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CHARACTERISTICS OF EMPLOYEE RETENTION:
A CASE STUDY OF INDUSTRIAL PRODUCT AND SERVICE
PROVIDER

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ABSTRACT

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This study focuses on the phenomenon of employee retention and examines what attributes are characterizing employee turnover. The purpose of this study was to identify root causes for resulting voluntary turnover and thus, point out tools for improving employee retention. This study will approach the research purpose by identifying the most common attributes causing turnover and reveal means to enhance employee retention. Thesis is conducted by studying multinational industrial company operating in Finland. Qualitative study is conducted by analyzing 19 exit interviews from the former sales position employees of the company in order to understand the reasons initially resulting turnover. In addition, based on these reasons, means for improving retention are suggested.

Theoretical part of this study is formulated by focusing on two different parts. The first part focuses employee turnover. Based on the theories, the most common attributes causing voluntary turnover are decreased job satisfaction and shocks which initiate turnover intentions due to decreased attachment towards the current organization. Second part, employee retention is approached by studying employee embeddedness, employee engagement and supportive working environment which all have been noted to play an important role in repealing turnover intentions and increasing employee retention.

Research purpose is answered based on theoretical framework and exit interviews. The results from both theoretical framework and empirical part suggests that competitive remuneration, career advancement possibilities, exciting job and opportunity for personal development improves employee retention whereas, lack of these attributes are seen to entail turnover.

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1 Introduction

Employees are part of every organization no matter the size of the organization. When it comes to larger organizations employee turnover, especially dysfunctional turnover, could have the same effects than in small organizations; negatively affect to operations. Therefore, studying employee turnover and retention are prominent aspects for organizations. Employee turnover has negative effects to organizational operations nonetheless, it has been indicated that reducing employee turnover could lead sales growth and increased employee morale however, there is no particular method to calculate actual costs of employee turnover. (Allen et al. 2010, 52)

This thesis addresses critical questions regarding employee turnover and employee retention, which are current topics since on today's economic competition. Companies cannot anymore compete purely by the superiority of their products due to the low barrier of replicability. Increasingly important pillars for successful companies are services and software to support the traditional product-oriented sales. However, people are the driving force of delivering services and thus, the importance of educated, professional and motivated employees is evident. By hiring highly-qualified employees, companies could achieve competitive advantage over their competitors. Therefore, it is important to retain the best people available. Organizations are affected by financial and functional impacts when their employees are leaving. Previously conducted research studies suggest that direct replacement could cost 50-60% of the employee's annual salary (Allen 2008, 3) Therefore, it is crucial for companies to not only employ the best people but also to retain these employees. What makes retention difficult as a topic is the fact that every employee has their own set of motivational attributes. Some people may be motivated by financial incentives, whereas others may appreciate freedom in their work, while yet others may be driven by finding meaning in their work. Similarly, there are individual reasons why employees decide to depart from their current work and to search for alternative employment. By understanding these reasons, companies could enhance their employee retention rate also to avoid risks causing employee turnover. In addition, understanding these reasons could potentially turn organizations into better workplaces by recognizing their employees' individual and differing needs.

Another important aspect is engagement which plays a critical role in predicting employee's turnover intentions (Kundu & Lata 2017, 704). Therefore, it is important to understand reasons constituting both organizational and employee engagement. Today it is rare that people entering to working life will follow life-long careers with only one employer. Nowadays availability of information, easiness of movement and technological tools have made changing jobs much easier than it was before. However, satisfied, engaged employees are more likely to stay with the employer (Kundu & Lata 2017, 708)

1.1. Research problem and gap

Employee turnover and retention are widely researched topics, the viewpoint has varied from employee's motivation to engagement but it seems to be that there are no universally accepted methods to explain employee turnover or validate mutually accepted retention tools. However, set of different factors have been identified to be useful in predicting and interpreting employee turnover. (Morrel et al. 2004, 161). Due to the individualistic nature of reasons resulting in employee turnover this study focuses on characterizing voluntary turnover within a particular company. In order to answer the above research questions, this study examines exit interviews of former employees which will be examined by breaking down respondent's answers and by analyzing responses in relation to theory. In addition, it is important to understand reasons resulting in voluntary turnover in general and to gain knowledge of prevailing engagement and retention theories.

The literature review of the study can be divided into two main categories. The first section focuses on employee turnover, different paths of turnover and reasons for turnover. Second section focuses on engagement and determining different attributes which are seen to increase employee engagement and thus decrease the likelihood of voluntary turnover.

One aspect of this study is the unfolding model of employee turnover by Lee et al. (1996) which will be analytically examined in the findings section. This model will analyze different paths of employee turnover. The purpose of this thesis is to study these paths in relation to the case company's voluntary turnover and if there are similarities then how to possibly prevent it.

Following the employee turnover paths employee engagement is analyzed and its importance of having engaged and satisfied employees. Prediction and supporting employee engagement

is more thoroughly explained and examined by JD-R Model by Bakker & Demerouti (2008). After covering JD-R model this study takes deeper view to analyze the supportive working environment. Aforementioned theories are used in order to understand meaning of employee engagement, attributes which are constituting to engagement and different ways of preventing voluntary turnover.

In the empirical part of this study these aforementioned theories are used to analyze the results of existing exit interviews from the case company's former employees. In addition, testing of similarities and differences in relation to these theories is found in this section. Thus, this qualitative method is chosen to better understand the reasons causing voluntary turnover. The exit interviews are used with the aim of finding attributes initially causing turnover as well as providing tools to prevent future turnover.

This study aims to fill the research gap of identifying what attributes characterizes voluntary turnover and to provide tools to improve employee turnover. Thus, the first research question will be answered based on theoretical framework together with empirical findings. Second research question will be answered based on empirical findings. Importance of empirical part of this study lies in the constraints of theories, since they cannot answer solely to the research questions and they don't take context into consideration, rather these theories cover issues related to turnover and retention universally.

The aim of this study is to identify root causes resulting in voluntary employee turnover and what means could be taken to improve avoidable employee turnover.

Therefore, this thesis addresses the following two research questions which are:

1. What attributes characterize voluntary employee turnover?
2. What actions could be taken to improve employee retention?

1.2. Structure of this study

This study is conducted in the following way. The literature review of the study is covered in the Chapter 2. This chapter begins with introducing the main themes of the study, employee turnover and retention. Firstly, employee turnover classifications are explained since this works as a basis for turnover phenomena. This will be followed by the unfolding model of employee turnover which takes more in-depth view over the reasons behind

employees leaving their employers. After covering reasons for turnover, tools for employee retention are introduced and discussed of which the first theme is employee embeddedness by Allen (2008) and Yang et al. (2011). Employee embeddedness is the initial ground for both organizational and employee engagement which plays an important role in characterizing employee turnover and in turn, tool for improving retention. Engagement will be further discussed while introducing JD-R model and supportive working environment. Finally, the theoretical framework is concluded and presented at the end of the Chapter 2.

Chapter 3 covers the methodological part of this study. As the research purpose is being mentioned earlier the need for detailed analysis of exit interviews is evident. Thus, qualitative research method is chosen. This research method selection is justified also in the Chapter 4

Chapter 4 covers the results of empirical study and based on these results, both research questions are answered. At the end of this chapter summary of results is presented followed by Chapter 5.

Conclusion of the study is presented in the last Chapter. In addition, the limiting factors and suggestion for future research are exhibited.

2 CHARACTERIZING EMPLOYEE TURNOVER

Given the research purpose of identifying what attributes are characterizing employee turnover and understanding tools to improve employee retention, it is important to first understand these topics. This Chapter will explain why employee retention is important and in turn, what attributes constitute to employee's decision to exit. Later in the chapter, work employee embeddedness, employee engagement and supportive working environment are viewed as tools to improve and mediate employee retention. At the end of Chapter 2 synthesis of theoretical framework is found.

