Strategies to Prevent Employee Turnover: Implementation Program Employee Engagement & Employee Retention

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Abstract: The purpose of this scientific article is to provide qualitative insights and descriptions that the variables related to employee engagement, employee turnover and employee retention are important for organizations to be used as a foundation, as well as for other interests. Qualitative research methods can provide valuable insights in analyzing employee engagement, employee retention, and employee turnover. A qualitative approach is focused on understanding an individual's experiences, perceptions, and behaviors and can help uncover the reasons and motivations behind them. One approach in qualitative research in this context can be done through in-depth interviews with employees to explore their perceptions of the factors that affect employee engagement, employee retention, and employee turnover, the strategies implemented must be holistic, involve various dimensions of human resource management, and be directed to create a work environment that motivates and supports career development and overall employee well-being.

Keywords: Employee Turnover, Employee Engagement, Employee Retention

INTRODUCTION

Employees are a valuable asset for every organization. However, retaining qualified employees can be a huge challenge for many companies. The high turnover rate of employees not only has an impact on recruitment and training costs, but also affects productivity, morale, and company culture (Rony, Suharjuddin and Aryanto, 2021). Therefore, developing an effective strategy to prevent employee turnover is essential. One of the most effective approaches is through employee engagement and retention programs. In the era of globalization and increasingly fierce business competition, many organizations face great challenges in retaining qualified employees. The

phenomenon of high employee turnover is a common problem in various industries, ranging from information technology, and manufacturing, to health services (Bergman, David and Song, 2023). Many companies have difficulty maintaining the stability of their work teams, which has an impact on employee productivity, costs, and morale (Habarurema, 2016).

This turnover problem is often caused by various factors, such as lack of career development opportunities, uncompetitive compensation, unconducive work environment, and ineffective leadership. When employees are dissatisfied with their working conditions, they tend to look for other opportunities that are considered better. This incurs additional costs for the company in terms of recruiting and training new employees, as well as the loss of knowledge and skills that already exist within the company. the importance of developing effective strategies to prevent employee turnover (Dwesini and Sisulu, 2019). One of the most effective approaches is through employee engagement and retention programs. Employee engagement is an employee's emotional attachment to the company and its goals. Meanwhile, employee retention refers to the company's efforts to retain employees to keep them working in the long term (Dwesini and Sisulu, 2019).

Employee engagement is the emotional attachment of employees to the company and its goals. Engaged employees tend to be more productive, innovative, and loyal. Several strategies to increase employee engagement, Providing opportunities for employees to develop their skills and knowledge through training and career development is one of the best ways to increase engagement (Gomathy, 2022). Mentoring programs, workshops, and online courses can help employees feel valued and empowered. Recognizing employees' contributions and rewarding their achievements is a key factor in increasing engagement (Dr P Hameem Khan Priyalakshmi. P, 2024). Employee reward programs, both financial and non-financial, can boost morale and motivation. A work environment that supports open communication between employees and management creates a sense of openness and trust (Konovalova, 2021). Regular meetings, employee surveys, and feedback channels can help identify problems and find solutions together (Stray and Moe, 2020).

A positive and inclusive work environment can improve employee well-being. Companies can create comfortable workspaces, support work-life balance, and promote a collaborative work culture. In addition to increasing engagement, companies also need to focus on strategies to retain their employees. The implementation of engagement and retention programs requires a structured and sustainable approach (Ghani *et al.*, 2022). The steps that must be taken are to conduct surveys and interviews to understand the needs and expectations of employees. This information will be the basis for designing relevant and effective programs. Design programs with clear goals and measurable performance indicators. This will help in evaluating the effectiveness of the program and making adjustments if needed. Socialize the program to all employees through various communication channels. Make sure all employees understand the benefits and how to participate in the program (Bartlomiejczuk, 2015).

Provide training and support to managers and supervisors to ensure they are able to implement the program well. Trained managers will be better able to support employees and promote engagement and retention (Luo, Wang and Tai, 2019). Regular evaluation of the implemented program. Collect feedback from employees and use that data to make necessary adjustments (Rea and Parker, 2014). The purpose of this scientific article is to provide qualitative insights and descriptions that the variables related to employee engagement, employee turnover and employee retention are important for organizations to be used as a foundation, as well as for other interests.

