Employee Attrition and Organisational Sustainability

[1] Eteng, Joy Umuolo., [1]Bernard Samuel Eventus., [2]Chenui, Armand Phobuh.,[3]Bassey Bassey Ubi., [4]Okon, Utibe Essien & [4]Etim, Umo Ephraim
[1]Department of Business Management, University of Calabar-Nigeria
[2]Department of Accounting, University of Calabar-Nigeria
[3]Department of Accounting, University of Abuja, Nigeria
[4]Department of Accountancy, University of Cross River State-Nigeria.
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Abstract
This study centered on employee attrition and organizational sustainability. High employee attrition rates may threaten endeavors to accomplish organizational objectives. In addition, when an organization loses a key employee, the effects on innovation, consistency in rendering service to customers and promptly delivery of services to customers may be negatively affected. Exploratory research design was used for the study. It was found that voluntary attrition has a significant influence on staff age of organisation. Hence, affecting oranisational sustainability, it was also found that external attrition was as a result of lack of proper treatment of employees, inadequate pay and unfair promotion, which when given adequate attention will change employee mindset, thereby yielding the expected result and staying permanently with the organisation. It was concluded that employees appreciates a situation where they have mix staff age to balance creativity and experience, employee training is given optimum importance, business location is well accessible and employee mindset is opened to making the organisation achieve sustainability and it was recommended that organisations should ensure that they are giving adequate increment and meeting industry standards regardless of their own growth because organizations grow only when they have sufficient skilled employees in their line of business and cultural fit should be a part of hiring strategy so that they can be aligned with organizations goals and belief.

Keywords: Employee attrition, organizational sustainability, Voluntary Arittion, Involuntary attrition, Internal attrition, External attrition, Staff Age, Employee Training, Business Locations, Employee mindset

Introduction

Many organisations have well-defined employee advancement strategies, and a larger continual loss pace means you're losing out. Employee progression drive requires a lot of time and money. When there is discontentment within the organisation as a result of employees exiting, it affects everybody's progression interaction. The money spent on the employee who is on leave is wasted; it also has an effect on other employees who are called in to fill in for the absent employee, affecting their line of work plans and processes. These plans are well-organized and achieving the goals will requires commitment and time. A mid-course correction normally entails the loss of previously accomplished work, which benefits no one. If the speculations are more about the attrition within or outside the organisation, image impairment might come into the picture which damages the unity of the employees and the organisation (Onuorah and Onwuka 2020).

Keriveda (2022) stated that employee attrition is defined as employee leaving the organisation or a company through any of the following ways such as Layoffs, Resignation, death, or other health conditions – disorders, retirement, failure to return from a leave of absence etc. He also mentioned that employee attrition can also be seen as employee turnover or employee churn. Employee attrition is mostly anticipated in conventional business dealings, a high level of Employee attrition rate can cause complications to work and a lack of workforce. We find employee attrition to be beneficial only when employees with less performance rate exit the organisation. It is the extreme obligation of the human resource and all the levels in management of the organisation to minimise the rate of employees leaving the organisation with high performance rate and make sure that we have top-quality workforce needed for running the business (Keriveda 2022).

Employee attrition is the independent variable of this study and it is measured by voluntary attrition, involuntary attrition, internal attrition and external attrition. Sunnyjoe and Tantua (2018) opined that organisational sustainability on the other hand means continuation. For an organisation, it means that it has the elements needed to carry on and constantly improve its activities in quest of a defined mission. It thus has both a defined mission and some combination of goals and objectives, the accomplishment of which guarantee the successful pursuit of the mission. Sustainable organisations are not necessarily financially self-sufficient entities.

Most organisations will never be able to carry out their missions with their own income. However, sustainable organisations are financially self-reliant. Through short, medium and long term planning, competent and sufficient management and staff, visionary leadership, staff commitment to the organisation's mission, grantsmanship skills, networking skills, an ongoing strategic planning process and a positive attitude among staff, they know what resources are accessible, or possibly so, how they will pursue them, and continually seek diversified funding sources as they focus on their vision in all that they do (Joseph, 2002). Organisational sustainability is the dependent variable of this study and it is measure by Staff age, Employee training, Business location and Employee mindset.

