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RESEARCH ARTICLE

Employees Do Not Leave Work, They Leave Management.

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ABSTRACT

This study looks into how management practices and employee turnover are related. The paper analyzes the factors that affect employee satisfaction, engagement, and loyalty, drawing on data from employees in various industries and sectors to address the question: why do employees leave work, not their jobs, but their managers? This study also looks at how organizational culture, communication techniques, feedback systems, and leadership styles affect whether or not employees stay with an organization. According to the study, managers who are encouraging, respectful, open-minded, and flexible have a higher likelihood of keeping their employees on board. On the other hand, when dealing with rigid, authoritarian, abusive, or abusive managers, workers are more likely to resign. The study finds that management practices significantly affect employee turnover and makes some suggestions for how to improve manager-employee relationships in practice.

INTRODUCTION

In today's dynamic business environment, the relationship between employees and management has become increasingly complex and vital to organizational success. The phrase "Employees do not leave work, they leave management" captures a profound truth: the quality of management significantly influences employee retention. This phenomenon is not merely anecdotal; research consistently shows that a significant percentage of employees cite management practices as a primary reason for their departure from an organization. Understanding this dynamic is crucial for businesses aiming to foster a motivated and committed workforce.At the heart of this issue lies the notion of leadership. Effective management transcends traditional notions of authority and control; it encompasses emotional intelligence, communication skills, and a genuine commitment to employee development. Managers who foster an inclusive and supportive workplace can cultivate loyalty and motivation among their teams. Conversely, those who employ authoritarian styles or fail to address employee concerns often create environments characterized by dissatisfaction and disengagement.The implications of poor management extend beyond mere turnover rates. High employee attrition can have cascading effects on productivity, morale, and organizational culture. It disrupts workflows, leads to a loss of institutional knowledge, and places an additional burden on remaining staff who must fill gaps left by departing colleagues. Moreover, the costs associated with recruiting and training new employees can be substantial, impacting the organization's bottom line. Consequently, companies that neglect the importance of effective management risk not only losing valuable talent but also jeopardizing their long-term viability.

Furthermore, the modern workforce increasingly seeks more than just a paycheck. Employees, particularly younger generations, prioritize workplace culture, work-life balance, and opportunities for personal and professional growth. In this context, management plays a pivotal role in shaping employee experiences. Managers who prioritize open communication, recognize individual contributions, and actively support career development create a sense of belonging and purpose. These elements are essential for retaining top talent, especially in competitive job markets.The shift in employee expectations has been further accelerated by recent global events, including the COVID-19 pandemic, which reshaped how people view their jobs and workplaces. Many employees reevaluated their priorities, leading to a wave of resignations commonly referred to as the "Great Resignation." During this period, the role of management was thrust into the spotlight as companies scrambled to adapt to new realities. Organizations that demonstrated empathy, flexibility, and a commitment to employee well-being emerged as leaders in retention, while those that resisted change often faced severe attrition rates.To address these challenges, it is imperative for organizations to adopt a proactive approach to management. This involves not only training leaders in effective management practices but also cultivating a culture of feedback and continuous improvement. Regular check-ins, anonymous surveys, and open-door policies can empower employees to voice their concerns and contribute to solutions. By fostering an environment where employees feel valued and heard, organizations can bridge the gap between management and staff, enhancing engagement and loyalty.Moreover, investing in leadership development is critical. Managers equipped with the skills to navigate complex interpersonal dynamics are more likely to inspire and motivate their teams. This investment pays dividends not only in terms of employee satisfaction but also in overall organizational performance. Research indicates that companies with strong leadership are more resilient, adaptable, and ultimately more successful in achieving their goals.

