

Submission of Thesis and Dissertation

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ABSTRACT

This study employed qualitative methods to exa

ABSTRACT

This study employed qualitative methods to examine the impact of turnover on profitability. The reason for this study is that employee turnover and its potential implications for organizational performance and profitability have not been adequately considered in the literature. The researcher has asked some questions to employees: (B) Chief Credit Officer in the banking sector, the (E) IT Director in the food manufacturing sector, the (C) Operational Manager in the sales-focused hospitality sector, the (A) HR Director in the manufacturing chemicals sector, and the (D) Finance Specialist in the telecommunication sector. With this rich and diverse knowledge of the sector in high-level positions, the researcher believes in collecting quality and adequate data via the flexibility aspect of qualitative research methods. The reason for using qualitative methods is that they offer advantages in examining complex structures deeply and flexibility in data collection, as employee turnover is already a complex phenomenon.

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The Critical Analysis of The Voluntary Employee Turnover on The Profitability in Different Organizations

1. INTRODUCTION

Since slavery to the Industrial Revolution, people have always moved from one owner to another, or from job to job. People move between these jobs for different reasons; every generation has its specific reasons and common reasons before deciding to leave. In the book *Organizations*, March and Herbert Simon (1958) established the fundamental principles of the turnover model as voluntary and involuntary.

This study tries to explain voluntary turnover rather than involuntary turnover; thus, the turnover will be classified and narrowed to reach a better and clearer comprehension of the impacts of turnover on profitability across multiple organizations. Within this study, the antecedents of turnover and the consequences of turnover in the literature will be researched to make a connection between employee turnover and profitability.

In the literature, there has always been a debate about whether turnover is a beneficial or harmful indicator for organizations and their performance. The effect of employee turnover on organizations can only be accurately assessed, and whether it is a positive or negative factor can only be determined, depending on the context (Bolt, Winterton, and Cafferkey 2022). This study also questions whether turnover's impacts differ from one organization to another, with a wide range of possibilities. to reach an understanding, turnover should be approached from a comprehensive perspective.

Over the years, HR has changed and continued to have different functions in organizations, while aligning HR functions with the overall company's objective. Sometimes HR's goals might conflict with to board management's goals (Cayrat, C. and Boxall, P., 2023). The employee turnover rate can be used as an indicator to assess the effectiveness of HR retention strategies. There is no organization without any objective (Verboncu, I. and Serban, A., 2015). Every organization's main objective is to survive and make a profit. Considering this valid truth about organizations and the importance of profitability, this study will explain the potential impact of employee turnover on profitability.

Nariswari, T.N. and Nugraha (2020) found that high profitability is associated with better organizational performance. Profitability is a wide subject in the finance literature, and an important indicator for organizations, such as employee turnover, for human capital. Profitability is calculated in many ways, but this study will focus on the connection between profit and the voluntary turnover and try to explain possible connections with the help of the literature.

In this context, it is so important for HR to accurately present the turnover rate while associating with profitability and to align HR functions with the overall objectives of the company. The 5 themes were identified for this research from the literature reviewed. Those are (1) job performance, believing the leaver's performance is a determinative factor for assessing whether resignation is beneficial or unbeneficial for the organization. (2) Organizational performance, if employee turnover diminishes organizational performance, it is expected that employee turnover would also disturb the profitability. This is also related to the leaver's level of performance. (3) Organizational Culture and Leadership are critical to the quitting decision due to; HR should be responsible for tailoring its organizational culture and leadership styles to achieve the desired level of employee turnover and performance to achieve higher profitability. (4) Customer satisfaction and profitability are assumed to have a close relationship; HR should also be involved to create relationships with customers by retaining employees who have a positive impact on customer satisfaction. (5) Job satisfaction is the last theme reviewed for this study to research its potential relationship with profitability and employee turnover. If Job satisfaction is high, employees tend to stay longer and perform at a high level. The organization's first aim is to be profitable in a general perspective; hence, HR should be accountable and responsible for keeping an eye on and examining the impacts of turnover in the organization.

After five interviews had been done, based on the literature reviewed and findings, generalizations on employee turnover and its relationship with profitability and performance are not possible for every case; however, broadly speaking, employee turnover harms profitability. There are still ongoing debates in the literature on the pros and cons of employee turnover due to a lack of integration in the literature. Thus, it is recommended that HR specialist watch their employee turnover considering their characteristics such as sector, personal traits, position level, and the level of importance for the company, the general market labour, inflation, etc. The degree of the relationship between employee turnover and profitability would depend on many factors hidden in organizations.

The objective of this study is to gain a deeper understanding and insight into the relationship between turnover and profitability using surveys and qualitative interviews. The study hypothesizes that profitability cannot be measured by only the voluntary turnover rate. Thus, turnover cannot be read as a bad or good indicator on its own. Although turnover has a negative

impact overall on organizations, a significant inference could be made after future empirical research about the relationship between voluntary turnover and profitability.

2. LITERATURE VIEW

2.1 EMPLOYEE TURNOVER AND JOB PERFORMANCE LEVELS

Based on human capital theory, managing people assets is crucial to reaching organizational objectives. While organizations rely on human capital and its skills, it is important to manage the cycle of employee change in organizations. As literature progresses, turnover is categorized taxonomically, such as voluntary, involuntary, functional, and dysfunctional, and its effects on organizational performance become a matter of interest. There have been empirical studies done to test the hypothesis and assumptions on turnover.

A literature review started getting deeper in the early 1960s, and it was found that not only do low performers leave at the first stages of their employment. Although it is considered that people who do not perform well tend to leave, there is no difference in the number of leavers between higher performers and lower performers (Farris, 1969). It is a progressive lead for this research, trying to find out whether voluntary leavers are good for a company's profitability or not. Based on this research, it cannot be said that voluntary turnover is good or bad if this cluster cannot be distinguished as high or low performers.

There is another supporting study that finds good performers are less likely to leave organizations. This would weaken theories suggesting that turnover is beneficial when poor performers leave, while the relationship between turnover and leavers weighs more toward poor performers (McEvoy and Cascio, 1987). The inference of this research is that if poor performers leave, that would be a favour to organizations. If the leaver is a good performer, this leaving would not be beneficial for the company, but sometimes, retaining a good performer would be more costly than hiring a new employee. Therefore, turnover would be effective only depending on the individual context (Abelson and Baysinger, 1984).

In contrast to what is supported in the literature review about the relationship between job performance and turnover, the study said that there is no indicator demonstrating that leavers are, by and large, poor performers. If a company is good at retaining its promotable employees, then the turnover rate should not necessarily be considered a negative indicator. It is more about who leaves than how many people leave (Dreher, 1982). So, it is important to know whether your turnover rate consists of people with high or low performance.

Regarding the intention of quitting, job performance is negatively correlated. High performers are less likely to express quitting intentions compared to low performers. The study also states that

low performers tend to leave in an unplanned manner, which can be more disruptive to organizations. This is why notice periods and succession plans exist. These implementations reduce the impact of such unexpected departures (Zimmerman and Darnold, 2009).

While examining the relationship between job performance and the quitting decision. It is essential to understand that this relationship might be influenced by many factors such as reward based on performance, visibility in the labour market. For instance, while reward contingency is high and visibility is low, high performers quite likely would tend to stay in (Allen and Rodger, 1999).

There is an interesting study suggesting that, according to the literature, turnover rates might be beneficial to some extent, depending on task difficulty. More difficult jobs may require a moderate level of turnover. This study argues that turnover can have positive effects on organizations under certain conditions related to job difficulty. It supports its hypothesis by emphasizing that when skills are specialized and critical, new ideas become more valuable than in easier, routine jobs. Under these circumstances, a moderate turnover rate could be beneficial for organizations (Meier and Hicklin, 2008).

A meta-analysis based on 55 studies stated that there is a robust negative relationship between turnover and job performance; however, the graph is represented by a reverse U, which means that not only poor performers, but also top performers, might leave the organization. This study also highlighted that the turnover rate largely consists of poor performers (Williams, C.R. and Livingstone, L.P., 1994.)

For sectors with a high turnover rate, McCulloch and Turban (2007) suggest using person–organization fit theory to predict the length of employee tenure. However, the study did not find any relationship between P–O fit theory and job performance. Thus, companies could work to reduce the turnover rate in low-difficulty, high-turnover jobs, such as call centres. It is suggested that high turnover in low-difficulty jobs is not beneficial (Meier and Hicklin, 2008), as these positions typically do not require new ideas or perspectives. The tasks are simple, and new changes only bring additional cost.

Emotional stability has been researched as a personal trait by examining 5 years of data in the study (Oh et al., 2024). That interesting study, which proves one more time that employee turnover and its relationship should be considered with other moderating variables, such as job satisfaction or job embeddedness. This study states that there is also another factor, which is emotional stability, that might be different for every employee. Oh et al. (2024) state that even though high job performers have job embeddedness and satisfaction, if they have a neurotic personality, that might cause burnout in employees, which would ultimately lead to quitting. In

the study's results, neurotic people, either high performers or low performers, tend to leave as the opposite of the emotionally stable employees.