Employee attrition is one fundamental problem these days organisations are suffering to a greater extent. While exiting organisation they also take indispensable skills and qualifications that he or she nurtured in their term especially in the knowledge-based industries, which is usually the source of competitive advantage for the business. All together for an organisation to continual have a higher upper hand over its competitors, it should make it a duty to limit employee attrition. Every organisation has their rules and regulations for sustainable and moderate attrition rate. As the attrition continues to increase, it may become increasingly hard to add and sustain the existing clients.

When skilled employees exit the organisation performance sinks until and unless they are replaced with the related skill set, morale of the present employees suffers to a greater extent and the team starts struggling with accumulated work pressure as well as workloads.

Theoretical framework

The study was carried out within the framework of Herzberg's Motivation –Hygiene Theory. This theory was used to negate Maslow's Hierarchy of Needs theory. Maslow's theory outlines the needs individual attempts to meet in the workplace but it states that these needs must be satisfied in a hierarchical order, a concept which is difficult to accept (Armstrong, as cited in Onuorah and Onwuka 2020). For instance, a person may not have enough money to meet his physiological needs (food, water, shelter and clothing) but may have their friends and co-workers around them who might assist them meet their social or esteem need. Therefore, the motivation – hygiene theory by Herzberg was used to oppose the hierarchy of needs theory and also to guide the study, because it states that although employees have needs which they seek to fulfill in the workplace, some of these needs when fulfilled take away discontentment but does not inspire employees to work harder, while others when fulfilled motivate and leads to contentment. Thus the motivation – hygiene theory was used to explain why employees still find contentment with their work irrespective of the existence or non-existence of certain work conditions (Onuorah & Onwuka 2020).

Conceptual framework

Employee Attrition

Employee attrition, as defined by Hom and Griffeth (1994), is voluntary terminations of members from organisations. Loquercio et al. (2006) observed that employee attrition is the proportion of staff leaving organisation in a given period of time but prior to the expected end of their contract. According to Singh et al. (1994), employee attrition is the rate of change in the working staff of a concern during a given period. Employee attrition that can take place in any organisation might be either voluntary or involuntary. Voluntary attrition refers to termination initiated by employees while involuntary attrition is the one in which employee has no option in the termination as it might be due to prolonged sickness, death, relocating to overseas, or employer-initiated termination. (Heneman, 1998).

Armstrong as sited in Kariveda (2022) defined employee attrition as the ratio of the number of workers who left the organisation during a given period, to the average number of workers employed during the same period. According to Beardwell (2004) many factors play a role in the employee attrition rate of any organisation and these can come from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee attrition. Armstrong further asserts that continual labour attrition rates are costly both to individual organisations and the economy as a whole and adversely affect efficiency, performance, profitability and morale.

Voluntary Arittion

Voluntary attrition – when an employee resigns from the organisation on their own grounds which might be personal or associated to health will come under voluntary attrition. The demographic and personnel characteristics of an employee may be reason of exiting the organisation. These characteristics are age, gender, qualification, marital status, experience and tenure. (Abdali 2011). Wanous et al. (1992) asserts that met expectation which is also a major determination of job contentment also forecast employee attrition. Most of the employees leave their job when their expectations are not met.

Involuntary attrition
Involuntary attrition is the one in which employee has no option in the termination as it might be due to prolong sickness, death, relocating to overseas, or employer-initiated termination. (Heneman, 1998). Involuntary attrition takes place when an employer ends the employment of the employee known as Layoffs which is commonly a weapon used to cut down employees costs also when they no longer need this position as well as under performing resources are also washed-out.

Internal attrition
Internal attrition – when an employee takes up new responsibility within the same organisation whether to work in different business unit or when they accept a promotion which in turn be of advantage to the organisation and the Employee (Kariveda 2022).

External attrition
External attrition – when a worker moves from the current organisation to another organisation for work to get a better pay or the job that match with their career path. Non-competitive benefits and Compensation- Kariveda (2022) opined that even though the human resource management policies say employees are not expected to talk about their payroll they tend do it and compare it with fellow colleagues. When they feel their pay is up to the industry standards and competitive, they concentrate and spend more time on their work and less time looking for other high paying possibility outside in the job market. Paying less remuneration, the employees in the top hierarchy exit and low performers who are at bottom take up their jobs.