LITERATURE REVIEW

People "do not quit jobs; they quit bosses," goes the proverbial saying. This suggests that a major factor in determining employee retention and engagement is the caliber of the relationship between employees and managers. Employee turnover is one of the issues that businesses most frequently encounter. It is the leaving of employees from a company, whether on their own volition or through no fault of their own. Productivity, performance, morale, and customer satisfaction may all suffer as a result. Therefore, for an organization to succeed, it is essential to understand why employees leave and how to keep them. The relationship between employees and their managers is among the most frequently cited reasons for leaving a job. A Gallup survey found that 50% of workers quit their jobs to avoid a poor manager (Clifton, 2015). Similar results were found in a Randstad survey, which discovered that 60% of respondents were considering or had already quit their jobs due to their direct supervisors (Aburumm an, et al., 2020). These results suggest that managers have a significant impact on employee engagement and retention. However, not all studies back up this assertion. For instance, a survey conducted by Facebook revealed that even when workers were happy with their managers, they still left the company because they did not enjoy their jobs, did not make the most of their strengths, or did not advance in their careers (Santhanam, et al., 2017). This suggests that managers should be involved in creating and personalizing the work environments for their staff members rather than simply managing them. Numerous elements of work design and organizational culture have been shown to be important in influencing employee turnover in other studies as well. For example, Bright (2020) contends that monitoring and controlling absence can assist employers in determining the scope and root causes of absence problems and in supporting and accommodating workers who are away from work due to illness or other reasons. According to LinkedIn (2021), toxic managers or work environments can have a negative effect on an employee's motivation and growth, and that managers should give their employees feedback, acknowledgement, autonomy, and trust. In a similar vein, Forbes (2019) asserts that workers are more likely to remain in their positions if they enjoy working with their managers, feel valued and respected, and have access to opportunities for growth.

Arora (2021) lists a number of characteristics of a toxic manager, including micromanagement, the development of a negative workplace culture, a lack of communication, feedback, and recognition, favoritism and discrimination, and unrealistic expectations and goals. These actions may demotivate, disenfranchise, and dissuade workers from giving their best work and remaining devoted to the company. Additionally, by encouraging mistrust, fear, conflict, and politics among employees, toxic managers can harm the organization's reputation and culture. Since toxic management has a negative impact on employee retention, it is crucial for organizations to recognize this and take action. A few potential solutions include offering managers training and coaching to help them develop their emotional intelligence and leadership skills, setting up a feedback system for workers to voice their complaints, establishing transparent and equitable policies and procedures for performance evaluation and reward systems, and fostering a supportive and encouraging work environment that values diversity, collaboration, and innovation (Djajasinga, et al., 2021).

Researchers from a variety of fields, including human resource management, industrial relations, organizational behavior, psychology, and economics, have become interested in the phenomenon of employee turnover. Employee turnover is the term used to describe when people leave an organization, either voluntarily or involuntarily (Hom and Griffeth, 1984). Employee turnover can have serious negative effects on businesses and employees alike, including decreased productivity, increased costs, decreased morale, decreased customer satisfaction, and decreased service quality (Loquercio et al. , 2006). Scholars, professionals, and decision-makers have all paid close attention to the recent phenomenon known as the "Great Resignation.". Specifically, after the COVID-19 pandemic, the term describes the unprecedented rise in voluntary turnover in a number of industries and sectors. Burnout, a condition of continual physical, emotional, and mental exhaustion, is one of the main causes of employee departure. Burnout's causes and symptoms, including an increase in workload, a decrease in autonomy, a lack of support, and a blurring of the lines between work and personal life, have been made worse by the pandemic. A Forbes survey found that 40% of workers cited burnout as their primary reason for leaving their jobs. Organizational change, which is defined as any modification to a company's structure, strategy, culture, or procedures, is another reason why workers quit their jobs (Kurniawaty, et al., 2019). Many organizations have been forced by the pandemic to change in response to new realities like remote work, digital transformation, and evolving customer demands. However, not all employees are at ease with or ready for these changes, and some may view them as threats to their identity, security, or productivity. According to a Forbes survey, 34% of workers left their jobs as a result of organizational changes. Lack of flexibility, or the extent to which a job permits autonomy, variety, and control over one's schedule and work environment, is another reason why employees leave their jobs (Adams, 2019). Flexibility is crucial for employees' wellbeing, productivity, and satisfaction, as the pandemic has brought to light. Working from home has many advantages, including a shorter commute, lower costs, and a better work-life balance. Some employers, though, have been hesitant or resistant to provide flexible work options, either because of practical difficulties, trust issues, or cultural norms. A Forbes survey revealed that 20% of workers quit their jobs due to a lack of flexibility.

The causes of employee turnover can be classified into three broad categories: individual factors, organizational factors and external factors.

Individual factors refer to the personal characteristics, attitudes, values and motivations of employees that influence their decision to stay or leave an organization. Some of the individual factors that have been found to affect employee turnover are age, gender, education level, personality traits, job satisfaction, organizational commitment, career aspirations, work-life balance and perceived alternative opportunities (Bolt et al., 2022).