Iliescu et al (2024) also studied employee turnover, including its relationship with personal traits, age, and job performance level. The study found that people who have a high-performance level are more likely to stay in the company, and that conscientiousness and responsibility are associated with. The openness and curiosity are also associated with career progress, as individuals who possess these traits tend to be more extroverted and open to learning. Those personal traits naturally would make them more able to find the opportunities.

Arshadi and Damiri (2013) found that stress is another moderating variable regarding job performance and employee turnover. While stress could cause quitting decisions also decrease the job performance of employees. The study stresses that individuals with a high level of organizational commitment would handle the job burden better than others. In here, stress would have a different degree and outcomes on employees based on their traits, which is concluded in this study as organizational commitment.

Another research, Voigt and Hirst (2015), based in Australia in the banking sector, says that promotion focus is another important aspect of employee turnover and its relationship with job performance. High performers with promotion focus tend to stay longer; job performance would play a role as a moderator in the relationship between promotion focus and quitting intention. However, for low performers, despite that they have promotion focus, this relationship is not as strong as it is for high performers. Another aspect of employee turnover is organizational commitment; high performers have organizational commitment are less likely to quit than low performers with organizational commitment. That study carried out on the importance of job performance and its degree of significance might change depending on other factors such as promotion and organizational commitment. Then, it can be concluded that job performance is an important factor regarding employee turnover; however, promotion or organizational commitment are also other factors that have an influence on this relationship.

Shaw, J.D et al. (2009) found that HR implications have an impact on quitting decision for both types of employees, either high or low performers. This study presents the idea that HR investments in employees, such as a high-pay system and, well-rounded training cycle, would decrease the employee turnover for both high and low performers. However, practices based on monitoring while aiming to increase employees' performance might positively impact high performers, but low performers would likely consider leaving.

Shaw, J.D et al. (2009) revealed that if organizations want to retain their high performers, then they should invest in a pay system. High performers would like to see a pay difference based on their performance. If an organization wants to retain mid-level performers, then the reward

system should be based on tenure. Due to a lack of opportunities for low performers, the study says that a pay system based on performance might not be as effective as it is for high performers. Terminating low performers is beneficial for the organization in many aspects.

Zenger (1992) stated that aggressive payment systems would increase the odds of low-performers leaving, and based on experience, payment systems demotivate high-performers. However, organizations should find a blended approach due to %85,90 percent of employees are mid-level performers. According to a study, organizations tend to focus on extremes as an established reward system. The reason for that is the complexity of mid-level performances for building a reward system.

The study assumes that, before the interviews, the relationship between turnover rate and job performance levels would significantly vary depending on the context. It also assumes that employee performance and turnover rate are not necessarily correlated. Even though there is no agreement on the job performance level and employee turnover relationship, the dominant perspective is that high performers are likely to stay than others. However, it is necessary to understand that the diverse range of components in the internal and external market of organizations might influence the job performance and turnover relationship. This relationship is important for companies to understand to explain the connection between job performance, organizational performance, and employee turnover.

2.2 EMPLOYEE TURNOVER AND ORGANIZATIONAL PERFORMANCE

That's reasonable to measure an organization's success with its financial performance strongly and commonly. The study suggests an implication: turnover is related to profitability. Before we try to break down this relationship, it is vital to understand where profitability comes from. Profitability is one of the strongest indicators of organizational performance. Li et al. (2022) stated in their results that higher employee turnover would bring financial uncertainty, which is mostly negatively associated with financial performance. This relationship would change depending on factors such as company size, market conditions.

A collection of data from prior research has been done about turnover and its relationship with profitability. According to Park and Shaw (2013), the turnover is associated negatively with profitability. This study reviewed numerous papers focusing on the relationship between organizational performance and employee turnover. Park and Shaw contributed by demonstrating that any type of turnover would decrease organizational performance, along with the expected profitability.

Another research (Hancock et al., 2013) with a meta-analysis technique stated that there is a negative relationship and organizational performance. Stated that the turnover rate would not

affect organizational performance in large and small companies. With this, it is assumed that an organization's size could be a factor affecting the relationship between employee turnover and organizational performance. So, the size of the organization is also another debatable and open to debate subject in different contexts. Schools are another example of a negative relationship regarding turnover and organizational performance. It is observed that changes in teachers would lead to the loss of social capacity among students and cause low performance (Wang, W. and Sun, R., 2020).

From a different perspective, Kacmar et al. (2006) pointed out that the organizational level may determine the potential effects of turnover. In the hospitality food sector, their study found that managers with longer careers in the restaurant industry tend to run businesses more effectively than others. A strong link was identified between staff and management turnover, with a high turnover rate seen as a negative factor for management in the food sector. This study challenges the view that high turnover in the fast-food industry is normal and beneficial for organizations. The effects of turnover are complex and influenced not only by the sector but also by the level within the organization. Management plays a key role in addressing high turnover and promoting employee satisfaction in the food sector (Kwan, 2014). If the turnover is at very high rates, creating strategies to retain these large numbers of people could be costly, and hiring just new ones would be more effective for organizations such as hospitals. (Abelson and Baysinger, 1984).

Companies should aim to manage employee turnover and implement strategies to reduce it, starting with interventions at the recruitment stage. People are crucial assets for organizations, and retaining these vital resources is essential for a company's success. Effective HR practices can lower the turnover rate, which in turn can enhance the company's profitability (Hossain et al., 2015). A lower turnover rate is generally associated with increased organizational profitability.

Considering turnover as a purely negative indicator would be a narrow-minded criticism. As mentioned in prior research, it comes with both pros and cons. Reducing the turnover rate may not always be a wise decision. Moreover, in secondary jobs such as waiters or receptionists, there will naturally be high turnover rates as people continue to search for their primary careers. In this context, rather than focusing on reducing employee turnover, hiring new staff can be a more effective approach to resource allocation. This strategy can also positively impact the company's profitability in the financial year report (Dalton and Todor, 1979). The economy would have many other factors associated with its profitability in organizations, and it cannot be explained only by turnover. The relationship between turnover and organizational performance should be examined under its specific conditions at that time. (Glebbeek and Bax, 2004).

Gleebek and Bax (2004) also examined 100 offices that had similar conditions in their study to minimize the other effects on organizational performance and examine more precisely the relationship between turnover and its effects on performance in organizations. It is proved in this

study that again there would be no certain answer for optimal turnover rate, and expected U linear would conclude at the end. The negative relationship between high turnover and organizational performance has been proven again.

In addition to the turnover literature, Dalton and Todor (1982) stand against classifying voluntary turnover as dysfunctional, and that a functional approach could be a potentially wrong approach; meanwhile, turnover is a more complicated field. Voluntary and involuntary turnover are sub-categorized into unavoidable and controllable in this study. If a good performer tends to leave, this is dysfunctional voluntary turnover for organizations, but it must also be classified as controllable or unavoidable, and companies must consider this to manage turnover efficiently.

After Dalton's and Todor's study (1979), they distinguished the difference between functional and dysfunctional turnover, which means good performers and poor performers. It is important for organizations to find out whether there is a relationship between performance and turnover. In other words, while functional turnover (poor-performance quitting) could have a good impact on overall organizational performance, dysfunctional turnover should be controlled and reduced to prevent high-performers from leaving. However, Hollenbeck and Williams (1986) found out in their examination of salespersons that there is no correlation between performance and functional or dysfunctional turnover. There is no strong connection between performance and turnover, and it is not significant.

The effects of voluntary turnover on organizational performance might be overstated. According to research, bank supervisors were asked whether they could easily replace employees who left voluntarily. The study revealed that 71% of the responses indicated that those employees could be easily replaced. This is another indicator that voluntary leavers are not necessarily disruptive to organizations. Additionally, 42% of those voluntary leavers were identified as poor performers. Looking at the numbers without categorizing and analysing the nature of the turnover could be misleading for organizations (Dalton et al., 1981).

To acknowledge the organization's performance, we must understand its many determinants; looking at organizational performance from only one perspective would be wrong. To have a holistic approach to organizational performance, different fields should be aware of other determinants of organizational performance. To explain this organizational performance phenomenon for every department, having strong theories is a necessity before implementing these theories; it is necessary to measure and test them (Richard et al., 2009). Such as the hypothesis that employee turnover is a negative indicator for organizational performance.

There are different approaches related to organizational performance that should be integrated to measure it in the best way (Chenhall and Langfield-Smith, 2007). As HR focuses on sociological perspectives, non-financial indicators are important for having an impact on organizational

performance. On the other hand, non-financial reporting aims to influence financial reports and company inputs.

In other studies, organizational performance is associated with organizational culture. Sharing values with employees creates a strong bond between the company and alignment with both employees' and the employer's objectives. Constantly losing many employees damages social capital (Akpa et al., 2021). In the literature, empirical studies in the chemical sector support that organizational culture has an impact on organizational performance, and there is a positive relationship between organizational culture and social capital through organizational performance (Nuryanto et al., 2020).

Meta-analysis found the overall correlation between employee turnover and organizational performance to be 0.03, which could be read as a weak connection. The study was undertaken with awareness of the complexity of the world of turnover in organizations. Study revealed that this relationship could become stronger or weaker depending on the other powerful components such as sector, organization type, size, and employee level (Hancock et al., 2013). As Einstein says, everything is relative.