All-round benefits are essential these days, improved health and life insurance which include all the possibilities and adding that in the compensation will increase the morale of the employee and make their environment optimistic. (Kariveda 2022). Kariveda (2022) noted that aside from job security, job satisfaction, nature of work matters, career prospects, extreme levels of stress and strain and lack of employee well-being are some of the reasons bringing about high employee attrition rate. The opportunity for improvement and progression is crucial for retention great representatives. Top performing employees that vibe stuck in their current place of employment are likely going to look for professional success openings in different organisations. The positions don't let the employees to bring in new ideas at their work environment. It can lead to monotonous work and dissatisfaction in the long run. Most of the employees found their position profiles dull, tiring and inconsequential for the most part or now and again, and just few of them are connected to their work. Employees who are often overpowered with their duty or experience unreasonable pressure conditions at the workplace on a daily basses will end up exiting the organisation.

Concept of organisational sustainability
Today, the problem for any business is continuity as one generation plans for retirement or it may come as an unexpected resignation from an important employee or an employee is lost due to death or long term disability. Also, preparing of candidates to take up a vacant positions takes time, preparation and planning and in turn delays the transition as well as smoothens the whole phase. It builds a management within the organisation that assist consistent replacement of employees that will retire or leave the organisation. "Thinking about Tomorrow Today" (Kolhatkar & Sneha, 2015).

Organizational sustainability is oftentimes misunderstood to mean mainly financial sustainability. That misconception happens because, when an organisation becomes unsustainable, the evidence of that problem show up in the finances. Sunnyjoe and Tantua (2018) submitted that organisational sustainability or the surviving or even success of an organisation depends on much more than effectively managing the organisation's finances. Just like the sustainability of persons and families, there are many complex and dynamic concept that must be sustainable in organisations, as well. However, in an organisation, there are some essential aspects that, if they are well managed, will guarantee the sustainability of the organisation.

Staff Age
The employer would like to employ an employee who have great experience, knowledge, work moral principle. Thus, they can lessen the wasted work time and make more gain for the organisation compare to the young employee, but in the meantime, the older employees may bring more management challenges for employers and managers. Such as, more senior employees may go through more health and physical problem, like chronic injuries, eye or hand burns, etc., and these hazard will affect the organisational performance. The young employee on the other hand may have many advantages over the old employee, they have a better potential for team spirit, performance, and workplace morale. They can also bring a more inventive view and a different way of reasoning to corporate and business. Still, they also exist various management challenges for organisation (Wongsunopparat and Chunyang 2021).

Reddy in Wongsunopparat and Chunyang (2021) further investigate the effects of young employees and old employees incorporate, we refer to "Hiring young employees advantages and disadvantage". The young employee may be more passionate, energetic, and more to take over new work than the old employee. Still, they also exist one of the possible risks of lack of stability and lack of skills. The young employee may more easily manage and have higher performance than the old young employee, but they also hard to ensue the discipline and accessible to failure of coping with pressure. However, the organisation may spend the lower cost for young hire employee. Still, despite hiring a young employee or an old employee, the hiring decision-making has to depend on how it can be in line with the organisational goals.

A strategic and commensurate mix of the organisation staff's age may bring optimistic impacts on organisation development. (Features, 2003). He also mentioned that a mixed-age workforce would "reduce attrition and enhanced retention, improved morale, and motivation. The ability to tap new markets, becoming an employer of choice, makes the organisation more attractive to investors, greater customer satisfaction, enable change management, and cost savings and more flexible budgets". The strategic and commensurate mix of the staff age in organisation can also positively impact internal organisational management. The interplay of chief executive officers age and attitudes towards younger and older employees can help in achieving organisational sustainability.

Employee Training -- To further investigate the effects of training, Garvin (1993) stated that because most organisations failed to grasp an essential truth which caused failed programs and not being able to achieve their goals, so constant transformation is encourage to assist organisation to better building their advantages. Lorette in Wongsunopparat and Chunyang

(2021) opined that the relationship between training and organisation dimension and how good training can positively impact organisational sustainability. The training organisation dimension can make the employee feel more loyal to your business, work hard, and study more to increase organisational Culture and organisation profit. But once we decided to start training our employee, we must consider the following issues as the disadvantages of training in corporate management. First, as we know that training employees will cause high costs, the costs may include travel, training facilities, in-house training development, and equipment. Second, time may become the second important factor because employees spend time away from their job and life, even if they have to spend more time completing the training in other cities and countries. However, online learning can help them save some of the time.