Organizational factors refer to the characteristics and practices of the organization that affect the attraction, retention and departure of employees. Some of the organizational factors that have been found to affect employee turnover are leadership style, organizational culture, organizational justice, organizational support, compensation and benefits, training and development, performance appraisal and feedback, job design and workload, role clarity and conflict, team cohesion and communication (Chalkiti & Sigala, 2010).

External factors refer to the environmental conditions and events that affect the availability and attractiveness of alternative employment options for employees. Some of the external factors that have been found to affect employee turnover are labour market conditions, industry characteristics, economic fluctuations, social norms and expectations, legal regulations and political stability (Ezeuduji & Mbane, 2017; Moncarz et al., 2009).

Other causes may include:

Lack of growth and progression opportunities

Inadequate compensation and benefits

Poor work-life balance and overwork

Inefficient management and leadership

Low employee engagement and recognition

Mismatch between job expectations and reality

Poor organizational culture and values

Lack of trust and communication

Job insecurity and uncertainty

The consequences of employee turnover can be classified into two broad categories: organizational consequences and individual consequences.

Employee turnover can have detrimental effects on an organization's bottom line as well as exit issues, productivity losses, poor customer service, loss of expertise, lost business opportunities, administrative issues, and disruptions to social and communication networks (Jovanovic, 2019). These effects may have a negative effect on the organization's reputation, competitiveness, efficiency, effectiveness, and customer satisfaction.

At the individual level, employee turnover can have consequences for both the employees who leave and those who stay. For the former, leaving an organization can entail career risks, psychological stress, loss of social ties, and adjustment challenges in the new workplace (CIPD, 2021). For the latter, employee turnover can result in increased workload, decreased morale, lower commitment, reduced trust, and diminished performance. These consequences can affect the well-being, motivation, and retention of the remaining employees.

Other negative effects of employee turnover include:

Loss of valuable skills, knowledge, and experience

Disruption of work processes and routines

Decrease in quality and quantity of output

Increase in errors and mistakes

Lower customer satisfaction and loyalty

Damage to organizational reputation and image

Decrease in employee morale and motivation

Increase in stress and conflict among remaining staff

Higher expenses for hiring, training, and onboarding new employees

The high labor demand and job opportunities on the market are one of the main causes of employee turnover because they entice workers to look for better employment conditions elsewhere. Employee dissatisfaction and demotivation can also be attributed to the company's lack of opportunities for career advancement. Unfavorable working conditions, such as low pay, long hours, inadequate supervision, or lack of recognition, are a third factor. Employees feel excluded and helpless because they are not involved in decision-making, which is a fourth reason. These explanations may differ based on the type, level, and industry of the organization as well as the unique traits and preferences of the employees (Tumwesigye, et al. 2020). Organizations must implement strategies that increase employee satisfaction, engagement, commitment, and loyalty if they want to lower employee turnover and its detrimental effects on organizational performance. Some of these tactics include: offering employees competitive pay and benefits packages, providing training and development opportunities, fostering a positive organizational culture and climate, involving staff in decision-making processes, recognizing and rewarding staff accomplishments, offering feedback and support, and encouraging a sense of community and identity among staff. These techniques can assist organizations in retaining their priceless human capital and enhancing their output, standard of living, creativity, and reputation (Taye et al., 2021).

Factors That Influence Employees' Decisions To Leave Or Stay In An

Organization

Salary: According to Indeed (2023), salary is one of the top reasons why employees choose to leave their jobs, especially when they feel underpaid or undervalued for their work. However, salary is not the only factor that matters. Indeed (2023) also lists other reasons such as needing more of a challenge, feeling uninspired, wanting to feel valued, seeking better work-life balance, and having a poor relationship with their boss or coworkers.

Organizational support: This refers to the extent to which employees perceive that their organization cares about their wellbeing, provides them with growth opportunities, and recognizes their contributions. conducted a study that showed that managers who felt high levels of support from both their organization and boss were more satisfied, committed, and loyal to their employer than those who felt low levels of support. Conversely, managers who felt low levels of support from both their organization and boss were more likely to leave.

Job meaningfulness: This refers to the degree to which employees feel that their work has a positive impact on themselves, others, or society. According to Unique Writers Bay (2022), job meaningfulness is one of the factors that significantly influence employees' decision to stay or leave a workplace. Employees who find meaning in their work are more motivated, engaged, and satisfied than those who do not.