2.3 EMPLOYEE TURNOVER AND ORGANIZATIONAL CULTURE AND LEADERSHIP

Culture is known as a way of doing things, shared values, beliefs, reactions, and collective intelligence. It is a popular and important term for organizations. The role of organizational culture must be grasped. Cultural fit should be recognized as a key role. The organization's culture fosters employee well-being and decreases the turnover rate (Sylejmani, 2023). It is found that organizational culture mediates the relationship between job satisfaction and the decision to leave. Employees with high job satisfaction have a lower intention to leave than others. This brilliantly articulates how important organizational culture is for organizational performance. (Medina, 2012). It is considered that high job satisfaction is linked to job performance (Petty et al., 2025).

In the literature, it is found that different types of organizational culture (bureaucratic, clan, entrepreneurial) in order might reduce and influence employee turnover in different types of (Kwakye, 2018). Managing, evaluating, and adapting culture in organizations is one of the known functions of the HR department.

Organizational culture is also found to be a strong mediator between organizational performance and employee turnover. A study in the literature found that while organizations experience high employee turnover, their performance is expected to decrease; however, an organization with a strong organizational culture is likely to be affected only slightly by high employee turnover (Mohr et al., 2012).

Retention works against turnover. In the Indian context, the study found that organisational culture is an important determinant of retention. Employees would stay longer with companies that share the same perspectives as their employees (Anitha and Begum, 2016).

The study (Wright, 2021), utilizing a systematic literature review for employee turnover and organizational culture terms, found that clear relationship between these two terms. The culture has an impact on quitting decisions and the turnover rate.

It is also important to note that countries with slavery legacies have been examined as having low-social-capital cultures with limited trust in one another. This also shows that the relationship between employee turnover and social capital is multi-dimensional, and the effects of employee turnover on social capital are not the only indicators of this complex structure (Uttermark, 2020).

An interesting study in the literature examined the relationship between pay and turnover intentions, mediated by organizational culture across different generations. The study suggests that the mitigating effects of organizational culture on the relationship between turnover intention and pay vary depending on the generation. The findings from the study advise organizations to assess their turnover rate classified by generations due to the different characteristics of every generation. For instance, Gen Z represents the group with the highest mobility among these different generations. While rewards may be sufficient to retain Baby Boomers, Gen Z is seeking work-life balance. In this case, the organization must understand the differences among employees and tailor HR approaches to their specific needs (Lee et al, 2025)

Organizational environment and culture consist of elements such as performance satisfaction, career development, and employee involvement. Human resources implementations are important for creating an attractive organizational environment and culture for employees. Considering a competitive and unfavourable market, companies should implement policies that prioritize employees in organizations apart from wages. According to research conducted, leadership is also crucial to support and ensure that those HR implementations are carried out to create the desired organizational culture. In terms of attracting employees, the HR policies are also vital for retaining employees. Having the desired culture and supportive leadership styles in organizations would decrease employee turnover in organizations (Alkaabi et al, 2024).

As employee HR policies should be tailored according to different sectors, this perspective also works regarding organizational culture. While retaining employees and having low employee turnover are important for organizations. The study conducted across different sectors says that there are different culture types, such as adhocracy, which engages employees to create new ideas, letting them take risks, and flexible structures. Clan culture is also suitable for the IT sectors to retain employees in the organisation. On the other hand, in the manufacturing sector, a performance-based culture is assessed that has an impact on high employee turnover (Pathan,

2022). In terms of employee turnover and its impact on profitability, organizations should consider and plan HR holistically.

It is found in empirical research that transformational leadership style has an impact on collaborative culture; moreover, on the intentions of people in deciding to leave. The findings support the relationship between transformational leadership and organizational performance. These leaders can motivate people around them and create a collaborative culture, which is important in influencing employees' decisions to leave (Sun, R., and Wang, W., 2017).

Another study (Obiwuru et al., 2011) suggested that small businesses should adopt transactional leadership. Opposite to Sun and Wang (2017), the research highlighted that the transactional leadership approach is important to organizational performance. These researchers put forward the importance of the size of the business while determining leadership as a mediator concerning organizational performance and culture.

Ethical leadership has been found that this leadership style has an impact on reducing employee turnover by creating a trust environment in the workplace. The study has been conducted in federal agencies; for further information, it could be better to examine ethical leadership's effects on the public sector also (Choi, 2025). Authentic leadership style is found to play a key role in retaining valuable employees and reducing turnover intentions among employees with the help of engagement (Azanza et al, 2015). That's another important implication from the literature: leadership styles are also powerful aspects of turnover in terms of influence.

Different styles of leadership might have different levels and types of connection with turnover intentions. According to Maaitah (2018), while the transformational leadership style has a negative relationship with turnover rate, that is also a supporting result for the relationship found by Sun and Wang (2017). Maaitah (2018) also noted in the research that there is no significant relationship between turnover and transactional leadership; thus, it can be said that leadership has an impact on turnover, but it cannot be generalized unless the specific leadership style is identified.

While the transformational and transactional leadership styles are not associated with turnover intentions in the study, the laissez-faire approach is associated with a significant negative relationship with turnover rate. The study put that in a way that while transformational leaders build human connections with employees, transactional leaders create a way with subordinates in a task-oriented manner. However, laissez-faire leadership style pioneers would not be successful in building a relationship, which can influence employee quitting decisions (Suslik et al, 2022). There is another supporting study about leadership styles (Geh Ming et al, 2021), stating that directive and servant management styles have a significant positive relationship with employees while retaining. According to this role, leadership is a powerful tool to ensure employees are

happy in the organization. Being successful in reaching the objectives for operational targets of the organization, it is also important to utilize leadership effectively as HR policies are implemented and integrated. That study conducted in the hospitality sector is also important, that one more time laissez-faire leadership is found to have a negative relationship with employee turnover. Participative leadership style is also found to have a negative relationship with employees' quitting decision.

While laissez-faire leadership is considered to have a weak impact on turnover intentions, transformational and transactional leadership styles stand out. The study (Bhatti et al, 2012) has been conducted among 205 teachers in the private and public sectors to find that employees are happier in workplaces where they can act without fear of making a mistake. This kind of freedom boosts their job satisfaction. It is repeatedly stated in the literature that job satisfaction has a negative correlation with turnover rate. It can be inferred that while building relations via transformational and especially transactional leadership styles, it is necessary to reassure employees that they are allowed to make mistakes.

2.4 EMPLOYEE TURNOVER AND CUSTOMER SATISFACTION

Does employee satisfaction and turnover have an impact on customer satisfaction and revenue? A study explains that non-financial measurements should be linked simultaneously with financial results. Empirical evidence shows that there is a strong relationship between employee satisfaction and turnover, which has an indirect link between employee turnover and revenue (Banker et al., 2000). Thus, as this study believes in the relationship between turnover and profitability, Banker (2000) and his colleagues found a way to present this relationship.

As supporting research, it has been found in banks in America that customer satisfaction decreases as the employee turnover rate increases. That is important to organizations, as approaching employee turnover as just a cost, it also has a significant effect on customer satisfaction, which is linked to profitability (Woods, 2015).

There is a study in the hotel environment that found high employee turnover could cause poor-quality service to customers, which would potentially lead to negative results in profitability for organizations (Kimungu and Maringa, 2010). In general, it is important to understand the link between customer satisfaction and the employee turnover rate to comprehend one of the key factors—customer satisfaction—and its relation to profitability. The study (Anderson et al, 1994) found that firms investing in customer satisfaction truly get paid off. The important thing is timing and patience because the investment in customer satisfaction cannot be seen in the short term with profitability.

Another related factor to organizational performance is customer satisfaction. Based on the research (Hurley and Estelami, 2007) on customer satisfaction and employee turnover, no linear relationship was found between these two indices. Customer satisfaction is a strong indicator for companies that want to be successful. There is also a view that customer satisfaction is associated with employee turnover in a non-linear way. That view supports that employee satisfaction is the return of customer satisfaction. Using employee turnover as an indicator of customer satisfaction should be researched further.

Compared to job satisfaction, customer satisfaction might take more time to pay off, which highlights the importance of duration in research on the relationship between customer satisfaction and employee turnover (Evanschitzky and Wangenheim, 2007).

Nonetheless, according to another study (more than 5 years), it has been found that customer satisfaction is related to profitability. Making a connection between employee turnover and customer satisfaction could be important for organizations while assessing the profitability (Williams and Naumann, 2011).

Subramony and Holtom (2011) also found that employee turnover has a negative impact on financial performance via customer satisfaction. The study emphasizes that employee turnover is not only an HR problem, but also critical for the financial objectives of the organization. Losing customer relationships due to losing a liked employee by customers would cost organizations. From this study, it can be said again that the degree of importance is especially important regarding sales roles and roles that have direct contact with customers.