2.1 Understanding Employee Retention

Valuable asset to every organization are its employees alongside with their products and service. Employees can be seen as the engine of the company whereas the core product itself can be described to be the body. Satisfied employees are necessity for a company which is seeking growth and market dominance, therefore more and more organizations are acting accordingly (Sandhya & Pradeep Kumar 2011, 1778). Sources of employee satisfaction may vary between industries and companies but there is one prerequisite, high employee retention. Satisfied employees are easier to retain than unsatisfied ones (Sandhya & Pradeep Kumar 2011, 1778). Thus, employee satisfaction is something to be kept in mind when talking about employee retention.

The recruitment and training of new employees is not only expensive but also time consuming. The first step in order to ensure the possibility of satisfied employees is right recruitment process which means that the right person is selected for the job. Recruitment processes are surprisingly expensive for companies, since they require intangible assets such as facilities, professionals to hold interviews and sometimes there is open territory to be filled where nobody is doing the daily work (Allen et al. 2010, 51) In addition, recruitment processes may take months which means that professionals appointed for the recruitment process are absent from their daily work routines. Furthermore, training of the new employees also requires continuous coaching since it takes patience and time for new employees to work to their top potential. Recruitment as a process is expensive and coaching is even more expensive. It takes relatively long time before return on investment is actually positive with new employees. Organization's working in competitive industry should aim to keep their existing employees with the company as long as possible.

When an employee leaves the organization, there is other expenses than recruitment costs of new employees. For many companies' information loss is expensive and vulnerable, in addition decrease in total productivity can be calculated as remarkable cost. People leaving their current employer can also do long-term damage for the customer relationships, especially for direct sales companies this is a major problem since sales personnel have their own customer portfolios and many clients may be doing business with the company because of personal relationship with their customer representatives. In addition, if former employee starts a new career with direct competitor may one take existing customer base away from previous employer. There is a risk of employees leaving during project-type work which could also damage the outcome of the project since there is loss of information regarding the project details as well as there is a new person coming from outside the project who might not be having the up-to-date information nor understanding of the situation. If the project needs special and hard-to-find knowledge there could be occasions where no suitable person is found and thus leaving the project on hold for long times resulting financial damage to all parties involved in the projects

There is an old saying "satisfied worker is a productive worker", which might still be true. However, talented employees are not only satisfied for the job they possess since talents often have countless of job opportunities (Sandhya & Pradeep Kumar 2011, 1778), thus companies nowadays should have working employee retention strategies to retain their talented employees. In today's work-market there is a fierce competition for skilled professionals thanks to availability of alternatives created by the global economic upturn. Therefore, it should be clear for organizations to do as much as possible in order to hold tight to their personnel especially key personnel who are usually the hardest to replace because of their intangible assets.

Unfortunately, employee selections and work expectations often collide and in such cases usually the relationship ends prematurely and the process of finding a new suitable candidate begins again. Therefore, recruitment of the right employees and especially retaining them are key issues for companies in order to create natural growth and to sustain competitive advantage in otherwise competitive markets. (Sandhya & Pradeep Kumar 2011, 23) In the product oriented markets mature companies will have to ultimately gain competitive advantage through competitive products and superior, professional staff i.e. level of service. Not only is it important to find potential and good employees but also it is important to nurture their hunger for personal development and retain them. Employee attraction and

understanding of desired employee profile should be clear to companies. By understanding and identifying the desired profile of the new recruits it is easier to create HRM practices to support long-term careers. However, complexity in forecasting of different individual's motivational factors is extremely difficult. Thus, generalization of HRM practices should be promoted.

By understanding the different attributes which promote job satisfaction can help organization to perform better since high level of commitment and productivity should always be organization's top priority. Hence, satisfied and motivated employees are, in theory, organization ticket to success. (Pushpakumari 2008, 28)

2.2 Phenomenon behind employee turnover

Employees come and go no matter what (Allen et al. 2010). Today employees rarely make life-long careers with one employer as they did some time ago. There are numerous of reasons for employees deciding to continue their careers with other employers. Reasons vary from seeking an adventure to more concrete things, such as better pay, familiar boss or even better geographical location. Employers are rarely looking for one hundred percent employee retention rate and often, if an organization has a strategy for employee retention, they have set a goal of what they would like their retention rate to be.

Talented, professional and potential prospect employees are definitely the one's which companies should aim to retain and thus, employee retention is important since employee turnover do not always have same organizational implications (Allen 2008, 2). David G. Allen has illustrated employee turnover classification scheme with a picture (figure 1.) which explains different types of employee turnover. According to Allen there are two main distinction related to employee turnover, voluntary and involuntary turnover. Voluntary turnover occurs when an employee leaves the organization from his/her own free will, whereas involuntary turnover over is when employee leaves against his/her own desire i.e. Employer decides cessation of employment. There are numerous of reasons behind both of these types of turnovers, especially voluntary turnover is worthy of careful assay. Firstly, involuntary turnover is discussed.

Involuntary turnover could be defined as cessation of employment from employers will. Reasons for involuntary turnover are diverse. Involuntary turnover may originate from poor

individual performance, negligence of duties, or occasional need for staff redundancy. However, this study focuses on identifying reasons for voluntary turnover accordingly to research purpose.

Voluntary turnover is important to understand in order to retain employees in the future. Understanding and assessing the voluntary turnover can be difficult since reasons are numerous and often ambiguous. Thus, understanding employees' motives and their reasons behind changing job could increase retention of the desired employees. A study report conducted by Saratoga Institute concluded that top five reasons for voluntary turnover are job issues, other career possibilities, pay, relocation and management (Retention management: strategies, practices, trends: a report / by Saratoga Institute 1997, 19)

Voluntary turnover can be classified into two distinctively different types of turnovers, functional and dysfunctional. Functional turnover occurs when employee who are easy to replace leaves. In addition, poor performing employees leaving from their own desire are resulting functional turnover. However, dysfunctional turnover is harmful for the organization since it may occur in different levels of the organization. For instance, highly talented employee leaves too soon and the recruitment investment never will be realized. In addition, employees leaving from complex projects or procedures could be difficult to replace without interruption of process due to loss of crucial information. Allen also highlights the point when member of minority group leaves it could erode diversity of organization which is for some organizations a top priority to enhance. (Allen 2008,1)

Even though organization's would like to keep their top performers and talented employees in current positions it is reasonable to assess the situation whether the employee retention is worth all the costs related to employee retention process. Assessing is important in order to understand the necessity of an employee and whether organization could replace the employee or not with reasonable expense. In addition, organization are seldom trying to achieve complete employee retention rate and thus, it is reasonable to assess the costs of retaining employees. (Allen et al. 2010, 50) Assessing the employee retention cost is difficult. Cost of an employee cannot be calculated by looking at expenses one creates in form of wages and other related costs i.e. fixed costs. In addition, relative return on the expenditure should also be calculated and then the weighing is somewhat possible. Scalability of business model has a big impact on the outcome of comparison between fixed employee costs and

return on investment. Company working in the service business is unable to grow its revenues without increasing the headcount thus, one employee has a maximum of revenue one can create with the fixed, projected cost. For instance, software centered business model has higher scalability, and thus can create bigger revenues without investing in increasing headcount. Hence, it is important to understand the impact of an employee to the business and revenue stream before investing into increasing or decreasing the headcount.