Training and development: Employee retention is influenced by opportunities for training and development, which are sought after by high-skilled workers (Kamalaveni et al., 2019). Training and development can improve an employee's knowledge, abilities, and motivation, which can increase job satisfaction, performance, and commitment (Huang and Su, 2016). To keep their employees, businesses must offer them sufficient and pertinent training and development opportunities.

Organizational culture: According to Singh (2019), organizational culture is the collection of values, beliefs, norms, and practices that influence how employees feel, think, and behave within a company. By fostering a sense of identity, belonging, and alignment with the organization's goals and vision, organizational culture can have an impact on employee retention. Employee engagement, loyalty, trust, and cooperation can all be fostered by an encouraging organizational culture, which can lower turnover intentions (Singh, 2019). As a result, a connection between personal and organizational culture is required to increase employee retention (Aliff, 2017).

Career development: Giving employees opportunities for growth, advancement, and learning both inside and outside the company is the process of career development. The improvement of employees' self-efficacy, self-esteem, and career satisfaction can have an impact on employee retention. Employees are more likely to remain devoted and committed to the company if they believe that the company offers them opportunities for career development. As a result, businesses must pay close attention to employee learning and give them paths for a realistic career.

The Role Of Management Practices On Employee Turnover

The impact of management practices, such as leadership style, communication, feedback, recognition, and empowerment, on employee turnover is one of the factors that has received a lot of attention in the literature. Management practices are the actions and demeanors of managers that affect how the workplace is organized and how motivated, productive, and happy employees are. Depending on how they meet the needs and expectations of employees, various management techniques may have varying effects on employee turnover. For instance, according to some studies, transformational leadership, which involves motivating and empowering team members to realize a common goal, can lower employee churn by fostering a culture of commitment, trust, and satisfaction (Bass and Avolio, 1994; Wang et al. , 2011). Similar to this, open, transparent, and feedback-based communication practices can lower employee turnover by increasing employee involvement, understanding, and trust (Men & Stacks, 2014). On the other hand, management techniques that are viewed as unfair, inconsistent, or coercive can raise the rate of employee turnover by instilling resentment, anger, and mistrust in workers (Podsakoff et al. , 2007). Although it is not always clear-cut or consistent, there is a link between management practices and employee turnover. According to some studies, there may be a variety of contextual variables that influence how management practices affect employee turnover, including organizational culture, industry characteristics, employee characteristics, and external labor market conditions (Shaw et al., 2005). For instance, some management techniques that work well to keep employees in one organization may not work as well in another with a different culture or strategy. Additionally, some management techniques that are successful in keeping employees in one situation may not be successful in a different situation with different opportunities or challenges (Nie, Lämsä, & Pučėtaitė, 2018). As a result, it's critical for managers to adjust their management techniques to the unique requirements and preferences of their workforce as well as the changing environmental conditions.

Impact Of Employee Turnover On Organizational Performance

According to some studies, employee turnover can improve organizational performance by facilitating the inflow of new ideas, skills, and knowledge as well as by encouraging creativity and innovation (Shaw et al., 2005). However, other studies have argued that employee turnover can harm organizational performance by upsetting work processes, raising training and recruitment costs, lowering productivity and quality, and decreasing customer satisfaction and loyalty (Allen et al., 2010). Depending on the traits of the employees who leave and those who stay, the effect of employee turnover on organizational performance may also differ. For instance, high-performing employees may affect organizational performance more favorably than low-performing employees, and their departure may have a negative impact on the organization rather than a positive one (Huselid, 1995). In a similar vein, workers with high levels of human capital, social capital, or organizational commitment might contribute more to organizational performance than workers with low levels of these qualities, and their turnover might result in more losses than gains for the company. Additionally, the context and environment in which the turnover occurs may have an effect on how well an organization performs as a result of employee turnover. According to Glebbeek and Bax (2004) and Park and Shaw (2013), for instance, the impact of employee turnover on organizational performance may vary depending on the sector, market, culture, or region. Employee churn may also affect an organization's performance differently depending on whether it is in a growth, maturation, or decline stage of its life cycle (Singh et al., 1986).