This study endeavours to make a connection by analysing between customer satisfaction and employee turnover, which is potentially related to the organization's financial outcomes. In another study, after claimed that customer satisfaction has an impact on financial performance. Subramony and Holtom (2012) again claimed that, in a long-term analysis that employee turnover would also disturb employee branding and customer satisfaction. The employee turnover rates would also disturb employees' customer focus due to losing jobs and deciding to quit being affected by other colleagues who have left. These terms are integrated and affect each other because, from another perspective, customer satisfaction would increase the employer's brand, which is helpful in hiring to attract potential employees.

2.5 EMPLOYEE TURNOVER AND JOB SATISFACTION

Employees who are satisfied with their jobs seem more attentive to customer service, which is a potential source of profit for organizations (Evanschitzky and Wangenheim, 2007). Job satisfaction is used to explain the degree of happiness of employees within organizations. A study conducted in the military found that retention or contract extension is related to satisfaction with

the conditions. Soldiers who do not feel satisfied with their jobs tend to leave. It can be inferred that low job satisfaction could cause turnover (Ia, 1977). Although low job satisfaction is associated with turnover, job satisfaction has a weak correlation with job performance according to Michale (1989). The reason for examining the relationship between job satisfaction and job performance is to make an inferred decision about the implications if job satisfaction decreases, namely, that job performance would also decrease. While job satisfaction is known as one of the factors affecting employee turnover, it can be said that job satisfaction should have a negative relationship with employee turnover concerning profitability in organizations.

Job satisfaction cannot be associated with employee turnover without considering external and internal factors; the relationship between these two variables is also influenced by labour market conditions. When there are limited opportunities to move to a new job and low mobility in the labour market, the relationship between job satisfaction and employee turnover becomes weaker (Carsten and Spector, 1987). Based on the view of the relationship between job satisfaction and turnover in an inverse way, it might be misleading to draw any implication without considering the labour market.

In addition to the job satisfaction-employee turnover relationship, job satisfaction should be studied by considering the differences between generations. According to research in Kazakhstan, while the X generation seeks security and colleagues, the Y generation goes after freedom and independence. These differences should be noted while aligning and measuring job satisfaction and its relationship with turnover to establish successful implementations (Sagituly and Guo, 2024).

Employee voice is an extenuating factor regarding employee turnover rate and its relationship with job satisfaction. In the nursing sector, organizations that have systems to provide feedback from their employees are more successful at retention. Employee voice systems are also another alternative to unions because unions have an important effect on retention, and employees tend to see unions as their representatives in the workplace (Spencer, 1986). In this way, to keep employees who have low job satisfaction, it is important to make them feel heard and seen. Preventing turnovers due to job satisfaction and job performance should be another elaborate and comprehensive research topic.

There is another supporting study that says, in the long term, feedback and job satisfaction have a positive relationship. It can be interpreted that feedback has a mitigating effect on the turnover rate. Due to the limitations of the study, it is suggested that the findings should be approached cautiously. The feedback system might not suit every type of employee, while not everyone is always the same degree open to feedback (Anseel and Lievens, 2007). Openness to feedback should be considered an important personal trait.

While job satisfaction depends on many different factors in the workplace, such as communication, wage, reward system, and work-life balance, the study found a significant relationship between job performance and job satisfaction. Overall, it can be stated that promoting job satisfaction would decrease the turnover rate and, at the same time, increase job performance in organizations (Zhenhua et al, 2024).

Studies about customer satisfaction, job satisfaction, and performance are still new in the literature and not fully confirmed. According to the study (12 months), while there is a positive relationship between job and customer satisfaction, no link has been found between job satisfaction and performance (Bernhardt et al, 2000). Judge et al (2001) in the meta-analysis found that there is a 0.30 correlation between job performance and job satisfaction. This result cannot be underestimated; it can be read that job satisfaction has some impact on job performance, but it's not enough on its own to increase job performance. Davar and Ranju (2012) also found the same correlation result in the meta-analysis, which is a 0.30 correlation degree between job satisfaction and performance; however, Davar and Ranju mentioned that there might be differences in different cultures and job titles.

Ahmad, H et al (2010), in Pakistan, surveyed 310 workers; the study found that there is an insignificant relationship between job performance and job satisfaction. The study strengthens the idea that job satisfaction has no strong impact on job performance.

Job satisfaction is made up of pay, friendly colleagues, free food service at lunch, and work-life balance, which is related to well-being and job satisfaction. The study has been conducted based on Indeed employee feedback. The study found that while pay comes first as a determining factor in the retail sector, length of the break also stands out in the retail sector regarding job satisfaction. On the other hand, data says that well-being applies more heavily in the finance and IT sectors. That study also indicates that job satisfaction might be different in different sectors. (Sainju B et al, 2021).

According to another research that has similarity with Sainju et al. (2021), the study analyzes the Glassdoor reviews Stamolampros et al (2019) focused on the retail and hospitality sector while examining the people's feedback on Glassdoor. According to research on people in the retail and hospitality sector. The study says HR should follow the feedback while developing new HR policies. That would bring financial benefit in return to the organization. Those sectors have been examined in the scope of America; thus, cultural differences also might be impactful on job satisfaction, as generational differences have their own features. Career opportunities, leadership, and organizational culture are identified in the study as those factors that have an influence on job satisfaction.

Another study (Lai and Chen, 2012) supported that job satisfaction has a negative impact on quitting decisions. This study's focus is on sales roles, and it revealed that employees who have job satisfaction tend to stay longer in the organization. The study also mentioned, as stressed in the job performance level section, that self-efficacy would drive the employee to work hard and set the standards higher than others.

3 RESEARCH OBJECTIVES

This research will approach the employee turnover rate from the discipline of human resource management. The primary aim of this study is to grasp and deepen the understanding of employee turnover to profitability across different organizations and sectors, based on the belief that the relationship between employee turnover rate and profitability requires further empirical data through longitudinal research methods over an extended period. The study will seek to answer what type of relationship exists between employee turnover and profitability, and how this relationship could be used for managerial implications. This study's goal is to prepare the ground for future tests to confirm the collected data using a larger dataset.

These are the primary questions that the study is trying to find answers to:

1. Is there any relationship between performance levels and employee turnover?
2. Is there any relationship between organizational performance and employee turnover?
3. Is there any relationship between leadership and organizational culture with employee turnover?
4. Is there any relationship between job satisfaction and employee turnover?
5. Is there any relationship between customer satisfaction and employee turnover?

3.1 RESEARCH METHODOLOGY AND PERSPECTIVE

This paper utilizes qualitative methods for the research. The main purpose of research is a process of finding or discovering new findings in a particular field, along with producing hypotheses to be tested. A review-centric research approach is used in conjunction with qualitative methods to summarize the literature and identify new connections related to HRM. The reason for using qualitative methods is to better explain the typical behaviours of a particular subject, such as questions like who, what, when, where, and why. The quality of data collection and analysis determines the degree of achievement for the subject (Oun and Bach, 2014).

3.2 RESEARCH PHILOSOPHY ASSUMPTIONS

Having the right philosophy backs the researcher's research method. The basic questions, such as what, why, and how to research, help find an appropriate methodology. Understanding research philosophy enhances the researcher's confidence in the study while enriching their perspective, such as constructivism and positivism. Philosophy and method should suit each other; any conflict would disturb the quality of research (Holden and Lynch, 2004).

Before starting to theory development, this study reviews the literature on two different philosophies, which are ontology and epistemology. Ontology takes care of the reality; regarding reality, it might differ for individuals based on their worldview (Saunders, et al 2009) Ontology approach is frequently seen as the beginning of science. Epistemology is seen as the result of knowing knowledge. The methodology is our approach to research strategy (Aliyu et al, 2015). Axiology is a checkpoint of values and their effects on studies. Quantitative approaches generally differ from facts and values, while qualitative methods believe that researcher also have their specific perspective that might impact the research (Moroi, 2021).

This study believes that the reality could be perceived differently by every unit. If reality is different, assuming epistemology refers to the study based on the view that knowledge can be gained through explanations of reality with different subjects and experiences as much as possible. This study focuses on the people's experience from different businesses to acknowledge their reality in terms of turnover and its relation to profitability.

3.3 RESEARCH PHILOSOPHIES

Saunders et al. (2019) classify philosophy as four main approaches: positivism, realism, interpretivism, and pragmatism. The interpretivism enables researchers to have deep insights while examining the experiences and their deep views. On the other hand, positivism would enable the studies to have more statistical data, highlighting the reliance on studies. In the interpretivism epistemology, researchers have the chance to see insights into participants' experiences in specific research. (Alharahsheh, and Pius, 2020).

Based on ontology, interpretivism enables this study to interpret information so that reality is linked to the perception of human interactions and views. Human sciences are a complex and multi-dimensional subject that should be investigated deeply. Before creating a theory, to have a chance to see different views on the subject, interpretivism should be chosen for this research, and then, with the quantitative methods hypothesis could be tested.

3.4 RESEARCH APPROACHES

Saunders et al. (2019) state three different methodologies in the second level of the onion. These are deductive, inductive, and abductive approaches. The inductive approach says that qualitative methods should be used with small examples to investigate deeply and have a chance to see stories from different sides. The deductive approach highlights the numbers as they are facts to test the new theories created by the inductive approach.