No matter how good employee retention strategies are implemented not all the employees could be retained. As noted earlier, organization's rarely target complete retention in addition, not all the employees could even be retained since there is always unavoidable turnover. Unavoidable turnover is caused by the reasons of which companies have no control of i.e. external causes. For instance, employee's desire to return to school or change of occupation. For organizations and HR personnel avoidable turnover is more important since it is something which companies are able to influence. If employees are leaving because of unfair pay or low job satisfaction, company could introduce more compelling compensation or redesigned jobs where employees would have new responsibilities. The difference between avoidable and unavoidable is important because by understanding the avoidable and unavoidable causes of turnover companies could potentially save great amount of money by not investing on things which arise from unavoidable reasons. (Allen 2008, 3)

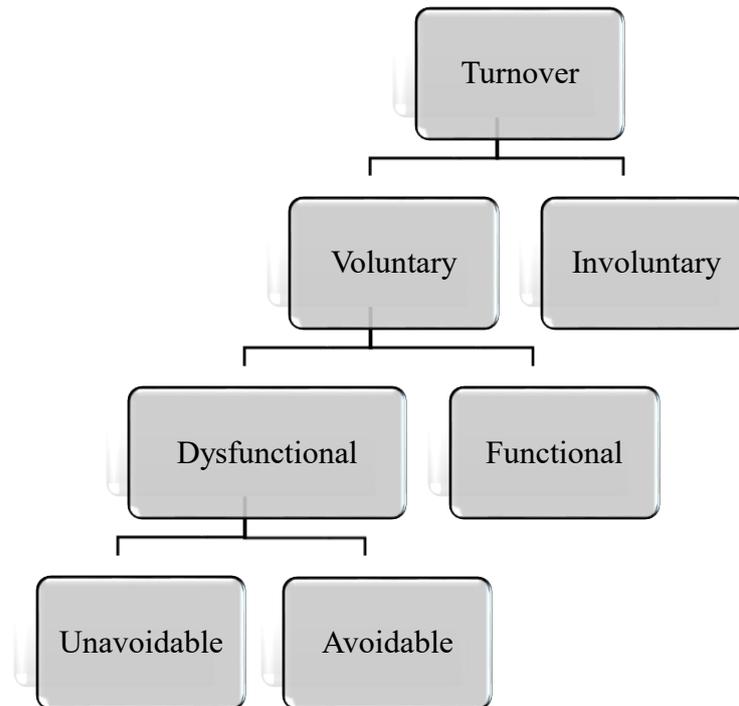


Figure 1. Employee Turnover Classification based on Allen (2008)

Turnover and retention go hand in hand and organizations have to carefully assess the cost and benefits of retaining employees. For sales-oriented organizations' retaining customer responsible sales representatives is important since turnover cost is high due to high amount of training and cost of recruiting new employees. Not only the direct cost of replacing employee is expensive but also temporary loss of sales is having negative effect on business. Turnover of sales personnel is closely related to organizational performance because companies are relying on sales-oriented business model where sales personnel have a great responsibility of delivering the execution of strategy and generating sales in the field. Thus, it is important to reduce dysfunctional turnover to enable building of long-term relationships with customers. Today talented employees have plenty of job opportunities and so, retaining them is important. Retaining talented employees might be difficult and, in order to understand how to retain them the drivers of departure in the first place has to be understood.

2.3. Reasons for Employee Turnover

Employee turnover is inevitable phenomena and often difficult to predict from happening. The unfolding model of employee turnover (Lee, Mitchell, Wise & Fireman 1996) aims to

identify the critical points which essentially triggers the departure of an employee. Generally, turnover can be identified into four basic categories. First, dissatisfaction towards the organization or the current job is likely to create turnover and thus, it is important to monitor feelings and survey employees regarding their state of job satisfaction (Allen 2008, 8).

Second, leaving for something better or having better alternatives, whereas the first one included dissatisfaction towards the job itself, this alternative may or may not involve dissatisfaction, hence if company is facing an increase of its employees leaving to work for competitor, the organization should ensure that they stay competitive compared to competitors in order to retain employees (Allen 2008, 8)

Third, leaving for following a plan or script. For some employees, there has been a script before they were recruited at the first place. A script, that they would do this job for certain period of time and then maybe return to school. Some employees leave when they have saved enough money to do something else. This path is difficult for companies to prevent since it may or may not involve dissatisfaction and companies can rarely do anything to influence one's scripts or plans (Allen 2008, 8). By having signals or knowledge regarding individual's pre-set scripts could help organization to be prepared for possibility of departure.

Fourth, leaving without a plan. This turnover path is based on impulsive behavior which may be triggered by a shock in working life or in personal life. For instance, being bypassed on promotion may generate a shock which may lead to strong dissatisfaction and eventually cause the departure. Further, serious illness of family member may initiate rapid departure of an employee. However, some occasions employees leave without having any specific reasons and no plans of what to do next. Companies can rarely prevent shocks from happening in personal life but what companies could do is to offer help and support from recovering shocks in order to retain the employees (Allen 2008, 8).

2.4. Unfolding Model of Employee Turnover

The unfolding model of voluntary employee turnover (Lee et al.1996) aims to identify decision paths more thoroughly. Employee turnover follows several paths however, they all have different characteristics and therefore they need to be understood in order to comprehend which decision path is prevailing and what to do in order to prevent desired people from leaving.

Shock to the system

Later referred as shock (Lee & Mitchell 1994, 60 & Lee et al. 1996) is a random event which affects the employee's mindset about their current job or employer. Shock is an event which has some meaning for an employee, for instance if their close colleague suddenly leaves the current job this may trigger contemplation of leaving the company' (Jones, Ross & Sertyesilisik 2010, 272 & Lee & Mitchell 1994, 60). Not all the shocks are negative they can also be positive or neutral. For instance, job offers from competitor can be seen as a positive shock, nevertheless this kind of shock may not result in an employee resigning. In addition, shock can be either expected or unexpected.

Scripts

Scripts refer to an individual's pre-existing plan of action. According to the unfolding employee turnover model (Lee & Mitchell 1994) if pre-existing script, or relevant experience merge with the right shock the reaction of leaving or staying occurs (Lee & Mauer 1997, 251)

Image Violation

Image violation refers to an individual's differing vision of personal career goals and organizational values and usually derives from shock which may occur if; for instance, an individual is highly career-oriented but being bypassed for promotion. One could feel that career desires are seriously damaged or hindered and thus, the employee decides to leave because of altering visions of organizational values and individual goals (Lee, Mitchell, Wise & Fireman 1996, 7).

Lower levels of job satisfaction

Lower levels of job satisfaction mean that an individual is feeling a decreased level of job satisfaction due to a lack of intellectual, emotional or financial benefits (Jones, Ross & Sertyesilisik 2010, 271). Lee, Mitchell, Wise and Fireman (1996) argue that dissatisfaction is mostly related to money. However, other studies argue that money is not a great retention tool in the long-run (Sandhya & Pradeep Kumar 2011, 1780). It is argued that increasing monetary incentives may increase the job satisfaction temporarily nonetheless, in the long-run previous increase of wage will be forgotten and the raise will lose its meaning. Increase of wage relation to job satisfaction is widely debated. Christian Grund and Dirk Sliwka

(2001) argue that there is a positive correlation in one's job satisfaction and wage, especially regarding wage increases (Grund & Sliwka 2001, 1&6). Causing lower levels of job satisfaction could have numerous of reasons. Employee turnover paths are supported by Grund & Sliwka (2001), who argue that image violations e.g. a mismatch of desired working hours and actual working hours may create dissatisfaction through image violation. In addition, supervision is being listed as one vital cause of dissatisfaction (Grund & Sliwka 2001, 8). Performance-based compensation tends to set off uncertainty. Income uncertainty is closely linked to the possibility of wage decrease, which in turn not only creates a lower level of income for individuals but also hinders the effort of individual and possibly increases job dissatisfaction (Grund & Sliwka 2001, 13)

Search and Evaluation

Search and evaluation correlates to lower levels of job satisfaction. An individual is undergoing a process of searching for job alternatives mostly because of dissatisfaction and then evaluating options compared to the current job. Based on this evaluation an individual makes a decision of leaving or staying (Jones et al. 2010, 272)

Job offers

Job offers are closely related to *search and evaluation* however, the separation is that job offers refer to the individual was offered a job instead of searching for a new one, and then compares its benefits to the current job. If one has more than one option, all the alternatives should be assessed by their benefits compared to benefits and drawbacks (Jones et al. 2010, 273). The decision path model leaves out the possibility of leaving for non-working alternative.

