of the unanticipated additional workload they assumed because of the resignation of a colleague and the new environment they experienced due to unfamiliar tasks and incompetence felt in those tasks. It also presented that the social element is affected by this as the transactions in some of the offices/departments are not the same as before because of the new assignments of the employees. Here are 5 excerpts from the participants on their perception of the impact of turnover:

P1: Social dynamics and team spirit inside the company may be impacted by this and the bond between one another is not the same.

P2: the departure of colleagues can create a sense of instability and uncertainty in the work environment. The dynamic may change of course, and the workload might be redistributed among remaining members.

P3: The loss of a colleague can disrupt team dynamics and workflow, particularly if the departing employee plays a key role within the team. This disruption can lead to feelings of disorganization and frustration as remaining colleagues adjust to new responsibilities and roles.

P4: Working in an environment with unfamiliar faces impacts the way I process paperwork and other workloads. Since colleagues whom I became used to working with left, it is hard for me to adjust to a new set of workmates. It also impacts the way I manage and process programs.

P5: The resignation of employees caused distress to those who were left behind in terms of the responsibilities that will be left. The work will be added to the tasks of the personnel left in the office. Hence, this leads to the poor endorsement of the documents and in the long run results in a rough transition

Feelings of discomfort at times when an individual has something to do which was not anticipated in the very first place are obvious. Job discontent was identified by Hom and Kinicki (2001) as the reason for turnover. Under the headings of job avoidance and inter-role conflict, they talk about this problem. Inter-role conflicts, which are defined as the several roles that employees play at work and the associated tensions, lower job satisfaction and raise the possibility that the employee may leave the organization. When an employee is not happy with their employment, they have the option of not doing the work that has to be done for the job or leaving. Job avoidance is less likely to occur when job satisfaction is high.

Moreover, studies that explored the role of the working environment or working climate in the performance and turnover intention of the employees are also of great number. Thatcher, et al. (2003) evaluated the impact of organizational environment on the intention of turnover in an IT company and found that it directly influences the intention to leave the company. Additionally, Stone et al. (2006) note that there is a direct correlation between the intention to quit an organization and the atmosphere within it. Organizational culture must be

taken into account while attempting to assess the organizational climate. Culture is the most essential component in luring and, more importantly, keeping vital employees (Alkahtani, 2015).

Navigating Emotional Landscapes: The Impact of Diminished Morale and the Emergence of Negative Emotions

Another negative effect of employee turnover to those who were left is the reduced morale resulting in further unfavorable feelings and emotions. The qualities and characteristics for an organization to succeed are the good relationships among people and their dedication to work. Without these qualities, an organization will be challenged to achieve success. Therefore, it is essential to build a good and strong rapport with the people working in a specific organization. Hence, once someone from that institution leaves because of any valid reason, the people left will surely face adversity in adjusting as they will serve as a net of the responsibilities of those who left. Here are some excerpts:

P1: feelings of loss and grief..... Seeing coworkers let go can be depressing and weakening

P2: If the departing colleague was well-liked and had a positive influence on the team, their absence can result in a sense of loss or sadness.

P3: may experience a range of emotions, including sadness, uncertainty, and increased workload pressure

P4: It can also cause a lot of stress on the remaining employees. This is especially true if key members of teams leave and have to be replaced

P5: decreased morale due to the loss of camaraderie or expertise in the field or position responsible by the colleague, and sudden disruption to team dynamics. Communication and support from leadership are crucial in managing the transitions effectively.

Strategies that can be Implemented to Reduce Employees Turnover

Varied possible ways and means from the perception of the participants to reduce employee turnover were collected and analyzed in this study. Several themes have emerged and visibly, the most common suggestions are providing more opportunities for growth

for the employees, improvement of the working environment, and pay raise.

Implementing a Comprehensive Strategy: Fostering Holistic Employee Development

It is true that for employees to stay in an organization. One must feel that he/she is not stagnant and therefore, growth must exist. Providing greater opportunities for growth for the employees will surely add to the many reasons why one will stay in an institution. Growth not only in the professional aspect but also in other parts such as personal, emotional, and social. Holistic growth for the employees might be one of the keys to encouraging workers to stay. Here are 4 excerpts from the transcripts of the participants' responses:

P1: The best option to reduce employee turnover is to create more opportunities and provide activities that will showcase the talents of its employees and not just work overload.