Adopting an interpretivism philosophy via qualitative methods in order would help this study in understanding the relationship between employee turnover and profitability from their perception, and an inductive approach would try to generalize these experiences in creating a theory to be tested by quantitative methods in further research.

3.5 QUALITATIVE APPROACH

Qualitative approaches are considered in analysing non-numerical data such as words, pictures, and stories. This approach would help researchers find a variety of insights into the subject from different participants. Thus, the approach would try to skim the experiences of participants to reveal the relation of the subject. Originality, variety, and individuality are key terms regarding qualitative approaches (Brodsky et al, 2016). These terms are revealed from the specific challenges of the qualitative approach.

It is important to remember for researchers that, like quantitative methods, qualitative methods also have downsides. According to Malterud (2001), due to the nature of data and the researcher's impact on the study would cause a sort of subjectivism through reflexivity and preconceptions. This would pose a risk of difficulty in transferability, which is related to validity.

This study's research decided to take a qualitative approach because employee turnover's multi-dimensional two-sided structure was neglected in the literature. The qualitative method would help the researcher to interpret and improve the understanding of employee turnover while exploring the relationship between employee turnover and profitability.

3.6 RESEARCH STRATEGY

It is found appropriate to use in-depth interviews with a group of people for the study because of an analysis approach, along with using qualitative methods. This method would give the researcher better research data than doing quantitative methods with a larger group in terms of understanding the different aspects of employee turnover. The researcher chose to do in-person interviews to be able to get the insights from the participants carefully. An inductive approach is a part of research to help in examining those different aspects of employee turnover via themes (Saunders et al., 2019).

3.7 ADVANTAGES AND DISADVANTAGES OF IN-DEPTH INTERVIEWS

Researcher bias, according to Saunders et al. (2009), is one of the potential risks regarding the recording of words and non-numerical data gathered by researchers. The view of the researcher might prevent the accurate analysis of the respondents' answers in the interviews. To avoid this disadvantage from occurring, the researcher would use a questionnaire list that is categorized by themes into divisions. This would help the researcher stay on subject and avoid digressions. Language barrier is also one of the potential risks regarding conducting an interview; if the barrier is too high to overcome, then the interview might not be successful as it is planned (Henley, 1979, cited in Barriball and While, 1994).

Using semi-structured interviews is advantageous because the subjects are multi-dimensional and complex, such as employee turnover and its relationship. Utilizing this method would help to discover new information or clarify the ambiguity. The method would help to grasp rich information on subjects that are not easy to put (Barriball and While, 1994).

3.8 INTERVIEW STRUCTURE

In-depth interviews provide a rich information set for the subject being studied. The semi-structured interview model is selected by the researcher to have the opportunity to shape the interview while gathering new information. The semi-structured interview might take between 30 minutes and 2 hours. Individual semi-structured interviews allow participants to dive deeply into matters regarding the research and their answers. The interviewer should also be prepared to manoeuvre from the planned direction before the interview starts, as these new paths, based on the interviewer's knowledge, can open very beneficial roadmaps for the researcher (DiCicco-Bloom and Crabtree, 2006). The semi-structured interview's flexibility allows the researcher to gain a deeper understanding of the individual's experiences (Saunders, et al 2009)

The interview method would be conducted via video calls using today's advanced technology. The interview method was selected to be conducted via calls due to the limitation of distance, and it was suitable for both parties. Having face-to-face interaction would be helpful to have social cues when it's necessary. However, the interviews would be conducted with experts from the sector about the field, so the factors like body language and tonality would be less important in this context. The interview was interpreted by active listening, open-ended questions, and the record of the interview was transcribed by the meeting platform (Opdenakker, 2006).

3.9 SAMPLE

The researcher adopted purposive and convenience sampling together. Convenience sampling stands out with the simplicity of access to people in a planned way by considering accessibility. This is a method that is a non-probability and non-random way to sample for researchers. The

author decided to focus on interviewing people who are easy to access for an interview. The most common limitation for this sampling is that it can bring up subjectivity and bias due to natural relationships and deliberate selection of the author with participants. For this sampling method, being affordable is an advantage as it prevents a costly process. Purposive sampling is when the researcher wants to interact with participants who have rich information and experience in the related field. This would be a useful method, especially in research that requires a good amount of knowledge and experience (Etikan et al, 2016).

In this study, the researcher conducted interviews with five high-level managers from well-known companies with high reputations across all generations in Dublin and Istanbul. These interviews were aimed at collecting insights from capable professionals. The researcher selected to use non-probability sampling with its suitability for qualitative research (Saunders et al, 2019). One of the main challenges for the selection sample is whether it is adequate or not to progress. Most of the researchers believe that it is a subjective phenomenon (Naderifar et al, 2017).

The reason for selecting 5 persons is that the researcher considers them sufficient; these people, whether they have an HR background or are finance experts, with very high positions such as HR Director, CFO, or Operations Manager. Researchers reckon that having people with experience in the real sector is more suitable than quota sampling, which focuses more on the number of people (Gill, S.L., 2020).

3.10 DATA COLLECTION AND DATA ANALYSIS

The semi-structured interview method is still central and popular among researchers because of its flexibility, especially when the study requires a deep understanding of the subject. The chance for interaction with participants engages them and allows the researcher to examine and investigate the desired connections hidden in participants' answers. To ensure proper and unbiased data collection, the interview conductor's approach is crucial and should be professional with the participants (Adhabi and Anozie, 2017).

It is also important to consider one of the challenges of the interview data collection method regarding ideas and statements that may not always be suitable. People who state that employee turnover has a negative correlation with profitability might have a different experience, but their statements reflect their core, difficult-to-change ideas. This could create a problem for data accuracy as a challenge while semi-structured interviews are selected to listen to and examine people's professional experiences, and the only way to discover those experiences is through their words, and the researcher has limited control over that (Witschey et al, 2013).

Each participant's permission was taken to be recorded by the Microsoft Teams meeting recording feature and the iPhone voice recorder. The reason for using Microsoft Teams is that it

transforms the voice recording into text. The participants were also informed that their voices would be deleted after the study was done.

The thematic data analysis starts after all the data is collected. The researcher decided to conduct qualitative data analysis methods to analyse information gathered from interviews with five leaders from different sectors in Dublin and Istanbul. Thematic analysis was used in order to identify and extract significant themes significant findings from the words of participants.

The researcher would try to find out the connections in the answers from the participants between the 5 themes identified with employee turnover. The thematic analysis process consists of noting and classification of the terms that are repeated in the dataset, which is the interview.

Thematic analysis is different than content analysis because content analysis includes statistical data, while thematic analysis does not require any numeric data. With the similarity to grounded theory, thematic analysis tries to develop new theories based on the data collected. After careful review of the interviews to detect the codes, which might require a lot of time reading, the researcher would be able to identify the main initial terms and words that are frequently used in the interviews. Identified those codes that would draw those themes to be reviewed. It is also important to remember that the use of the qualitative method is flexible; themes might be identified after the literature review, however, with the knowledge of interviews, the study could be shaped differently in the light of open-ended questions, and themes and connections could be re-identified (Riger and Sigurvinsdottir, 2016).

3.11 RELIABILITY AND VALIDITY

Auditability will be used during data collection and analysis; throughout this process, every piece of information will be recorded. Participants would be informed about the recording stage to ensure the research meets the requirements for validity with audibility. External validity refers to where the findings from the study can be applied, while internal validity focuses on what the study means. (Malterud, 2001)

Credibility is about participants' reactions to the study results. The results would be shared with participants. On the other hand, dependability refers to consistency in the findings. Some factors support the validity and reliability of this study (Riger and Sigurvinsdottir, 2016).

3.12 ETHICAL CONSIDERATION

Throughout the research process, the researcher followed the National College of Ireland's "Ethical Guidelines and Procedures for Research Involving Human Participants." An ethical review application was included with the proposal submission for this study.

It is also important to mention that, due to the semi-structured interview method, the researcher would obtain their participants' consent to be part of the research and would act professionally, without considering the relationship between the participants and practitioners outside the interview. These two ethical issues are also noted by Allmark and his colleagues (2009).

For privacy and confidentiality, after consenting to participate, the participants are informed that their identity will not be disclosed, and their voice will be archived and recorded for use in thematic data analysis (Corti et al, 200).

4. FINDINGS AND DISCUSSION

This section aims to present an in-depth analysis and discussion of the findings from semi-structured interviews, illustrating the application of qualitative methods in research on employee turnover and its relationship to profitability. The themes and terms frequently mentioned during the interviews are categorized for analysis and comparison with existing literature views. The themes are identified through the responses from participants and with the help of the literature review.

4.1 THEME 1: JOB PERFORMANCE LEVELS

To assess the relationship between employee turnover and profitability, it is essential to classify employees leaving the company based on their performance levels and contribution to the organization.

Being irreplaceable for organizations might differ from job title to sector, and depending on the job performance. This study suggests that employee turnover should be reviewed, considering whether people who are leaving are high or low performers.

A: What I see till today is that employee turnover consists of high performers. Because they have a high quality, they can find another job, and when they apply for a job, they will be accepted at a higher rate than others.