Lee & Mitchell (1994) concluded five (4a and 4b) different classifications of different decision paths of voluntary leaving. According to the theory of the unfolding model of voluntary employee turnover, all the decisions are, to some extent, being affected by the shock to the system, which may be differently perceived by individual employees and not all the people feel the same shock in a same way.

2.4.1 Voluntary Turnover Paths

Next different voluntary turnover decision paths are discussed based on Lee et al. 1999 model of the unfolding model of employee turnover. These paths reflect the above-

mentioned attributes of the unfolding model. In this section, these attributes constituted as turnover paths.

Decision path 1: Is a match between a shock and script. For instance, female employee has a pre-existing plan of staying home for few years to raise children if she becomes pregnant. When the actual pregnancy takes place a match of shock and script occurs without other decision affecting characteristics (Lee & Mitchell 1994, 61, Lee, Mitchell, Wise & Fireman 1996, 7, Jones et al. 2010, 273).

Decision path 2: A shock has occurred without pre-existing plan but which causes an estimation of organization's values and personal goals. For instance, company promotes the career development possibilities or good possibilities of promotion and eventually there might not be next steps to be taken anytime soon. Employees then may feel that their careers are hindered due to lack of advancement possibilities. Image violation has occurred, since employees has been expecting new challenges and individual desires do not meet the expectations (Lee & Mitchell 1994, 65, Jones et al. 2010, 273)

Decision path 3: A shock and image violation has occurred but there is no script for the event, however one may feel decrease in job satisfaction and question one's attachment to company, and consequently begins to search for job alternatives. Thus, if the benefits of alternative job are better than the current job will the employee make the decision of leaving based on decreased job satisfaction and better alternative (Lee & Mitchell 1994, 66, Jones et al. 2010, 273).

Decision path 4: Even without a shock, employees may feel that their personal goals are not met, neither are they having enough of intellectual challenge. This will cause gradual detachment and for some employees not having met their personal goals cause high dissatisfaction that they simply quit without weighing alternatives (4b). For some employees leaving is caused by gradually decreasing attachment and decreasing job satisfaction is united with the alternative job offer in hand. Thus, resulting relatively low barrier of leaving the current company (Jones et al. 2010, 274, Lee & Mitchell 1994, 68).

However, there is no determined decision path of voluntary turnover for occasion where one has no thoughts of leaving current employer but having a better offer from somewhere else compared to the current. As already discussed before, today's availability of alternatives and fierce competition of skilled employees is creating voluntary turnover without theoretical

classification to explain the event. In such occasion, personal and organizational engagement and commitment play crucial role. These themes are covered later.

Shock	Script	Image Violation	Satisfaction	Search/evaluation of alternatives	Offer in hand	Decision path
Yes	Yes	Not available	Not applicable	No	No	1.
Yes	No	Yes	Not applicable	No	No	2.
Yes	No	Yes	No	Yes	Yes	3.
No	No	Yes	No	No	No	4a.
No	No	Yes	No	Yes	Yes	4b.

Figure 2. Adaptation of unfolding model of voluntary turnover decision paths table (Lee et al. 1996, 9)

As Lee and Mitchell (1994) have described that there are several different paths by which employee turnover can be classified based on the characteristics of departure. However, it is not easy to understand individual's underlying reasons for leaving. Shocks to the systems seems to the most commonly faced trigger point causing voluntary turnover, however shocks do not propel leaving alone. Voluntary turnover is also sparked by other reasons and job satisfaction has major role. Maslow's hierarchy of needs also supports this idea that self-actualization and cognitive needs are important once the lower levels of the pyramid are met (Sandhya & Pradeep Kumar 2011, 1780).

For employers, it is important to understand these variables in the workplace in order to act accordingly. Monitoring workplace attitudes is a useful tool to know the arising issues within the workplace and to terminate them proactively. In addition, prevention of negative on-work shocks is important in order to decrease potential voluntary turnover to be even considered among employees. However, it might be difficult since many of the shocks are not purely job related.

2.5 Employee Embeddedness

Understanding voluntary turnover and causing attributes may help organizations to convert fixing of these issues into increasing employee retention, however it is as important to understand why people decide to stay (Allen 2008, 9).

Employee retention is easy and complex procedure at the same time. Company might be able to retain employees to some extent without doing anything specific, however when employee decides to leave, company may not know why the employee left and how it could have been prevented. Thus, the more analytical perspective to employee retention is taken the more complex it will become. As noted earlier, understanding employee turnover is a great a tool to analyze the paths which employees are taking when leaving but employee retention is proactive method of preventing leaving and ensuring talents staying with the company.

In order to retain employees' organization should have strong enough company culture to enable employees to become embedded to their companies. By having strong community within the organization employees are able to build ties and connections around the company. Thus, they share similarities and spent more time together and eventually become closer to each other. By having stronger ties to their colleagues, they have more reasons of staying with their current employer. Employee Embeddedness has three contributing connections: Links, Fit and Sacrifice (Allen 2008, 9, Yang et al. 2011).

Links

Links are the inter-organizational connections which employees build with one another during their work time. Links are relationships between employees, teams, supervisors and even customers. The stronger these links are the more difficult it is to give up these links and thus, it is more difficult to leave. (Allen 2008, 9). For instance, some companies may an objective to enhance cross-organizational connections in order to improve team cohesion and to lower the organizational structure. For example, large corporations provide annually multiple events where employees gather together for educational purposes as well as to celebrate the success i.e. Kick-off parties. Yang et al. (2011) argued that one aspect to affect links is off-job relationships and that this kind of links have impact on whether employees stay or leave. (Yang et al. 2011, 422) Off-job relationships and their importance is related to sacrifice part which will be covered later.

In some corporations work itself is based highly on team work and good team dynamics. Thus, teams working in the same field could have event for improving cross-team connections and to build personal relationships. Links do not only improve the web of connections but it can also improve sales. For instance, by sharing more leads and improving the proximity of professional support, employees can leverage these connections in business execution. Team work is one of our case company's core values and therefore it is naturally important for case organization to cherish the importance of links. There are three other core values which will be left intentionally unmentioned to ensure anonymity of the case company. However, all these values link strongly to the concept of embeddedness since they are visible in everyday work and are expected for employees to comprehend. Another connection to embeddedness is Fit.

Fit

Fit represents the degree of how compatible employees feel they are with their job or organization. If employees are able to honestly share employer values, fit comes naturally. Fit can be either soft values which are hidden or it can be more concrete set of things such as mobile workdays, direct customer relationship or proximity to home. For instance, if an employee would need to give up mobility of work and be forced to work all day in the office, one would find it difficult to leave the current employer if they would not have the same opportunities. From the value perspective, it might be difficult to leave an organization if one shares the same values with the organization and thus, value based fit occurs.