Business Locations
Geography factors have further become essential for business development. Some of the research had further investigated the relationship between geographical factors and business failure, (Mate-Sanchez-Val, 2017) noted that geographical location between firms, external, economics agents and transport facilities has a determinant impact on business success or failure. For a macro scales, the relationship between the business location and business failure and success, as opined by (Effect of economic globalization, 2019) that "Globalization provides businesses with a competitive advantage by allowing them to source raw materials where they are cheap. Globalization also allows organisations to take advantage of lower labor costs in developing countries while leveraging the technical expertise and experience in more developed economies. But globalization also brings some unfavourable effects on corporate and social-economic development. Meanwhile, globalization also interrupt some of the traditional business systems and affects the interest of some stakeholders.

Employee mindset
Various mindsets can lead people to have different ways of reasoning and affect individual life in the future. To further investigate the meaning of mindset and how it influences people's lives and people's job. Mate-Sanchez-Val (2017) Mentioned that there two kinds of mindsets, which are a growth mindset and a fixed mindset. In a growth mindset culture, people believe their most primary knowledge and qualities can be improved and refined through commitment and hard work. The growth mindset assist individual to attempt new things and help you have more desire and aspiration to pursue your goals and better your performance. But people of the easy to give up on challenging tasks or even avoid those challenges, so we call those kind of the people who hold the fixed mindset.

To better set a seemly mindset for organisatioal employees, we must consider employees' emotions as one of the important part that affect the setting of mindset. Dawson (2019) asserted that "mindset as a state of mind encounters between mental states and the environment often raise emotions, and when the same emotions are continually involved with a particular mental state, that state becomes cathected with those emotions. Blomfield (2016) suggested that employees reactions to sustainability messages is determined by organisational support for sustainability. In the meantime, how employees understand those individuals and their endeavors, success is controlled by the level of emotions that change agents display. We understand that sustainability is an emotional issue. Change agents play an essential role in

bringing positive emotional impacts that can motivate employees and organisations to create green outcomes.

Empirical Review

Shamsuzzoha and Rezaul (2008) made a research to find out the actual reasons of turnover, its negative effects and possible recommendations that could be helpful to the local industries for their productivity and market share in Bangladesh. The results of the study showed that turnover rate is higher in private sector than in government sector due to job insecurity. The study explained that less salary is foremost causes of turnover. Irregular payments, improper management, better job options, job location, noisy work environment, job insecurity, behaviour at root level, job dissatisfaction, delay of promotion insufficient medical allowance, leaving tendency of people, working time, less increment are the next causes of turnover in line. The study also explained the causes of people staying in the organisation are security of the job, pension, good location, increment, better salary structure, good working environment, good behaviour of top management are some of the reasons pointed out in the study.

Kuriya, and Ondigi (2012) assessed the internal and external cause of labour turnover in three and five star rated hotels in Nairobi city, Kenya. The study sampled 133 permanently employed staff working in these star rated hotels by simple random sampling method. The study found job dissatisfaction, unfavourable working conditions, long working hours with minimal pays and poor employees training programs were the causes of turnover. The unconducive work conditions resulted to the employees developing work related stress and reduced employees" organisational commitment. The study observed that few hotels had employees who worked up to their retirement and the study observed employee resignation was the major form of labour wastage in both these type of hotels. The study revealed that most of the respondents were familiar with the vision and mission statement of the organisation they were working with. The employees were not involved in decision making process even those decisions which affected their jobs. This resulted to the main causes of resignation in the hotels under the study. Employers were inflexible and they did not provide a balance between work and employees" personal life. Hence, majority of the respondents reported that they did not know whether they utilized their ability and skills.

Abdali (2011) undertook a research to find the effect of employee turnover on sustainable growth of organisation in computer sector of Karachi. The study has sampled 60 respondents from 15 computer graphics companies of Karachi. The findings of the study revealed that only professional qualification of the employees may be higher intentions of turnover in these organisations, while age, level of education, tenure in the organisation, level of income had not impact the causes of turnover in employees of computer graphic sectors of Karachi, Pakistan. The study has also found that there was a significant difference between the strategies of younger and older employees of CG companies of Karachi-Pakistan in order to control employee turnover for the sustainable growth of organisation. Younger age employees of computer graphic sectors of Karachi Pakistan may think the retention strategies for employees in different ways as compare to older age employees.