B: Absolutely, people who with high performance have a high turnover rate. But that also depends on the circumstances. That's my insight, but I cannot see what the data says.

C: Of course, yes, high performance.

D: I think high. Many people would be high performers.

E: Yes, from my perspective, people who are leaving are generally described as high performers.

Voigt and Hirst (2015) say that people who have high performers are more likely to stay in the company, especially if they have promotion goals. According to the answers from participants based on their experiences, people who are leaving are mostly high performers. Here is maybe

where HR should be involved, that if high performers leave, that means that they stopped believing in development and promotion in the current organization and started to seek opportunities in the external market. HR should review its reward system and try to retain its high performers.

The insights are collected from the participants, pointing out that the relationship between employee turnover and job performance is negative. Every interviewer agreed that voluntary employee turnover consists of people who are leaving the company, mostly high performers (not everybody). This general perspective is unmatched what the literature says; the literature reviewed in this study defends that there is no separation or strong correlation between job performance and employee turnover. By and large, people who leave are poor performers. (McCulloch and Turban, 2007).

There is also a different view in the literature that, by and large, people who leave are poor performers (Dreher, 1982). However, this view did not receive support from the participants.

All participants also agreed that wage comes first than other factors regarding the quitting decision, as they agreed that high performers tend to leave mostly. While examining the job-performance levels and employee turnover, Griffith et al. (2000) state that there is a weak, positive relationship between job-performance and employee turnover. This relationship becomes significant while there is a reward system, such as wages and bonuses.

C: But I would not say people who are leaving from hospitality sector in which I am currently, are mostly high performers. Sometimes there are different reasons to leave. People who work in the hospitality sector might be mostly students such as changing their career paths after graduation.

It is a natural process because in the hospitality sector, career development is one of the reasons for people to leave their jobs, as employees see these jobs as stepping stones or temporary options. Pu et al. (2024) also stress that people are leaving their jobs due to burnout, emotional damage, and rudeness from customers.

A: Employees who have a stronger connection with customers would be more critical. Such as BDR or SDR roles.

This insight supports that job differentiations are also important regarding employee turnover and their impact on profitability. Job difficulty and specification would be critical depending on job performance and profitability. More difficult jobs could require a moderate level of turnover to prevent and bring work blindness, new ideas, and creativity (Meier and Hicklin 2008). 5

A: If there is unemployment, that would decrease the opportunities out there, thus employee turnover would decrease.

D: People who should get rewarded based on their job performance.

E: Yes, If there is inflation in a country, employee turnover would increase because employees would like to prevent their money from being devalued.

That opinion also supports the evidence found in the study by Allen and Rodger (1999). The correlation between employee turnover and profitability is influenced by other factors, such as reward systems or visibility. If there is low visibility in the market due to different reasons, such as inflation. That would decrease the turnover rate.

Even though participants generally find the relationship between job performance and employee turnover to be positive, as job performance increases, an employee's potential turnover would also be high. Dreher (1982) could not find any strong relationship between those two variances. Following-up questions emerged that they also admit it is not a black and white situation to be assessed. Many other factors influence this complex relationship. As the study assumes before the interviews are done based on the literature, even though, overall, this relationship is found that have a negative correlation. Job performance levels and the employee turnover relationship should be examined under their conditions to identify their impact on profitability.

Liu et al. (2024) used a meta-analysis method in research on employee turnover and found that job performance, job satisfaction, and job embeddedness would decrease employee turnover. The study also mentioned that job alternatives increase employee turnover because this would increase the chance of movement in the market. What this study suggests is that those factors on employee turnover again depend on the cases. Even though job performance has a positive impact on job satisfaction, which is one of the important elements that diminishes employee turnover. There might be different scenarios for people depending on their tenure, experience, skills, and experiences. So that model cannot be applied to every organization. For example, people who have high performance are expected to stay in the organization due to job satisfaction and job-embeddedness; however, if there are better alternatives in the market, then the employee would decide to leave. While employee turnover models are read, their moderators, such as inflation, better alternatives, and desire for movement for a new challenge, should be considered. It is also important that it could be different based on cultural and generational differences. HR experts should start looking beyond the statistical data and examine closely their cases in the organization.

After critical analysis of the literature and the data analysis, finally, organizations should classify their leavers first based on the performance measurement; thus, it would be easier to identify whether their leavers are high performers or low performers. That would be helpful to have an opinion for organizations to examine the relationship between employee turnover and its potential outcomes on profitability. According to the literature, probability is highly probable that

employee classifications mostly consist of people who are mid-level performers. Extremes such as low and high performers are less amount of people than the rest of the company. Companies should determine which group of employees mostly work in their organization, ranked in performance, and who are at risk of leaving. That would be the first step for them to examine the relationship between employee turnover on profitability based on performance and develop retention programs separately for each group of employees, such as low, mid, and high performers. Companies should also recognize regardless of which group of employees is leaving, there is a recruitment process cost that diminishes the profitability at the end of the financial year as costs are taken off. From this perspective, it can be stated that if leavers are poor performers, that could bring a financial gain to organizations, assuming newcomers would perform better than leavers, which is not certain, and in the short term, considering the learning curve, which might be different for individuals, jobs. Newcomers' potential performance would always be a question mark, although candidates look like a great fit for the organization in terms of experience and organizational culture.

4.2 THEME 2: ORGANIZATIONAL PERFORMANCE

In this part of the interview, participants asked questions that are related to organizational performance and its relationship with employee turnover. This link is questioned by considering that it would be impactful on profitability.

A: Organisational performance means every unit running after the same objectives to get them done.

C: Organizational performance is linked to every department and its implementations. Involving the HR department.

Thus, Organizational performance is considered a multi-dimensional structure. Gleebeek and Bax (2004) said that there is no certainty in the relationship between employee turnover and organizational performance. That is down to the form of organizational performance and at the same time, employee turnover. These two 2 terms are compounded. Employee turnover also differs from inside itself as voluntary, involuntary, functional, and dysfunctional (Dalton and Todor, 1982)

B: Organisational performance should be measured in the long term, and their investments should be sustainable.

Li et al. (2022) said employee turnover would bring financial uncertainty, which is mostly negatively associated with financial performance. Thus, that finding is also in sync with the findings from this study. Li also states that it is not a relation that can be read with one perspective, such as sector, company size, which are also important.

A: High Turnover might disrupt organizational performance, but this degree of disruption is again dependent on the other factors.

B: This (employee turnover) should be a natural process.

C: I see this (employee turnover) as a natural process.

D: There will always be someone leaving.

Dalton and Todor (1979) say that especially for those people working in jobs (waiters, receptionists) that require low qualifications, they would look at other opportunities to find their primary jobs. Those view states that employee turnover should be assessed and measured, considering also the sector's facts, which naturally have differing trajectories in employees' job seeking. In this case, it is stated in the study by Dalton that rather than hiring new staff than building retention plans could be more effective in a cost-effective way. That would also suggest an idea that the high turnover rate is an unbeneficial but natural process for organizations. That would match the findings of the study done by Meier and Hicklin (2008).

A: High Turnover might disrupt organizational performance, but this degree of disruption is again dependent on the other factors. Just because a few people left, we can't say that the organizational culture would collapse.

Hancock et al. (2013) found that the relationship between employee turnover and organizational performance was not as strong as it is expected. The study revealed that the relationship might be affected by other factors such as sector, title, organization type, etc. This idea has been supported by the data collected during the study. The employee turnover and its relationship with organizational performance does not only one answer.

B: Hiring the right candidate is also important; the adaptation with the person and the organization's culture, and the adjustment of goals should be in sync with the candidate.

Hossain et al (2015) say that reducing employee turnover should also be considered at the first stage of recruitment. The right HR practices can mitigate employee turnover.

In general, the insights on employee turnover and its relationship with organizational performance, which is one of the main factors for profitability, are considered crucial. Participants shared their experiences on employee turnover and its relationship with organizational performance by saying that high turnover is mostly associated with low organizational performance; thus, profitability should be affected negatively by this link. However, this opinion has some contradictions in the literature. To find the accurate relationship between employee turnover and organizational performance, the study suggests that organizational performance and employee turnover should be assessed in their circumstances.

4.3 THEME 3: ORGANIZATIONAL CULTURE AND LEADERSHIP

In this section, participants answered the question about organizational culture regarding its relationship with employee turnover and organizational performance. Kwakye (2018) mentioned that the different types of organizational cultures might have different outcomes in employee turnover.

A: The main reason for people to leave is wage; secondly, it could be management and organizational culture.

B: Organizational culture is an important factor in people's decision-making process.

E: While people decide to leave, wage comes first, secondly management, at the last factor is career opportunities.

According to Chauhan and Patel (2013), research that has been done in the IT sector, wage comes first for people who tend to leave. In the study, it has also been mentioned that lack of training opportunities and an absence of appraisal systems. Participant E (IT Director) also mentions that due to fast technological developments, in the IT sector, development and staying up to date with technological innovations are very important. That again strengthens the idea that every sector has its characteristics in quitting decisions.

It is beneficial to mention that career opportunities might have different meanings for different sectors. Stamolampros, P. et al (2019) say that career opportunities are important for job satisfaction in the retail and hospitality sector. However, while career development means that with novel advancements in the IT sector, for an employee who works for a retail company, that might be a step up in the management role.