Sacrifice

Sacrifice plays a critical role in employee's embeddedness since it is a set of values and benefits which employee should give up if he or she would decide to leave. Sacrifice includes financial rewards, annual bonuses, promotional opportunities, company healthcare etc. (Allen 2008, 10). In order to strengthen the base for sacrifice, companies can offer direct organizational benefits such as good pay relative to industry, extensive insurances, promotional opportunities abroad, mentoring and education, car benefit and company phone. Thus, by providing number of instant benefits as well as great and collective work environment companies is embedding their employees deep into company culture. As noted, talent retention is highly important but difficult at the same time since there are lot of opportunities for talented employees. Thus, promotion of on-job benefits is important in order to resemble the potential sacrifice costs. By offering extensive amount of different on-

job benefits companies are building competitive edge and making it more lucrative for employees to stay. In addition, employee attraction is easier by having multiple on-job benefits.

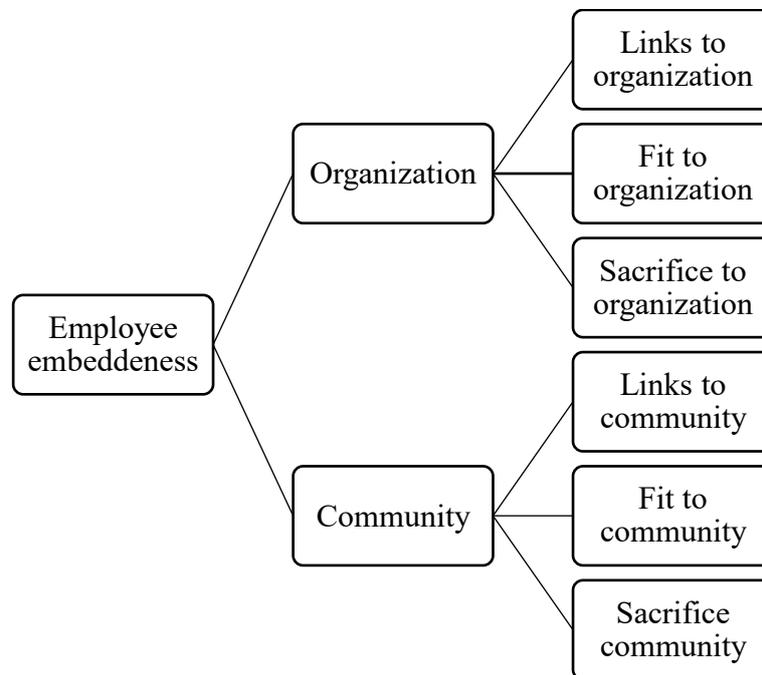


Figure 3. Dimensions of employee embeddedness (Yang et al. 2011)

Above-mentioned indicates how attributes of employee embeddedness are individual's connection to both, organization and community. Model of employee embeddedness characterizes employee turnover by understanding the reasons why people stay. Model suggests that there is high probability of staying with the company if employees are deeply attached to the company i.e. traits of embeddedness. This deep attachment could keep employees with their employer even though thoughts of leaving arises, due to their multiple attachments (Yang et al. 2011, 421).

Talent retention should start with match between talent profiled worker and the company. If mismatch or altering conception of work itself occurs this may create serious image violation and thus, it is important for new employees` to have a strong and clear understanding of job and the future within the company. As mentioned in the introduction section, retention and increasing job satisfaction is a complex and multi-dimensional issue.

2.6. Organizational Attributes as Retention Driver

Large survey conducted by Beverly Kaye and Sharon Jordan-Evans (2004) concluded that there are several simple and more complex attributes determining employees' decision to

stay with their current employer. Top five reasons according to study were exciting and challenging job, personal career development and possibility to grow, other people within the organization, fair pay and good management. Interesting finding which Kaye & Jordan-Evans made was that exciting job or personal development possibilities were listed among top 5 reasons why did they stayed by 91 percent of respondents (Kaye & Jordan-Evans 2005, 11). This same finding is supported by the Time Warner Cable, an American company which was struggling with new employees leaving too soon. In this case almost 75% of the new hires left within the first 90 days (Strategic Direction: Building relationship for retention: How Time Warner Cable improves employee engagement 2009, 7). Consultation from the external party company gave them information that Time Warner Cable's missing key leading to better success is to offer people exciting and challenging jobs and enabling people to learn and develop new skills. Study by Kaye & Jordan-Evans (2004) seems to support common academic understanding that the pay is not the most meaningful attribute in retaining desired people.

When they pay is insufficient, non-competitive or unfair it will have a large impact on job satisfaction and, thus resulting lower levels of job satisfaction and possibly causing voluntary turnover (Jones, Ross & Sertyesilisik 2010, 271). As already discussed, increasing monetary incentives will not result in the long-term satisfaction, thus tools of increasing retention should be elsewhere (Sandhya & Pradeep Kumar 2011, 1780). Fredrick Herzberg concluded that there are two dimensions in which different attributes of job related attributes fall into: motivation and hygiene factor. As Kaye & Jordan-Evans found that the most important things in retaining people were advancement possibilities and challenging job. These attributes according to Herzberg's model are motivators whereas pay is a hygiene factor. Interesting thing in monetary compensation is that if pay is unfair or insufficient it will affect negatively on job satisfaction (hygiene-factor) but even if pay is high and job is lacking other motivators it has relatively low affect in increasing motivation. However, debating views has been shown, for instance O'Halloran argues that performance related pay tends to increase overall job satisfaction (O'Halloran 2012, 655). It is argued that positive relationship between turnover and performance related pay, stock options and bonuses are seen to have better impact in reducing turnover than piece profit and commission. (O'Halloran 2012, 657)

Retaining employees should start at the early stage of employment, Allen et al. (2010) and other researchers suggests that employee retention is strongly related to recruitment. During

the recruitment process, it is important that both parties understand and know each other, recruiters understand the applicant's motives and ambitions and in turn applicant receives accurate understanding of the job and potential challenges which are related to job (Allen 2008, 21). Thus, realistic job preview is a useful tool to accurately explain the positive characteristics, potential challenges and performance expectations which are needed to succeed in the job. By understanding what you should be receiving can be a tremendous investment in the future since company has employees who are sincerely interested of the job and employees can determine whether the applied job is for him or her. By providing realistic job characteristics employees can drop out from the pool before the recruitment decision are made and thus, legitimately interested and applicants are selected. Recruiting the right people not only save money and time during the recruitment process but it will enable company to further design career paths and retention plans since they have employee who should not be leaving because of ambiguity in job demands. By allocating effort to the recruitment process companies are able to identify the right employees from the applicant pool. Collins argues that job application and resume are not enough to assess applicant suitability for work. (Collins 2007, 214).