Factors That Influence Employees' Satisfaction And Dissatisfaction With Their Managers And Supervisors

Maintaining employee satisfaction and motivation at work is a major challenge for organizations. Productivity, performance, retention, and customer satisfaction can all be significantly impacted by employee satisfaction. According to Herzberg's two-factor theory of motivation-hygiene, job satisfaction and dissatisfaction are distinct constructs influenced by various factors rather than being at opposite ends of the same continuum (Herzberg et al., 1959). Two categories of factors were recognized by Herzberg and his associates: hygiene factors and motivation factors. Achievement, recognition, responsibility, advancement, and growth are examples of intrinsic aspects of the job that increase job satisfaction. Salary, working conditions, organizational rules, supervision, and interpersonal relationships are examples of extrinsic aspects of the workplace that prevent job dissatisfaction. Herzberg asserted that while the existence of hygiene factors can help to prevent dissatisfaction, they cannot inherently produce it (Tumwesigye, et al., 2020). On the other hand, while the absence of motivational factors can lower satisfaction, they cannot result in dissatisfaction. Managers and supervisors should therefore prioritize increasing motivational factors rather than enhancing hygiene factors in order to increase employee satisfaction and motivation (Herzberg et al., 1959). Herzberg's two-factor theory has drawn criticism for its methodological flaws, including its reliance on self-reported data, use of a biased sample of accountants and engineers, disregard for individual differences and situational variables, and assumption that there is a causal link between factors and outcomes (Bassett-Jones and Lloyd, 2005). Additionally, some researchers have disputed Herzberg's dichotomy of factors and proposed that, depending on the situation and the individual, some factors can serve as both motivators and hygiene factors (e.g., compensation, and management) (Bassett-Jones & Lloyd, 2005).

Carucci (2019) offered a different viewpoint on employee satisfaction, contending that senior leaders must strike a balance between the needs of the business and employee satisfaction by changing their perspective from one of personal fulfillment to one of communal purpose. Leaders, according to Carucci, should concentrate on how their work advances a larger mission and vision that are consistent with their values and aspirations rather than worrying about how others feel about it. Carucci also advised leaders to seek feedback and input from a variety of sources, acknowledge the trade-offs and sacrifices involved in their decisions, acknowledge the contributions and accomplishments of their teams, and communicate clearly and frequently with their employees about the justification and expectations of their decisions. Leaders can encourage a sense of purpose and community in their team members and raise employee satisfaction and engagement by doing this (Carucci, 2019). Other studies have identified various factors that affect employee satisfaction with their managers and supervisors. For example, Allen, Bryant & Vardaman (2010) listed six factors that cause employee job dissatisfaction:

Underpaid

Work/life balance

Little to no vacation time/PTO

Bad management/unsupportive boss

Company culture and

No room for growth.

Employee dissatisfaction has been attributed in large part to a number of factors, including poor management and an unsupportive boss. When a manager lacks effective leadership abilities, they frequently provide little to no feedback on the work of their staff, which ultimately leads to workplace dissatisfaction. Huselid, (1995). listed ten crucial elements that define job satisfaction.

Respectful treatment of all employees

Compensation

Benefits

Job security

Opportunities to use skills and abilities

Trust between employees and senior management

Organization's financial stability

Relationship with immediate supervisor

Communication between employees and senior management, and

Safety in the work environment.

Among these factors, relationship with immediate supervisor was highlighted as one of the most influential factors on employee satisfaction. When employees have a good relationship with their supervisor, they feel more valued, supported, empowered, and respected. Forbes, (2021) listed five fundamentals of employee satisfaction:

Autonomy

Mastery

Purpose

Psychological safety and

Feedback.

Among these fundamentals, feedback was emphasized as a crucial factor for employee satisfaction. Feedback helps employees understand how they are performing, what they need to improve on, and how they can grow in their roles. Feedback also shows that managers care about their employees' development and success.

Effect Of Different Management Styles On Employee Behavior

One of the key factors that influence the performance and loyalty of employees is the style of management adopted by their leaders. Different management styles can have different effects on employees' motivation, engagement, commitment, and morale, as well as the overall productivity and innovation of the organization.