(Sylejmani, 2023) states that beneficial organizational culture can increase well-being, because employee turnover would reduce it. This study strengthens the idea that has been found in the interviews, that organizational culture and employee benefits, such as feeling valued, might reduce employee turnover. The cultural fit would play a key role here while reducing employee turnover and fostering organizational performance. These findings would also support the idea that the quitting decision is not only dependent on the wages; employees are also affected by managerial factors such as leadership and organizational culture on their quitting decisions.

A: Yes, leadership can change the employee's perspective of the company.

B: Yes, leadership can change organizational culture. (Which is also important to employees regarding the quitting decisions.)

C: The different managerial styles would have an impact on employee turnover.

D: Leadership is an important aspect of an organization, which is also important for employee turnover.

Suslik et al (2022) claim that the different leadership styles would shape the employees' quitting decisions. Those leadership styles should be classified, and their effects are particular to quitting decisions regarding employee turnover. Thus, it can be said that employees are affected by the leader's actions and words. This relationship can cause their performance levels to rise or decrease, which is also related to organizational performance and profitability.

D: New generations are looking for something else at the companies apart from the wage, such as employee benefits or flexibility.

C: There are different generations now. They say, that Why should I exert this much?

Sagituly and Guo (2024) identified that the Y generation seeks more independence, while the X generation is looking for security and safety in their career paths. The data collected from participants also supports the idea of the differences across all generations. This view has been supported by the existing literature and this study; it could be said that generations' reasons for leaving might differ while their needs differ then each other (Lee et al, 2025).

Sun, R., and Wang, W. (2017) noted in their study that leaders can tailor and foster an organizational culture that strives for organizational performance. Our results are in line with the literature reviewed about leadership styles and organizational culture. Organizational culture is found as a key factor regarding employee turnover. Having workable conditions and a well-designed culture would influence employee turnover. In addition to that, leaders are going hand in hand with organizational culture transformation, and their impacts are important on the subordinates.

Ultimately, the data supports the importance of leadership styles and organizational culture regarding employee turnover, organizational performance, and, at the same time, their relationship with profitability. Wright (2021) established a systematic literature review based on organizational culture and employee turnover terms, and it was found that there is a strong relationship between those two terms. Those terms are intertwined and crucial for a company's HR implementations.

While leadership styles are important to organizations and should be adjusted according to the sector and its specific conditions, it is important to remember that employee turnover is not affected by only one condition or factor within the organization. After the literature review and data have been collected, it can be noted that every part of an organization is integrated with the other, and leadership also plays an important role in organizational culture, customer satisfaction, job satisfaction, and job performance. Leadership should be considered an important mediator in

the organization—maybe the most important—given its role in managing and organizing tasks through employees.

4.4 THEME 4: CUSTOMER SATISFACTION

In this part of the research, participants are asked to answer questions about customer satisfaction and its relationship with employee turnover.

A: Employee turnover would disturb customer satisfaction, especially for roles such as sales.

C: It is not the best coffee every time. High employee turnover would impact customers' experiences.

D: Customer would like to see their representatives if they are happy with them. In terms of losing a successful customer representative means also losing a solid customer relationship that organizations never want to.

(Kimungu and Maringa, 2010) has found that the quality of service would change depending on the employee. Thus, it is found in the study that high employee turnover disturbs customer satisfaction. That is another good example of the relationship between employee turnover and customer satisfaction in the hospitality sector. According to research, it is also said by Interview C that, even though there are different factors and components that might have an impact on this relationship, it is expected that the hospitality sector would always be affected by employee turnover in a negative way. It is not always the best coffee you used to drink if there is a barista change.

B: Experience is the most precious thing. Thus, turnover would disturb customer satisfaction.

According to participant B, who has worked for many years in the finance sector and secured an assistant general manager position for credits, that experience is the most vital asset for organizations.

A: Sales roles would be an example. These roles have a strong relationship with customers.

Wood (2015) found a negative relationship between employee turnover and customer satisfaction. The study, conducted among banks in America, revealed that as employee turnover increases, customer satisfaction decreases. These two pieces of evidence match and support the same idea. Williams and Naumann (2011) also say that there is a positive relationship between customer satisfaction and profitability. In conclusion, it is inherent to say that with the support of evidence, has been reviewed and collected that if employee turnover increases, profitability would be disturbed.

A: It might be different from role to role.

B: It all depends on role, organization, etc.

C: The impacts of employee change might differ throughout the organization chart.

As it is stated in participants' answers, customer satisfaction is related to employee turnover and this relationship might be stronger or weaker, its extent based on the role and other factors.

Another significant factor is for to assess this relationship is duration. It is found that customer satisfaction cannot be seen in a short time after investment. (Anderson et al, 1994). That means to see the difference and assess the relationship in different cases. It would be wise to consider them all in employee turnover and customer satisfaction relationships in their conditions. The duration to examine the relationship might be different for every sector and sales. Anderson's statement is also supported by another study that customer satisfaction requires some time to see something in return after its investment (Evanschitzky and Wangenheim, 2007).

Thus, our findings supported that customer satisfaction has a significant relationship with employee turnover that would cause financial loss or gain in the long term for organizations. Having a great customer relationship is also important for an employer's reputation, as employees would like to work in the best place to work.

4.5 THEME 5: JOB SATISFACTION

In the last section of the study, participants are asked to answer questions about job satisfaction and its potential inherent link with employee turnover, and thus, this relationship's impact on profitability.

A: People who work willingly, with a passion.

B: Feel good and satisfied after work.

D: Enjoy working.

Before the literature review, researchers used to think about job satisfaction would increase job performance. It is also supported with participants' answers during the interview process. That's the only theme where all participants reached an agreement altogether, on the same level.

A: Job satisfaction would increase job performance.

B: Job satisfaction would decrease employee turnover.

C: Yes, Job satisfaction is high; it is expected that the person would perform better.

D: Job satisfaction would have a positive impact on job performance.

E: I agree. If the person likes to do what he does, he will stay in the company.

According to Lai and Chen (2012), job satisfaction is negatively associated with employee quitting decisions. Those answers were backed up by the literature that employee turnover has a negative relationship with job satisfaction. Michale (1989) and Ia (1977) also support the idea that high job satisfaction brings low employee turnover in organizations. However, based on the literature, there are two different opinions that against the data collected. First, high job satisfaction is overly associated with high job performance (Zenhua et al, 2024). According to Michale (1989), Ia (1977), Bernhardt et al (2000), Ahmad, H et al (2010), there is no strong relationship proven between job satisfaction and job performance.

However, those common conclusions from the participants are that employee turnover and its negative relationship with job satisfaction are supported by studies reviewed; on the other hand, the opinion on job satisfaction and its expected positive relationship with job performance would not find too much support in the literature reviewed.

Bernhardt et al (2000) stressed that those terms are still new in the literature and need further studies to confirm their relationship with each other. It was also noted that there was no relationship between job performance and job satisfaction.

A: While some people like their jobs, it does not mean people who do not like them perform well as others. Example from students, there is a student which gifted by God, would solve math problems even though he does not like it. On the other hand, a person who loves math questions but does not have mathematical intelligence would need to put some extra effort into solving those problems. In this scenario, two students would reach the solution anyway. This answer supports the idea that there might be no or a weaker connection between job performance and job satisfaction, as it used to be considered.

D: Generations' needs are different, so their job satisfaction would be dependent on different factors.

E: Job satisfaction has also same reasons as people's reasons to leave. Such as wage, management, and career development in terms of new challenges and development.

The elements emerge job satisfaction should be considered sector-wise, while job satisfaction is made of well-rounded training. For retail sector employees, training is not as important as it is for the IT sector due to fast technological advancements, especially in the IT sector. Retail sector could be considered more stagnant in terms of technology. (Sainju, B., 2021).

This view supports the study conducted by Sagituly and Guo (2024). Thus, it is suggested that companies should review their generation's needs based on job satisfaction to collect more readable and understandable data regarding job satisfaction and employee turnover. Because

there are priorities for every generation. That would shape the HR policies to attract and motivate employees. Especially well-being and flexibility are key factors across Gen Z.

Job satisfaction is found to be an important factor in employee turnover for reducing the quitting decision. It is also found that job satisfaction is integrated with other terms such as leadership, organizational culture, and wage, which is important as well. Companies that try to reduce employee turnover should examine this relationship and give importance to job satisfaction. Based on the literature reviewed, there is no definite answer about the relationship between job satisfaction and job performance. This opinion is also supported by the data collected, one participant mentioned that an employee can still make a great impact with low job satisfaction even though they do not enjoy what to do. However, the literature and data also say that job satisfaction is an important factor in retaining employees and keeping employee turnover at the lowest level. The reason for different opinions on that, there could be differences across generations and cultures. Expectations from workplaces change every day. The study suggests that job satisfaction should be aimed for by every organization. To achieve this, it is important to examine employees with their expectations and characteristics.