As already being discussed that selecting and retaining is important not only from the direct financial point of view but also in creating success in the long run. Julia Christensen Hughes & Evelina Rog cited survey conducted by Deloitte 2004 that 1396 HR professionals from over 60 different countries listed availability and retention of talents as top two most critical issues (Christensen Hughes & Rog 2008, 747). Naturally availability of new talents varies between industries but in the knowledge based jobs and managerial positions finding right people is difficult due to high demand and rather low supply. For instance, case company is constantly looking for talented people to join the company. Some industries the work itself relatively labor heavy and, therefore cannot be automated which increase the value of skilled employees. In Finland shortage of the skilled workforce will be seen as an increasing problem due to the fact that less people are entering to job market whereas large population divisions are retiring. Christensen & Rog cited report from Deloitte 2005 that this same effect will be seen other places as well and it will cause a chronic labor shortage (Christensen & Rog 2008, 747)

Organization's initial plan should be ensuring retention of high performing employees since these employees tend to have higher set of skills and required knowledge of performing on higher levels. In other words, if organization is unable to retain these talented, top performers

it will be left with less qualified workforce which could have effect on competitiveness of the organization. (Hausknecht, Rodda & Howard, 2008, 4). Naturally, organizations should have high commitment to retaining majority of the workforce but especially talent profile workers. Reasons behind staying with the current employer may differ greatly between top performers and other organization. Thus, different retention attributes should be examined. Before distinguishing different attributes Hausknecht, Rodda & Howard refers to March & Simon's (1958) theory of organizational equilibrium that two main drivers for employee retention should be desirability of movement and ease of movement (Hausknecht, Rodda & Howard 2008, 7). This theoretical construct is in line with previous forecasts of predicting whether one leaves or stays. In more detail, desirability of movement is defined by the individuals will to change the employer, in other words, one's satisfaction with the current job. Ease of movement means availability of alternative jobs. In other words, according to this model employee should stay with greater odds with their current employers when they are generally satisfied with their current jobs and there is not large supply of alternative jobs on external markets.

2.7 Manager's role in employee engagement and retention

In today's working life many of the daily tasks can be executed properly regardless the geographical location. Many specialist jobs can be done from home office or from cafeteria tables but some jobs are done directly with customers where working environments may change. Thus, workplace itself may have little influence in motivating employees but working environment is important in order to support and empower employees where managers play critical role. Managers has the potential to get most out of people and make them flourish or on the contrary poor management can devastate employee's motivation and, thus make people to leave the organization due to lack of empowering work environment. Manager's role in engaging and motivating employees is complex and multi-dimensional since not every employee has the same sources of motivation. Subhas C. Kundu & Kusum Lata concluded that employees could be retained by rewarding, recognition and respecting which are all key tasks of supervisors. (Kundu & Lata 2017, 703, Kaye & Sharon-Evans 2005, 19) Supporting working environment and supporting managers are seen as a driver for higher employee performance. High employee performance is something which should be pursued since return on investment is great. It not only plays vital role in growing sales but it also decreases voluntary employee turnover rate. Next organizational benefits of employee engagement are studied.

2.8 Understanding Employee Engagement

Employee engagement is relatively vague concept without clear and unified definition. Employee engagement can be defined to be set of actions, commitment, and mindset of people within the organization working towards overall wellbeing of organization instead of working solely for their own interests (William Macey & Benjamin Scheinder 2008, 4). Whereas Arnold Bakker & Evangelia Demerouti (2008) cited Schaufeli et al. 2002 work engagement to be positive and fulfilling state of mind characterized by dedication. In this sense work engagement is deeply involved with employee's psychological state of mind fulfilled with passion, commitment and sense of enthusiasm towards one's work. (Bakker & Demerouti 2008, 209)

2.8.1 Work Engagement as Retention Driver

As noted earlier high performing employees tend to contribute more to company's results than poor performing employees, they also create less side costs to the company i.e absenteeism, thus high engagement should be pursued. In addition, engaged employees have higher energy levels and self-efficacy. (Bakker & Demerouti 2008, 210)

High performing employees are often engaged employees according to Kundu & Lata (2017) since employee performance is the function of effort x support x ability in which organizational support has a positive relation (Kundu & Lata 2017, 704). Organizational support and managerial support play important role in creating employee engagement and overall supportive working environment. Supportive working environment is a base for job resources where supervisor and colleague support, autonomy, performance feedback and learning opportunities are highly associated with improving work engagement (Xanthopolou et al. 2009, 185). Hence, these same attributes have shown to be key attributes in improving retention (Kaye & Jordan-Evans 2005, 11) Job resources are important in coping with high job demands especially when there is matching personal resources (optimism, self-efficacy, resilience and self-esteem) and job resources. (Bakker & Demerouti 2008, 218, Xantopoulou et al. 2009, 185)

Job resources play two dimensional motivational roles they can either intrinsic or extrinsic. Intrinsic motivation spring from getting job done in goal-oriented way. Thus, high job demands are met with support within the organization and performance feedback which ultimately drives learning and autonomy which correlates to trust and freedom to try and

play with learned skills. As mentioned above job resources may play extrinsic motivational role as well since motivational and supportive working environment fosters and gives autonomy one's to test their abilities and thus, create voluntary willingness to complete the tasks. (Bakker & Demerouti 2008, 211)

Importance of supervisor and colleague support is critical when job demands become overwhelming and by mutually overcoming the challenges may lead to future gains i.e learning and improved team cohesion, thus resulting engagement. However, Qaio Hu, Wilmar Schaufeli and Toon Taris (2013) argues that if one's resources are insufficient to meet the job demands this may have a negative effect and lead to future loss instead of gain (Qaio et al. 2013, 359). Bakker and Demerouti (2008), argued that job resources work as a predictor of engagement and that engagement is a mediator of the relationship job resources and turnover intentions hence high engagement levels play critical role in forecasting possible voluntary turnover. (Bakker & Demerouti 2008, 212). Availability of job resources does not automatically drive engagement it surely can foster engagement but when the job demands are higher than available personal and job resources, inequity takes place which can lead to negative emotions and lead to disengagement or demotivation. Therefore, surplus of personal and job resources in relation to job demand leads to experience of equity which drives engagement as Bakker & Demerouti (2008) points out. (Qaio et al. 2013, 360)

Personal resources are one's aspects of positive self-evaluation that are related to resiliency and ability to successfully control and impact their personal work and work environment (Bakker & Demerouti 2007, 213, Kim & Hyun 2017, 706). Personal resources have meaningful role in creating engagement alone or together with job resources. Together with job resources they are determined to be crucial in answering job demands. Personal resources are driving individual's optimism about one's future, thus enabling clearer and more ambitious goal setting. In addition, positive self-evaluations predict motivation, performance, job and life satisfaction and other desirable outcomes (Bakker & Demerouti 2008, 2013). Self-efficacy enables people with high optimism to withstand higher job demands and stressful since they are more confident about their abilities and potential. Study conducted by Xanthopoulou et al. (2007) cited by Bakker & Demerouti (2008) concluded that engaged employees are highly self-efficacious, they believe in their own competencies, in addition, engaged workers are optimistic i.e. they will experience good and desirable outcomes in life and they believe they can satisfy their needs (need for belonging) by participating in activities in the organization. (Bakker & Demerouti 2008, 214)

The following traits of personal resources have been concluded to predict employee's turnover intentions. Kim & Hyun (2017) concluded that employees with high levels of self-efficacy, organization based self-esteem and optimism have been recorded to have less turnover intentions because of higher work engagement (Kim & Hyun 2017, 710). Literature collected by Kim & Hyun (2017) suggests that employee's work engagement negatively affects their turnover intentions. It is concluded that self-efficacy, organization based self-esteem and optimism as marginal effect on turnover intentions as separate factors. However, together they could foster work engagement and thus, work as a foundation for positive work environment. (Kim & Hyun 2017, 710)