A high degree of authority and control by the leader over the workforce is a defining characteristic of an autocratic management style. Without consulting or involving the staff, the leader makes all of the decisions and expects them to blindly comply. When quick and decisive action is required or when the staff members are unable to contribute effectively due to a lack of training or experience, this management approach may offer some benefits. The motivation, engagement, and loyalty of employees can all suffer from an autocratic management style. The adoption of an autocratic style by a leader can result in subpar performance over time because, according to Brown (2022), at least 63 percent of followers do not trust them. Additionally, an autocratic management style can hinder diversity and creativity, lower morale and job satisfaction, and increase employee turnover and absenteeism (Boushey & Glynn, 2012).

Employee involvement and participation in decision-making are highly valued characteristics of democratic management styles. The decision is informed by the feedback and opinions that the leader has gotten from the team members. Additionally, the leader respects the employees' autonomy and responsibility while communicating with them in a clear and open manner. The engagement, loyalty, and motivation of employees can all be enhanced by this management approach. According to CIPD (2021), a democratic management style adds value by letting employees know that their opinions matter, which can promote a culture of trust, respect, and accountability. Additionally, a democratic management approach can improve employee morale and job satisfaction while fostering diversity and creativity. It can also boost productivity and innovation.

A significant amount of inspiration and influence is exerted by the leader on the team members in a transformational management style. The leader inspires the team to set goals that are in line with the organization's clear and compelling vision. Additionally, the leader supports and recognizes each employee on an individual basis, thereby motivating them to reach their full potential. The most effective management approach for increasing employee motivation, engagement, and loyalty is this one. Carucci (2019) found that democratic management style, with a correlation of 0 point 473, and an adjusted R2 of 22 point 3 percent, has the lowest impact on employee loyalty, while transformational management style has the highest impact. Additionally, a transformational management approach can foster a culture of learning and innovation, improve employee wellbeing, and improve organizational performance.

Impact Of Management Practices On Employees' Psychological Well-Being, Stress Level And Work-Life Balance

Management practices can have a significant influence on the well-being of employees, both positively and negatively. Well-being is a multidimensional concept that encompasses physical, mental and emotional aspects of health and happiness. It is closely linked with employee engagement, productivity, retention and performance. Therefore, fostering employee well-being is not only beneficial for individuals, but also for organisations and society. Based on Goler et al., (2018) a holistic approach to well-being entails addressing four important domains: health, work, values, and relationships. Employees' physical and mental well-being is referred to as health, and it can be impacted by a variety of things, including workload, work environment, schedule, health behaviors, and access to healthcare. Work refers to the planning and structuring of the work, which can affect an employee's autonomy, skill level, creativity, job satisfaction, and motivation. The alignment of employees' personal values with the organizational culture and purpose is referred to as the organization's "values," and it can have an impact on how they feel about their lives and how they fit in. Relationships are the type and quantity of social interactions and support that workers receive both at work and outside of it, and they have an effect on their emotional health, cooperation, and trust (Lyons, & Bandura, 2020). In order to foster an environment that supports employee well-being across these four domains, management practices can play a critical role. Managers can, for instance, encourage healthy lifestyles, flexible work schedules, wellness programs, and workplace safety while also promoting employee health. By giving employees clear expectations and feedback, allowing for employee participation and voice, promoting learning and development opportunities, and praising employee accomplishments, managers can improve the quality of their workers' work. By sharing the organization's vision and mission, leading ethically, respecting diversity and inclusion, and promoting corporate social responsibility, managers can help develop employee values. By fostering rapport and trust, promoting teamwork and cooperation, offering social support and feedback, and resolving conflicts, managers can improve employee relationships. However, if management practices are poorly planned or implemented, they may also have detrimental effects on employee wellbeing (Boushey & Glynn, 2012). Managers can, for instance, have a negative impact on employees' health by placing an excessive amount of workload or pressure on them, by fostering a stressful or unsafe work environment, by ignoring their needs or concerns regarding their health, or by failing to recognize burnout or distress symptoms. Employee work quality can be harmed by managers who set unreasonable or unclear expectations, micromanage or otherwise exert control over workers, restrict their freedom of speech or autonomy, offer insufficient resources or support, or fail to recognize their contributions. Managers can violate employee values by fostering a conflict between personal and organizational values, acting unethically or abusively, violating employee rights or dignity, or ignoring social or environmental effects. Employee relationships can be harmed by managers who instill a culture of fear or distrust, exclude or isolate staff, offer inadequate or unfavorable feedback or support, and escalate or ignore conflicts. It is crucial for managers to implement sustainable human resource management techniques that balance the needs of workers, organizations, and society. By fostering productive workplaces where people and organizations can thrive, such practices can reduce stress and improve employee wellbeing (Adams 2019). According to research (Men and Stacks, 2014), ensuring employee well-being based on sound HRM principles increases organizational trust, which can boost worker engagement and productivity. Additionally, managers must pay close attention to preserving a healthy work-life balance for their employees when they are working from home in light of the COVID-19 pandemic and the shift to remote work arrangements for many workers. This is crucial for supporting their psychosocial well-being and maintaining their work productivity.