5 CONCLUSION AND RECOMMENDATIONS

The goal of this study was to explain and review the correlation between employee turnover and its potential impacts on profitability through the most critical terms found in the literature regarding employee turnover, such as job satisfaction, customer satisfaction, leadership, job performance, organizational performance, and culture.

Liu et al. (2024) used a meta-analysis method in research on employee turnover and found that job performance, job satisfaction, and job embeddedness would decrease employee turnover. The study also mentioned that job alternatives increase employee turnover because this would increase the chance of movement in the market. What this study suggests is that those factors on employee turnover again depend on the cases. Even though job performance has a positive impact on job satisfaction, which is one of the important elements that diminishes employee turnover. There might be different scenarios for people depending on their tenure, experience, skills, and experiences. So that model cannot be applied to every organization. For example, people who have high performance are expected to stay in the organization due to job satisfaction and job-embeddedness; however, if there are better alternatives in the market, then the employee would decide to leave. While employee turnover models are read, their moderators, such as inflation, better alternatives, and desire for movement for a new challenge, should be considered. It is also important that it could be different based on cultural and generational differences. HR

experts should start looking beyond the statistical data and examine closely their cases in the organization.

Firstly, the relationship between job performance and employee turnover is explained in two different facets. One part of the literature supports the idea that people who have high performance would be able to find opportunities out there more easily than other employees; they would be wanted individuals by other companies. So, that could be said that employees who have high performance are more likely to leave. On the other hand, employees have high performance would be promoted easily in their reward system, and that would make them stay in the company longer, which is associated negatively with employee turnover (Voigt and Hirst, 2015; Allen and Rodger, 1999). That study watched around 12.000 employees for around 3 years. The study states that there is no direct relationship between job performance and employee turnover (Bernhardt et al, 2000). The data collected for this study says especially in high inflation terms, high performers should be watched carefully, while people's first instinct is to move based on pay. Also, this study emphasized that pay comes before job satisfaction regarding employee turnover. By and large, as participants agree that people who leave are generally high performers, the literature has various results on this relationship. The reason for this contradiction could be that participants' bias on their experience and the size of the data. It is also impossible to generalize this relationship as every organization, employee, personal traits of employees, generations, cultures, inflation, etc., are important external factors in this relationship. Thus, in one organization, job performance and employee turnover relationship might be associated positively, in another might be different level of relationship in a positive way. Regarding profitability, if HR wants to explore the relationship between job performance and employee turnover, the first thing they must be done by organizations is to separate employees based on their performance to identify low, mid, and high performers. Then, that would be easier for us to develop tailored and specific implementations for each group of employees. HR focus should be based on mid and high performers while developing retention strategies, as low performers diminish the profitability of organizations. As wages first factor in employees' quitting decisions, it is suggested that to secure this group of employees, organizations should review their reward system and provide extra material benefits or an increase in wages, as organizations would not want to lose high performers at any cost. It is important to identify high performance accurately, organizations are eager to improve the circumstances for high performers, as it is also another cost for organizations. HR must also realize that employees are most likely to be mid-level performers. In light of this, mid-level performers could be described as employees that organizations would not mind this group of employees either staying or leaving based on their performance. Nevertheless, due to the cost of hiring a new person, from the recruitment process to adaptation in the organisation's work approach, the study supports that employee turnover has a negative financial impact on organizations. Thus, HR must not let this group circulate in the

market easily, and instead, the focus should be on improving the mid-level group into the high group.

Secondly, this study assesses the relationship between employee turnover and organizational performance in terms of profitability. Based on the literature, the author encountered different opinions, as some of them identified the strong relationship between organizational performance and employee turnover (Park and Shaw, 2013), and many others suggested that this relationship's degree of importance might be different under different circumstances (Gleebeek and Bax, 2004; Hancock et al, 2013). The study also says that organizational performance is associated with employee turnover; however, it cannot be read that every departure is unbeneficial for the organization. Participants suggested that this should be a natural process of business, and a few departures do not disturb organizational performance. Every case of employee turnover and organizational performance is unique. Finally, this study shows that organizational performance decreases if employee turnover increases.

Thirdly, this study assesses the relationship between employee turnover and organizational culture and leadership. All data reviewed in the literature and collected from participants confirm that leadership and organizational culture are significant factors in employee turnover. It is suggested that HR tailor organizational culture and leadership styles via implementations and follow the policies to influence employee turnover, as it is desired to utilize the leadership styles and organizational culture (Alkaabi et al, 2024; Sun, R., and Wang, W., 2017; Maaitah, 2018). It is important to remind HR that leadership styles are also important regarding job satisfaction.

Fourthly, this study examines the relationship between employee turnover and customer satisfaction. The study supports the idea based on the data collected from the experiences of participants that high employee turnover is negatively associated with customer satisfaction, which diminishes profitability. The study suggests that HR should focus on the degree of this relationship as it might have stronger or weaker relationships depending on the role jobs, such as sales roles, are standing out in terms of employee turnover and customer satisfaction (Subramony and Holtom, 2011).

Finally, the study suggests that HR should focus on job satisfaction based on differences in terms of individuals and sectors. Job satisfaction is another important factor in non-material factors. The necessities for every individual, especially based on generations and culture, might be different for providing job satisfaction. HR must be able to read and observe employees based on their needs to boost job satisfaction. The data collected states that job satisfaction increases profitability by and large and decreases employee turnover. This viewpoint is also supported in the literature (Sainju B et al, 2021).

Based on the data collected and the employee turnover literature reviewed, it is possible to say that employee turnover is a very complex process with its reasons, outcomes, and relationships. Job performance, organizational culture and performance, leadership, customer and job satisfaction, and employee-turnover relationship are still open to debate and controversial topics. That also causes different views on employee turnover and profitability. In general, it can be said that most of the participants see employee turnover negative and natural part of business. Regarding HR, it is important to assess this relationship under its own particular conditions. As conclusion, employee turnover is negatively associated with profitability.

5.1 LIMITATIONS

While this study tries to answer those questions based on experiences, it is suggested that the answers collected should also be reviewed with further studies to confirm. The unavoidable subjectivity of individuals' experience gives rise to the need for those experiences to be tested by statistical data.

The size of the data collected for this study is also too small to develop any definite theory. The experiences shared during the interview should be examined under different research methods involving other external factors, such as generations and market conditions. Due to only 5 participants in the sample size, the views of diversity might be limited. The deadline for this study is another restriction on the ability of the study to investigate.

For future research, it is also recommended that generational differences be researched deeply to evaluate HR implications effectively. It is also implied by participants that turnover is a natural process. Although numerous terms and their relationships with employee turnover are discussed in the literature, it may be beneficial to rank these relationships and factor them by level of importance in future research. A holistic approach is also highly recommended while assessing the relationship between employee turnover and its impacts on profitability. Integrated models are important because there is not only one term that is enough to influence another.

Additionally, as the literature review and the interviews are done, it can be stated that those 5 terms are job performance, organizational performance, organizational culture, and leadership styles, customer satisfaction, and job satisfaction are also integrated with each other as they are associated with employee turnover to some degree. For future research, it can be beneficial for researchers to have a look at their altogether relationship between employee turnover in different organizations with the help of the quantitative methods.

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APPENDIX: INTERVIEW QUESTIONS

Note: This study considers that employee turnover should be assessed based on contextual factors such as company size and sector. However, in general, there is a negative correlation

between employee turnover and profitability.

The interview will be recorded. There is no right answer.

INTRODUCTION QUESTIONS

1. Could you please introduce yourself briefly?
 2. From your experience, what are the main reasons employees leave their jobs?
 3. What are the downsides and upsides of employee turnover from your perspective?
-

THEME 1: JOB PERFORMANCE

1. Do you think employees who leave the company are generally high performers or low performers?
 2. Do you think employee turnover should be categorized based on job titles?
 - For example, in highly skilled positions, could a certain level of turnover be beneficial by bringing in “new blood” or reducing work blindness?
 3. In your experience, how does employee turnover influence team performance and collaboration within departments?
-

THEME 2: ORGANIZATIONAL PERFORMANCE

1. How would you describe your organizational performance in your words?
 2. Do you think high employee turnover negatively affects organizational performance?
 - For example, could unexpected departures create uncertainty that impacts stakeholders or leads to unexpected costs?
-

THEME 3: LEADERSHIP

1. Do you think leadership can foster organizational unity and enhance overall performance?
2. Does leadership style have an impact on employees’ decisions to leave?
 - For instance, considering transformational, transactional, or laissez-faire styles.

3. Do you think leadership style should be tailored based on the sector?
-

THEME 4: CUSTOMER SATISFACTION

1. Does high employee turnover reduce customer satisfaction?
 2. If yes, does a decrease in customer satisfaction also affect profitability?
 3. Would you say that customer satisfaction, employee turnover, and profitability are strongly related?
-

THEME 5: JOB SATISFACTION

1. If customer satisfaction is high, is it expected that employee performance will also be high?
2. Can job satisfaction be used as a measure of workplace happiness?
3. If yes, does high job satisfaction lead to employee retention?
4. What factors do you believe most contribute to job satisfaction in your organization — compensation, recognition, work environment, or something else?

BONUS QUESTION

- If the market slows down, what typically happens to employee turnover?