METHOD

Qualitative research methods can provide valuable insights in analyzing employee engagement, employee retention, and employee turnover. A qualitative approach is focused on understanding an individual's experiences, perceptions, and behaviors and can help uncover the reasons and motivations behind them. One approach in qualitative research in this context can be done through in-depth interviews with employees to explore their perceptions of the factors that affect employee engagement, employee retention, and employee turnover.

Another qualitative method is observation, where researchers observe employees in the context of the organization. It can provide insights into daily interactions and workplace dynamics. Additionally, qualitative research can involve focus groups, where a group of employees discuss their experiences and views on employee engagement, employee retention, and employee turnover. This method allows researchers to observe group dynamics and explore shared experiences and views. Overall, qualitative research methods can provide a deeper understanding of the factors that affect employee engagement, employee retention, and employee turnover in an organizational context.

RESULTS AND DISCUSSION
The Relevance Study

Table 1. The Relevance Study

No	Title & Author	Objectives	The Relevance
1	To leave or not to leave: the effects of perceptions of organizational justice on employee turnover intention via employee-organization relationship and employee job engagement (Kang and Sung, 2019)	This article discusses the influence of organizational justice perception on the quality of the relationship between employees and the organization, employee work engagement, and its impact on employees' intentions to leave the job	The high perception of organizational fairness by employees affects work engagement, which in turn negatively impacts the intention to leave the job. Employee work engagement was also found to mediate the direct influence of the perception of fairness and quality of the relationship between employees and the organization on the intention to leave the job.
2	Effect of organizational justice and support on organizational commitment and employee turnover intentions: the mediating role of employee engagement (Aggarwal, Jaisinghani and Nobi, 2022)	This article discusses a model with the causal factors and consequences of employee engagement in the context of information technology (IT) employees.	Positive effects of perceived procedural fairness, perceived distributive fairness, and perceived organizational support on employee engagement. In addition, the results of this study also show a positive effect of employee involvement on employee organizational commitment (OC) and a negative effect on employee intention to leave work.
3	Reducing employee turnover intentions in the service sector: The connection between human resource development practices and employee engagement	This article discusses Employee involvement in the management and human resource development (HRD) literature at large. However, the relationship between employee perceptions of HRD practices, engagement, and	Study 2 developed a preliminary model by adding positive reciprocal belief moderation variables between PSHRD and emotional engagement, which have not been empirically tested. However, the moderation variable was found to be not statistically significant. Implications

No	Title & Author	Objectives	The Relevance
	(Fulmore *et al.*, 2023)	intention to leave the job has not been sufficiently researched.	for future HR theory, practice, and research are discussed.
4	Global Talent Retention: Understanding Employee Turnover Around the World (Allen and Vardaman, 2021)	This article reviews the departure of human capital in general without limiting the analysis to just individuals who make a major contribution to the success of the organization	The processes in prominent turnover theory can operate differently in certain contexts, as well as implications for research and practice related to turnover and talent retention. Given these contributions as a whole, we identified important themes and general recommendations for scholars interested in studying employee retention and turnover around the world.
5	Systematic review on employee engagement and its impact on employee retention (Pareek, Mohanty and Mangaraj, 2019)	This article discusses the influence of employee engagement on employee retention, both of which function as important tools in human resource development.	The factors that drive employee engagement and retention in the organization today, the effect of employee engagement on organizational performance, the drivers of employee engagement and retention, and strategies to improve employee engagement and retention. The articles have been checked according to the chosen study domain. Thirteen scientific articles on the factors driving employee engagement and retention in these organizations indicate that there are opportunities for further research in these selected domains.
6	Sustainability in the Malaysian food and beverage Industry: managing employee retention through perceived Organisational support and turnover intention (Norizan, Ismail and Hamzah, 2022)	This article discusses the Factors influencing the perception of organizational support (POS) and job change intentions among food and beverage industry employees in Malaysia	The three proposed factors, organizational fairness and support from supervisors can significantly influence an employee's decision to stay in their current organization
7	The impact of the work-family conflict on employee engagement, performance, and turnover intention	This article discusses employee engagement and performance, as well as their intention to move jobs.	Employees who experience high rates of work-family conflict (WFC) have lower engagement rates and greater intentions to leave the organization. WFC is not related to performance. Engagement acts as a mediator in the relationship between WFC and the intention to move work.
8	Nonlinear effects of employee engagement and satisfaction on turnover intention	This article discusses employee engagement (EE), satisfaction, and transfer intent (IT) beyond known linear functions by providing a number of significant	Employee Engagement and Employee Satisfaction consistently have a significant negative squared effect and a positive cubic effect on employee IT. Employee

No	Title & Author	Objectives	The Relevance
		empirical evidence of nonlinear functions including quadratic, cubic, and interactive effects.	Engagement and Employee Satisfaction have negative interaction effects, i.e. complementary, on IT so that the effects are more pronounced at higher levels of Employee Engagement and satisfaction than at lower levels.