Effective Interventions And Strategies To Improve Management Practices And Reduce

Turnover Intention Among Employees.

Turnover intention refers to the psychological state of an employee who is considering leaving the organization (CIPD, 2023).

One of the interventions that can improve management practices and reduce turnover intention is to carefully consider the hiring process. Hiring the right people who fit the organizational culture and values, who have the required skills and competencies, and who have realistic expectations about the job can help reduce turnover in the long run (Lyons, & Bandura, 2020). Moreover, hiring managers should provide clear and honest feedback to candidates and employees throughout the hiring process and beyond, to ensure alignment and engagement.

Keep compensation and benefits current and competitive. Employees who feel that they are fairly rewarded for their work are more likely to stay with the organization and perform better. Compensation and benefits should also be tailored to the needs and preferences of different employee segments, such as age, gender, family status, etc. For example, some employees may value flexible work arrangements more than others.

Recognize and reward employees for their achievements and contributions. Recognition and reward can take various forms, such as verbal praise, written appreciation, public acknowledgment, monetary incentives, career advancement opportunities, etc. Recognition and reward can enhance employee motivation, satisfaction, loyalty and commitment. Furthermore, recognition and reward should be timely, specific, consistent and fair.

Offer a flexible and healthy work-life balance. Employees who have a good balance between their work and personal lives are more likely to be happy, productive and loyal to the organization. Flexible work arrangements can include telecommuting, flextime, compressed workweeks, job sharing, etc. Healthy work-life balance can also involve providing employees with wellness programs, counseling services, stress management workshops, etc.

Pay frequent attention to employee engagement. Employee engagement refers to the degree of emotional attachment, involvement and enthusiasm that an employee has for their work and organization. Engaged employees are more likely to perform well, stay longer and advocate for the organization. To foster employee engagement, managers should communicate regularly with employees, solicit their feedback and opinions, involve them in decision making, provide them with autonomy and empowerment, support their learning and development needs, etc.

Some of the possible recommendations for improving management practices and reducing employee turnover are:

Provide clear and realistic job descriptions and expectations

Offer competitive and fair compensation and benefits

Implement flexible and hybrid work arrangements

Provide regular feedback and recognition

Encourage employee participation and empowerment

Foster a positive and supportive organizational culture

Enhance communication and transparency

Invest in employee development and career planning

Conduct exit interviews and surveys to identify areas for improvement

Strategies That Organizations Can Adopt To Prevent / Reduce Employee Turnover.

There are various strategies that organizations can adopt to prevent or reduce employee turnover, depending on the causes and consequences of employee turnover in their specific context. Some of the common strategies are:

Improving the recruitment and selection process to ensure a good fit between the employees and the organization. This can include using realistic job previews, behavioral interviews, assessment centers, and personality tests to assess the candidates' skills, abilities, values, and expectations.

Providing adequate orientation and training to new hires to help them adjust to the organizational culture, policies, procedures, and expectations. This can include assigning mentors or buddies, offering feedback and coaching, and creating a supportive and welcoming environment.

Enhancing employee engagement and satisfaction by fostering a positive work climate, recognizing and rewarding employee achievements, providing opportunities for growth and development, and soliciting employee feedback and suggestions. This can include conducting regular surveys, focus groups, or exit interviews to identify the drivers and barriers of employee retention, and implementing action plans to address them.

Offering competitive compensation and benefits packages that match or exceed the market rates and reflect the employees' contributions and performance. This can include providing fair and transparent pay structures, flexible work arrangements, health and wellness programs, retirement plans, and other perks and incentives.

Reducing employee stress and burnout by ensuring a reasonable workload, clear role expectations, effective communication, and work-life balance . This can include providing resources and support for employees to cope with work-related challenges, encouraging teamwork and collaboration, and promoting a culture of trust and respect.