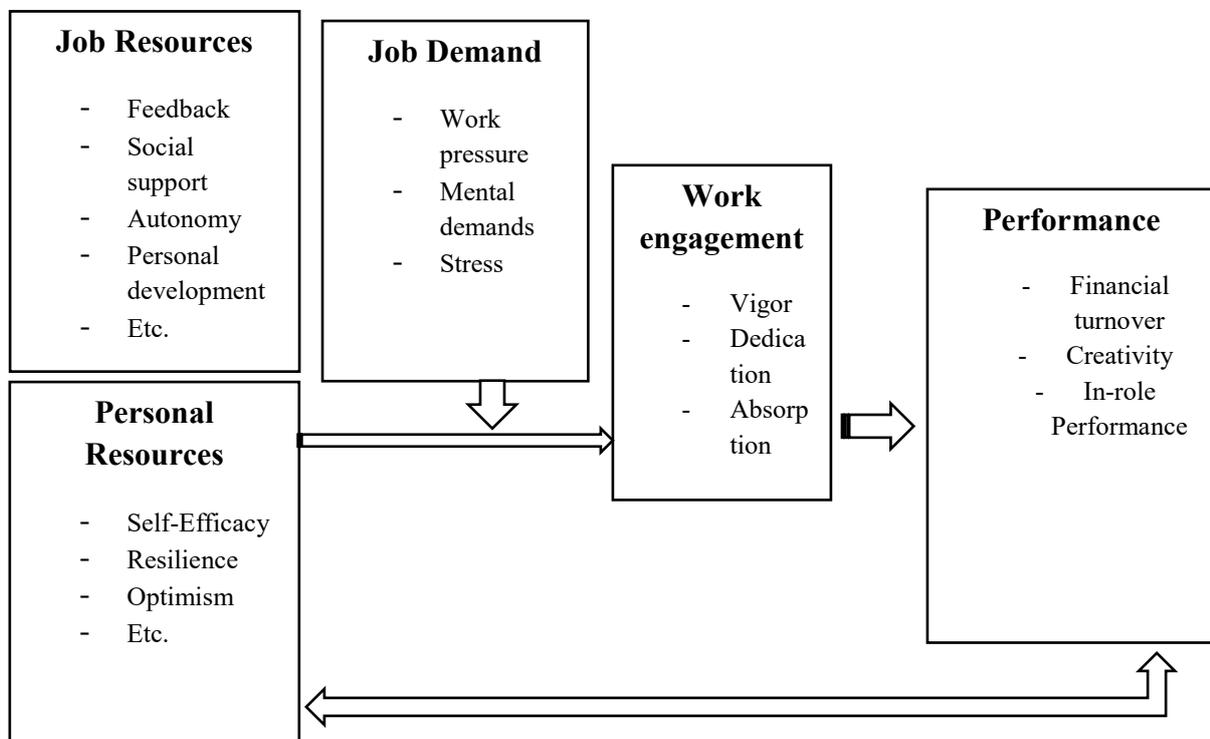


Figure 4. Adaptation from JD-R model of work engagement (Bakker & Demerouti 2008, 218)

2.8.2 Positive Implications of Engaged Employees

As discussed above, engaged workers are more likely to stay with their current employer, in addition, they also perform better than less engaged employees. Engaged employees are driven by their own nature and they also consider well-being of whole organization. As earlier stated, engaged employees are vigor, dedicated and they have a positive work-related state of mind. Bakker & Demerouti (2008) concluded that engaged employees have at least four different reasons why engaged employees perform better than non-engaged employees.

Positive emotions

According to Bakker & Demerouti (2008) engaged employees are more likely to experience positive emotions than non-engaged employees. Thus, resulting in increased productivity. Positive emotions feed productivity and urge of trying to succeed and therefore positive emotions are creating circle of positivity. In addition, happy people are more open to opportunities at work, more helpful and positivity is contagious after all.

According to Fredrickson (2001) broaden-and-build theory of positive emotions enables people to broaden their action repertoires and build their enduring personal resources. (Fredrickson 2001, 3) Positive emotions such as joy and interest are applicable in working life since joy broadens one's momentary action repertoires by creating urge to play, push the limit and be more creative. Interest on the other hand, broadens urge to explore and try new things and to absorb new information, which could be useful in future by developing new skills. These broadened action repertoires according to Fredrickson (2001) are important since they build enduring personal resources. In addition, positive emotions are seen to build psychological resiliency and trump negative emotions. (Fredrickson 2001, 10)

Better health

Sufficient personal resource and job resources are able to overcome high job demands, thus, maintaining work engagement and help coping with high workloads. Coping with demanding workloads with sufficient resources have a positive effect on work-related stress, whereas insufficient resources could have a negative effect on individuals. Engagement, particularly vigor element of engagement, has been indicated to have effect on psychosomatic health issues. Hu et al. (2013) disputed that too high job demands compared

job resources and perception of equity could result in burnout. Whereas, sufficient perception of equity in relation to investments could result in engagement (Hu et al. 2013, 359). Aspect of better health is fundamentally connected to positive emotions where positive emotions could lead into better health by tackling negativity and by fueling psychological resiliency (Fredrickson 2001, 10)

Ability to mobilize resources

Another thing why engagement is beneficial among employees is the fact that engaged employee are able to create their own resources, thus resulting improved productivity compared to non-engaged employees. Fredrickson's (2001) broaden-and-build theory's positive upward spiral has been seen creating engagement since job and personal resources results higher levels of engagement, at the same time increased work engagement in turn resulted in increasing personal resources and increase in job resources. Hereby, engaged employees are not only happier and more satisfied with their current situation they are also able to mobilize their own resources and therefore nurture and control future engagement.

Crossover of engagement

Emotional contagion is something that takes places in the work environment subconsciously. Benefits of engagement can also be seen in team environments as improved performance. This is due to transfer of positive experiences or negative experiences where they both transfer immediately and they influence others. According Bakker & Demerouti (2008) if team colleagues influence each other with their engagement, the team would perform better. This is due to fact that positive, engaged mood results in increased co-operation among team members and thus, results in better task performance. Notable is to recognize the risk of negative emotions and negative mood in concise teams. Negative emotions work same way in reversal as positive mood and, thus it may lead to negative outcomes if untreated. Study conducted by Bakker et al. (2006) concluded that team-level engagement is highly effected by individual-level engagement. Engaged workers communicating their positive attitudes and optimism can have influence on creating positive team climate and hereby enable better performing team. Engaged workers not only have better performance personally but also, they can heavily influence their team members and colleagues thus, create overall well-being and atmosphere of success around them (Bakker & Demerouti 2008, 217). Engaged employees can be seen strategic assets for organization (Kundu & Lata 2017, 704)

2.9 Supportive Working Environment

Degree of employee retention plays important role in defining the strength of organizations, especially its HR practices. As concluded earlier, engaged employees are more likely to stay with organization, as engaged employees gain resources and meaning from their work. Engaged employees also feel more belongingness towards their organization compared to non-engaged employees. Work performance and drivers of work engagement has already been covered retention of engaged workers needs to be more carefully studied. There are several reasons why employees stay with their current employer, however now more in-depth review is being taken to importance of working environment. Kundu & Lata (2017), stated that 80 per cent of employees look for better work environment, thus it is crucial that these employee's current work environment is best possible in order to quit the hunt of better environments. If the current working environment is seeing high turnover numbers, it should be improved in the light of organizational support to retain desired employees.

Supportive work environment is a great way to improve retention among employees. Supportive climate is seen as a positive driver job satisfaction and commitment towards the organization. In addition, organizational engagement is seen a vital indicator of employee turnover. In other words, if organizational engagement is missing the likelihood of increase in employee turnover is higher (Kundu & Lata 2017, 704). Support and availability of support within the organization has been denoted to be one of the most important attribute in employee retention. Positive supervision is negatively related to employee turnover (Kundu & Lata 2017, 706). From supporting working environment aspect supervisory support, organizational support and peer support are highlighted. Along with previously introduced JD-R model importance of positive social network in the workplace is important. Performance of teams is highly dependent on the available social resources and job resources. Better performance creates retention as long as all the basic structures of future engagement are met. Highly performance oriented organizations are often measured by their success and thus, high performing individuals and team tend create future wellbeing which is important in building long-term competitive and desired workplace. Satisfied employees and sound financial results are base for building employer brand which could induce more talent. Thus, organization's initial employee retention tool is desired and well managed work environment.