Discussion

The above are relevant literature related to the variables in this article, the above findings will be corroborated by the results of other studies that state that employee involvement has an important role in reducing employee turnover. Research consistently shows that employee engagement has a positive impact on employee retention and performance. Employee engagement is the emotional and psychological connection that employees have towards their work, the organization, and coworkers. It is characterized by a sense of belonging, commitment, and motivation to contribute to the goals and objectives of the organization (Natalia and Rosiana, 2011). Other results also stated that there was a strong positive correlation between employee engagement and employee turnover. Engaged employees tend to leave the organization less often, while unengaged employees tend to look for alternative job opportunities. This is because engaged employees are more satisfied with their jobs, feel more placed, and are more committed to the organization. In contrast, disengaged employees often feel unappreciated, overworked, and under-rewarded, which increases the likelihood of switching jobs (Naufer and Kumar, 2020).

Companies must carefully think about placing millennials in key positions at the right time, as this has an impact on sales, creativity, and organizational effectiveness. A company's strategy in implementing hybrid work can be an important factor in managing millennial employee engagement and their desire to stay in the company (Naufer and Kumar, 2020). Another study also states that efforts to increase employee engagement provide better results in a hybrid work environment than in a remote work environment (Singh and Sant, 2023). Compensation has a positive and significant impact on employee engagement. In addition, employee compensation and involvement also have a negative and significant impact on the intention to change jobs; in other words, employee involvement serves as a significant mediator in the relationship between compensation and the intention to change jobs (Saputra and Suwandana, 2022).

The company's annual turnover rate remains high. From this study, it is concluded that employee engagement programs must be carried out regularly in the company to ensure that employees remain loyal to management (Parmenas, 2022). The study related the results with the variable employee retention with employee turnover with the results of the study stating that the attractiveness of employers has a positive effect on employee attractiveness, but does not significantly affect employee retention (Pavlović, 2018). Many employees in public and private sector organizations are influenced to stay in their workplaces by a mix of intrinsic and extrinsic motivational factors. Motivational factors such as training and development, challenging or exciting work, freedom to think innovatively, and job security are significant in influencing employee retention in both types of organizations (Thirupathy and Dhayalan, 2016).

The results of research from (Cognitions and Paillé, 2015) stated that the intention to leave the profession is explained by help, civic virtue, and sportsmanship, while the intention to leave the profession is only explained by civic virtue and sportsmanship. The implications of these findings are discussed. Strategies to reduce employee turnover and keep them within the organization.

Therefore, this paper proposes a conceptual framework that identifies the main variables in explaining the phenomenon of employee turnover and presents effective retention strategies to overcome this challenge (Mamun and Hasan, 2017). Organizational aesthetic strategies have been shown to increase employee retention and reduce employee turnover intentions in organizations (Molahosseini *et al.*, 2020).

CONCLUSION

Employee engagement is key to managing high employee turnover. This involvement not only has a positive impact on employee retention but also the overall performance of the organization. Consistent findings show that investment in employee engagement, whether through adequate compensation strategies, appropriate placement of millennials, or the implementation of a hybrid work model, delivers significant results in maintaining employee loyalty. In addition, motivational factors such as training, challenging work, and job security should not be overlooked to improve employee retention across various sectors. These studies also highlight the need for companies to constantly consider and adapt their retention strategies to the labor market dynamics and employee expectations, especially in this increasingly digital and global era. Research on psychological and organizational factors that influence employees' intentions to stay or leave also shows the complexity of understanding and managing employee turnover.

Thus, from the perspective of this research, the strategies implemented must be holistic, involve various dimensions of human resource management and be directed to create a work environment that motivates and supports employees' career development and overall well-being. The recommendations given in addition to the results of this study can be continued in the future that there is a need for an effective retention strategy to overcome the challenge of employee turnover, taking into account the main variables in this phenomenon, including organizational aesthetic strategies that can increase retention and reduce employee turnover intentions.

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