Employees' preferences and expectations for their work have changed as a result of the changing global environment. Employees now seek meaningful work that is in line with their values, interests, and goals in addition to a steady income and a safe job. In terms of how they work, where they work, and who they work with, they want to have a say and a choice. Both their employers and their coworkers should treat them with respect and dignity. They desire opportunities for learning and development both within and outside of their current roles. Both businesses and employees face significant challenges and opportunities as a result of the Great Resignation (Kacmar et al., 2006). For businesses, it means losing priceless talent, expertise, and skills that are crucial to their ability to compete and innovate. It also entails spending more money on hiring new employees who fit their culture and strategy, as well as training and keeping them on board. For employees, it entails taking chances and making compromises in order to pursue their ideal careers and lifestyles. It also entails adjusting to new situations and demands that might call for various skills and perspectives. How businesses and workers react to the Great Resignation will determine the nature of work in the future. Companies that can provide accommodating work environments that cater to various needs and preferences will have an advantage in luring and keeping talent. Employees who can use their networks, skills, and passions to add value and impact across a range of fields will have an advantage in surviving and thriving in a changing world.

Policy Recommendation

The problem of employee turnover is a significant challenge for many organizations. According to a comprehensive study by Gallup (2018), 75% of people who quit their jobs do so because of their managers, not because of their work, salary, or position. This implies that managers play a crucial role in creating and maintaining a positive work environment that fosters employee engagement, motivation, and retention. Therefore, this policy recommendation aims to address the issue of employee turnover by proposing some strategies for improving managerial practices and leadership skills.

The first strategy is to customize the work experiences of employees according to their preferences, strengths, and career goals. As Goler et al. (2018) suggest, managers should be open to creating jobs around talented people, rather than slotting people into predefined jobs. This can increase the enjoyment, satisfaction, and growth of employees, as well as their loyalty to the organization. Managers can achieve this by conducting regular feedback sessions with their employees, identifying their passions and aspirations, and providing them with opportunities to pursue them within or outside their current roles.

The second strategy is to foster a culture of respect and trust between managers and employees. As Pilgrim (2019) points out, many employees leave their managers because they feel disrespected, ignored, or undermined by them. Managers who exhibit a superiority complex, a lack of integrity, or a micromanagement style can erode the confidence and morale of their employees. To avoid this, managers should treat their employees as equals, listen to their opinions and concerns, acknowledge their contributions, and empower them to make decisions and take risks.

The third strategy is to develop the emotional intelligence and communication skills of managers. As Arora (2021) argues, toxic managers are often clueless about the impact of their behavior on their employees. They may lack the ability to empathize with their employees, understand their emotions, and manage their own emotions. This can lead to conflicts, misunderstandings, and resentment among employees. Managers can improve their emotional intelligence and communication skills by undergoing training programs, seeking feedback from their peers and subordinates, and practicing self-awareness and self-regulation.

CONCLUSION

In this paper, we have examined the literature on employee turnover and its deep connection to management practices. The key insight from this review is a truth echoed across countless studies: employees don't leave jobs—they leave managers. The quality of the relationship between employees and their leaders is often the decisive factor in whether they stay or seek opportunities elsewhere. Research consistently highlights several reasons why employees choose to leave their managers, including a lack of recognition, inadequate feedback and support, inconsistent expectations, poor communication, absence of trust, limited autonomy, and a lack of career development opportunities. These factors reveal a fundamental truth: employees seek more than just a paycheck—they seek purpose, growth, and a work environment where they feel valued and empowered. To address this, managers must shift toward a human-centric approach to leadership—one that prioritizes understanding employees' motivations, aspirations, and individual strengths. Some of the most effective strategies for fostering employee retention include: setting clear, achievable goals; offering meaningful feedback and recognition; cultivating trust through transparent communication; empowering employees with autonomy; and providing continuous learning and development through mentorship, coaching, and training.

In conclusion, our findings reinforce that turnover is rarely about the job itself but rather about how employees are led. When managers embrace leadership as a responsibility to uplift and engage rather than simply oversee, they unlock the full potential of their teams. Retaining top talent is not about coercion or perks—it is about creating an environment where employees choose to stay because they feel seen, heard, and inspired. As Simon Sinek profoundly stated, "*When people are financially invested, they want a return. When people are emotionally invested, they want to contribute*." The challenge for managers, then, is not just to lead—but to lead in a way that makes employees want to stay, grow, and give their best.

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