Ramball (2003) examined to determine the factors that most significantly influence employees" decisions to remain employed at a particular organisation and possible reasons for choosing to

leave. The study has used stratified random sampling and sampled 115 non-supervisory employees, middle level management and senior management employees. The result has reported that locations of the company, compensation, the job itself, the company"s reputation, career development, job security, organisational culture, challenge, training and development, empowerment, attractive benefits were the reasons for choosing the corporation as an employer. The study has indicated that salary, lack of challenge and opportunity, lack of career advancement opportunities, lack of recognition, ineffective leadership, inadequate emphasis on teamwork, not having the opportunity for a flexible work schedule, too long of a commute lack of trust in senior management, inadequate opportunities for training and development, low overall satisfaction were the reasons to leave the job from the existing organisations.

Shah, et.al (2010) analyzed the intentions of employees to quit a job by taking a case of University Teachers in Pakistan and more specifically to find out that which factors was more significantly contributing in the intentions of employees to quit job. The results said that among the push factors, the respondents agreed 3 factors namely family related problems, not liking their boss and their expectation has not been fulfilled were the most important push factors causing turnover. The most significant pull factors which made their intention to quit the job were good location of other organisations, higher education opportunities, good children education, organisation support and reputation of pull organisation. The most significant factors which contributed in turnover intentions were family living in other area and health related problems. The other factors which significantly contributed in turnover intentions were social status, children education, are unable to follow organisation rules. Pull factors were not significantly contributed in the turnover intention. The overall conclusion was that personal factors were more significant in turnover intention of University teacher in Pakistan.

Jhatial and Riaz (2012) examined the inter relationship among major antecedents of employee turnover such as HRM practices, organisational culture, attitudes of boss on employees" intention to quit in Pakistan banking and IT sectors. The study had used HRM practices, organisation culture, attitude of boss and self-efficacy and self-esteem as variables. Merit base, connection base, respect, empowerment, trust and trustworthiness, openness in communication, supervision-coercive style, supervision-friendly style, mentoring, harassment, sadistic, self-efficacy and self-esteem were used as sub variables. The result revealed that overall picture of HRM and organisation culture in public sector organisations was poor whereas private organisation was comparatively better improving. Respondents in MNCs expressed high agreement of merit based HRM, organisational culture and attitude of business with high self-esteem. The study also revealed that there was inter relationship among all the variables and the study concluded that taking care of human factor with mutual respect, mentoring and employee empowerment could enhance employee morale, commitment and satisfaction which virtually linked employee"s decision to stay in the
organisation.

Summary of Findings
Based on related literature and previous studies discussed above, the following findings were made:
1. It was found that employee attrition affects organisational sustainability.

2. It was found that voluntary attrition has a significant influence on staff age of organisation. Hence, affecting oranisational sustainability

3. The study found that lack of motivation, lack of staff training and development, can bring about employee attrition which can affect the sustainability of the organisation.

4. It was also found that internal attrition will not be encouraged if the employee proximity to business location is not easily accessible which will determine if the employee leaves or stays.

5. Finally, it was found that external attrition was as a result of lack of proper treatment of employees, enhanced pay, and fair promotion, which when given adequate attention will change employee mindset, thereby yielding the expected result and staying permanently with the organisation.

Conclusion

Thus, the great attrition happenings has totally increase the gap between the demand and supply of employees, Employers have been forced to use high incentives in a bid to recruit as many of them as possible. It's evident that the skills insufficiency is only going to become worsened before it improves. Employees appreciates an situation where they have mix staff age to balance creativity and experience, employee training is given optimum importance, business location is well accessible and employee mindset is opened to making the organisation achieve sustainability.

Employees are drawn to an organisation because of its general ways of doing things, or they are turned away because of it. Which of these methods gets you what you desire and need for the success of an organisation? other good employees leave, otherwise satisfied employees may also be tempted to quit as their options expand if the organisations do not stop employee attrition and increase employee attraction.

Recommendations

Organisations should ensure that they are giving adequate increment and meeting industry standards regardless of their own growth because organisations grow only when they have sufficient skilled employees in their line of business and cultural fit should be a part of hiring strategy so that they can be aligned with organisations goals and belief.

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