P4: Opportunities for Career Development

P5: I think what would be best is to create more training and hands-on workshops for newbies

P10: Invest in Employee Development Programs: Offer professional development opportunities such as training sessions, workshops, and mentorship programs. Showing a commitment to employees' growth not only enhances their skills but also fosters loyalty and a sense of belonging. Opportunities for Advancement: Create clear pathways for career advancement within the organization. Offering opportunities for promotion or lateral moves enables employees to pursue their professional goals and feel invested in the organization's long-term success

Strategic Reevaluation: Enhancing the Workplace Environment through Informed Decision-Making

The working environment, in general, includes the physical and non-physical aspects of the job. This encompasses the comfort the physical office brings to the worker that surely affects the productivity and satisfaction one will have. This also comprises the positive atmosphere and due recognition one receives in the workplace. Open communication among the workers is also worth mentioning. Here are 6 excerpts from the responses of the participants:

P2: The institution must listen to what the employees in mind and what they feel about the situation. They should not focus always on what they desire but on the desire of everybody. We teachers are human also we feel tiredness. I know SLMCS Inc. In a catholic school, you must be good to one another and the most important thing is being a good listener to everyone.

P3:prioritize employee well-being, create a culture of recognition, encourage work-life balance, collect employee feedback, and reconsider restructuring the offices for more comfortable working

P5: friendlier environment for the faculty members to share each other's knowledge about their expertise.

P6:affirmation of employees letting them know they are valued and appreciated in the organization boosts their morale and motivation to stay, instill of organization's VMGO especially values practice and evident from top management will leave an impact for employees to follow, have a long term plan to initiate employee retention through programs where employee feel connected and not think up of leaving because she/he knows the organization 'cares'

P8: Good communication and relationship towards all employees, Efficient administration, HR should know how to communicate with his/her people.

P10: I think the management should review and check regularly how their employees perform. They should also prioritize mental health...

It was discovered that one element of a particular institution that is impacted by employee turnover is the working environment. As a result, ideas from researchers regarding how to enhance the working environment are crucial. Numerous studies now in existence offer recommendations on how businesses might enhance their workplace environment. As job discontent eventually leads progressively to the employee quitting the organization, one study's conclusions examined job satisfaction and weariness (Hom & Kinicki, 2001). Consequently, programs for the employees for them not to feel dissatisfied must be given prime consideration.

The administrative leadership styles of a particular organization can also have an impact on the work environment. According to Armstrong (2012), a

manager's approach to carrying out their leadership role is known as their leadership style. According to Ng'ethe et al. (2012), a leader's style is a certain conduct used to inspire followers to accomplish the goals of the company.

Additionally, considering employee commitment may help examine potential solutions for a business aiming to lower staff turnover. According to Lambert (2003), an employee's psychological bond to an organization is known as organizational commitment. Organizational commitment was found to be adversely correlated with employees' inclinations to leave, as Lin and Chen (2004) noted. Organizational commitment is the best predictor of employee turnover intention, according to Ahuja et al. (2007). Cave (2013) discovered a substantial relationship between turnover intention and organizational commitment.

Strategic Compensation: Implementing a Competitive and Justifiable Salary Increase

As the result of the ranking emphasized, compensation and benefits have a paramount significance in influencing employees' decisions regarding their tenure within the institution. The institution must conduct a thorough assessment of its current salary and benefits structures to ensure alignment with academic standards. Implementing performance-based compensation models, such as bonuses tied to individual achievements, alongside comprehensive benefits packages including health insurance, retirement plans, and wellness programs, can incentivize employees and foster a culture of achievement. Moreover, providing clear pathways for career advancement, transparent communication about compensation policies, and regular reviews to adjust policies based on market dynamics and employee feedback are crucial steps toward enhancing employee satisfaction and subsequent retention. Here are 6 excerpts from the participants:

P3: Maintain competitive compensation among the members and part of the institution,

P4: Competitive Compensation and Benefits,

P7: Facilitate stick to promotions and raises. The reason why most employees leave is because of a promised raise and after that, there is none already. Another thing is to improve your company's overall benefits and salary systems.

P8: Higher Compensations and Benefits,

P9: Increase in salary.

P10: Offer Competitive Compensation and Benefits: Ensure that employees are fairly compensated for their work and provided with competitive benefits packages. Recognizing their contributions with monetary rewards and perks demonstrates appreciation and helps retain top talent.

The wage scale is the most frequent cause of the high employee turnover rate because workers are typically looking for positions with good pay. In their desperation to find work, some may accept the first position that presents itself to make ends meet while they look for higher-paid positions. Also, poor performance reviews are a common reason for employees to quit a company. One legitimate explanation for an employee's poor performance could be low pay. (2009, Rampur)

Furthermore, this also includes pay structures that are unfair or inadequate. "When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. In a like vein, if you pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal." (Handelsman, 2008)

A Strategic Approach: Comprehensive Intervention Program for Mitigating Employee Turnover

Proposing a comprehensive intervention program intended to help the institution address employee turnover would be very beneficial to St. Louise de Marillac College of Sorsogon, Inc. This intervention program is crafted to be proposed to the Human Resource Development Office to serve as a guide for the institution to minimize the problem of employee turnover.

RATIONALE:

Intervention programs to decrease employee turnover are essential for maintaining organizational stability and fostering a positive work environment. The output of this paper would be vital for the institution to reduce additional costs caused by employee resignation, enhance productivity, improve employee morale, strengthen employer branding, increase employee engagement, retain key talent, and achieve long-term organizational stability. By addressing the root causes of

turnover and implementing targeted strategies, organizations can create a more positive and supportive work environment that fosters employee satisfaction, loyalty, and success.

Based on the findings of the study, the proposed comprehensive intervention program to decrease employee turnover in the institution has the following objectives:

OBJECTIVES:

General: This proposed comprehensive intervention program seeks to assist the institution in decreasing the employee turnover that has been a problem for many years. Specifically, it intends to carry out the following objectives:

To establish different programs or activities that would uplift the morale of the employees for they to feel that they are appreciated at work.

Improve the different aspects of the working environment including the work arrangements and providing trainings for holistic growth.

Provide a safe space where employees are encouraged for open communication and promote cultivating good relationships among workmates.

V. CONCLUSIONS AND RECOMMENDATIONS

1. Based on the preceding findings, the researcher concludes (1) Of the 15 participants of this study, 10 were resigned employees, whereas the 5 other employees remain connected to the institution. The majority of the resigned employee participants are in the age range of 25-34 years old, followed by 35-44 years old, under 25 years old, and 45-54 years old. In terms of sex, most of the participants are females and are part of the teaching personnel of the school. Moreover, the majority of the participants have rendered 1-5 years of service. Also, all of the second set of participants (employees who are still associated with the school) were aged 25-34 years old, and most of them were female.
2. According to the responses of the participants, it was the compensation and benefits which has the highest influence on them, followed by the work-life balance, career growth opportunity, organization culture, and job satisfaction with the lowest influence on employee turnover.

3. There are a lot of impacts that employee turnover has on the overall service delivery of the institution. This includes diminished efficiency as a result of shifting personnel in a certain role, and extra costs associated with the institution's operations.
4. Employee turnover impacted those resigned employees and retained the working force in various ways, which affected both their working environment and morale. For those who resigned, these are the impacts they experienced: negative emotional reactions resulting from resignation, and apparent advancement in one's career in a new setting. For those who were retained, these are the impacts they have experienced: discomfort due to unanticipated additional workloads and a new environment and reduced morale resulting in further unfavorable feelings and emotions.
5. The participants suggested different ways and strategies to reduce employee turnover. These are as follows: provide greater opportunities for employees' holistic development, examine and reconsider strategies for enhancing the working environment, and reasonable and competitive raise in salary.

CONCLUSIONS

With the findings of the study, the following conclusions were drawn.

- 1) Most of the participants are 25-34 years old, female, teachers, and rendered for 1-5 years of service.
- 2) Compensation and benefits are the most influential factors that influence the participants' resignation, followed by the work-life balance, and career growth opportunities.
- 3) Employee turnover poses multifaceted challenges for the school, which encompasses decreased productivity, increased operational expenses, and a range of emotional, professional, and personal difficulties.
- 4) An evident change in the working environment and decreased morale are the impacts of employee turnover on both those who left and those who were left behind in the institution.
- 5) Additional training for holistic development, improvement of the working environment in general, and reasonable pay increases are the suggested ways for the participants to reduce the employees' turnover.

RECOMMENDATIONS

Based on the presented conclusions the following recommendations were made:

- 1) Providing programs that employees of the abovementioned age ranges and sex may want to be part of, soliciting employee feedback from them, and following through may rejuvenate their will to stay as this is a way of creating value for them.
- 2) Revisiting the school's manual to update the existing salary scale could significantly mitigate employee turnover.
- 3) By addressing the different factors that affect employees, the school can make them more motivated, consequently encouraging them to stay longer. By creating a nicer and more rewarding place to work, which will make employees want to stay and become more committed.
- 4) Recognizing employees' outstanding performances, providing flexible work arrangements, offering training and development opportunities, scheduling employees to regular feedback sessions, launching wellness initiatives, team building activities, rolling out competitive compensation and benefits, initiating annual personnel evaluation as the basis of merit increase - providing these to the employees may help them progress which may lead to higher enthusiasm to work and stay in the institution.
- 5) Implementation of the proposed Comprehensive Human Resources Development Program can be considered to assist the personnel of the institution in lessening the turnover of employees.

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