Kundu & Lata (2017) also highlighted the fact that people are desiring to work in organizations where pleasant working environment is provided and employee's contributions are noticed and valued. Working environment should be motivational which ensures employees to develop their engagement inside the job. Christensen Hughes & Rog (2008) cited Hewitt and Associates (2004, 749) in defining engagement where there is a strong reflection on importance of organization as enabler for engagement to be developed:

“A measure of the energy and passion that employees have for their organizations. Engaged employees are individuals who take action to improve business results for their organizations. They “stay, say, and strive-stay with and are committed to the organization, say positive things about their workplace, and strive to go above and beyond to deliver extraordinary work”

Kundu & Lata (2017) postulated four hypotheses on supportive work environment: (1) Supportive work environment is positively and significantly related to employee retention, (2) supportive work environment is positively and significantly related to organizational engagement, (3) organizational engagement is positively and significantly related to employee retention and (4) organizational engagement mediates the relationship between supportive work environment (SWE) and employee retention (707-709). According to empirical study these hypotheses turned out to be correct (Kundu & Lata 2017, 715).

Supportive working environment related to employee retention

Employees don't quit their jobs, they quit their bosses is often described as a main reason for voluntary turnover. Positive supervision and availability of support is regarded as crucial factor in building engagement and, thus enabling retention. As previously studied, job resources are important in coping with high job demands in which availability of supervisor support was highly valued. In addition, peer group interaction and support is important. This enables employees to get to know each other and observe each other's skills and talent for future help. When employees have better tools and readiness to cope with difficult work occasions the less stress it will create, and thus resulting positive outcomes. Whereas lack of these attributes may increase stress as one has to match high job demands alone. If one lacks peer group and supervisor support chance of failure increases and thus resulting negative outcomes. Failure may be inevitable but there is a great difference between reasons resulting

the failure. Furthermore, supervisory support can result higher degree of job satisfaction and in turn, decrease the degree of absenteeism (Kundu & Lata 2017, 707). Managers role in enhancing retention will be discusses separately and more detailed later.

Supportive work environment related to organizational engagement

As addressed studies refer degree of engagement is directly associated with retention. Organization's should create environment which fosters employee engagement, attributes creating this kind of environment consists of peer relationships, supervisory relationships, organizational policies and procedures such as work-life policies and flexibility. Wayne et al. (1997) cited by Kundu & Lata (2017, 707) concluded that employee who feel and perceive support from their peer-group, organization and supervisors are more likely to feel indebted to their current organizations. Therefore, organizational support works as glue to keep desired and supported employees with their current organizations. Clearly, feel of obligation to work in the organization of which does not feel right may result long-term negative outcomes. Thus, if feel of being indebted to work is derived from the feel of overwhelming support and caring obligations may work as engagement factors.

Organizational engagement related to employee retention

Organizational engagement is powerful driver of employee engagement and thus driver for improving employee retention. Organizational procedures and policies play important role in determining engagement. As mentioned in previous section flexibility and work-life balance are important predictors of engagement and retention. In addition, inter-organizational attributes such as trust in senior-management and procedural justice has been determined to be significant predictors of organizational engagement (Kundu & Lata 2017, 708)

Organizational engagement mediates the relationship between supportive work environment and retention

Bakker & Demerouti (2008) concluded in their JD-R model that high personal resources and high job resources lead to higher engagement and together with supportive work environment model it can be concluded that higher engagement leads to to reduced turnover intentions (Kundu & Lata 2017, 709). In addition, supportive work environment tends to impact directly into one's feel of availability of job resources. Developing climate for organizational engagement is important and should be carefully be planned in HR

departments. If company is seeking to increase employee retention, employee engagement and thus, increased organizational performance the working climate should contain supportive manager's, enough peer group interaction and support, rewards and recognition, career development possibilities and procedural justice.

2.10 Employee Attraction

Employee engagement has been already widely discussed in this paper and retention also to some extent but employee retention starts already during recruitment and employee attraction process. Employee attraction is important piece in defining which kind of employees' organizations seek and which kind of employees are desired to be retained. Already stated in the previous section that workplace needs to be desired and recognized, this in fact is crucial in attracting talented employees. In addition, firm should be employer by choice, in which case people are voluntarily applying to work in specific company since it is recognized as a great place to work. Employer branding plays significant part although, it is a difficult activity since employer brand and perception of the firm is heavily influenced by the branding activities and, thus influencing the kind of people the firm attracts (Pandita & Ray 2018).

Excellent and diligent employer image are remarkable attributes in attracting employees. This consists of staying true to values, delivering quality products and services and giving employees all the hygiene factors of employment (Pandita & Ray 2018). Quality of the provided services and products is not automatically self-evident. Depending on the industry there might be products or service providers of which people outside the specific industry are totally unaware of. Hence, strong brands in general are effective in receiving attention and making talent attraction easier.

2.11 Theoretical Synthesis of the Study

After covering variety of different theoretical constructs, this Chapter 2 aims in building theoretical framework of the study. There are several theoretical settings covering characters of employee turnover. Allen (2008) concluded classifications for employee turnover. In this study, the interest is appointed to dysfunctional voluntary turnover. This model works as a

base for studying phenomenon of employee turnover. In this construct rounded parts are the especially studied in this thesis. However, involuntary and functional turnovers are not directly studied in this research.

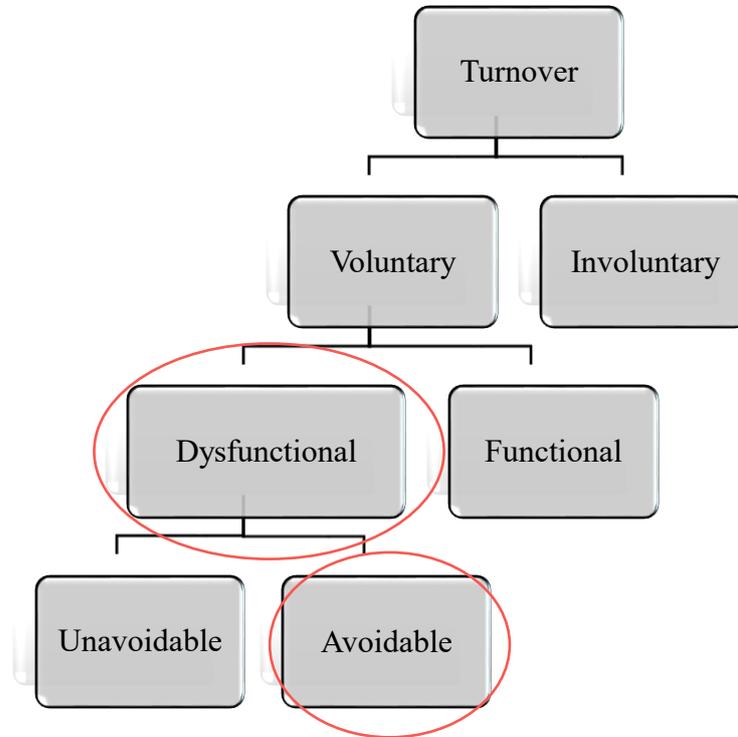


Figure 5. Employee Turnover Classification based on Allen (2008)

Figure 5. and below presented figure 6. together works as basis for this thesis and as a platform for answering the first research question. In this thesis, attributes characterizing employee turnover are viewed from the perspective of the model presented in the figure 6. where shock, scripts, image violation and lower levels of job satisfaction has caused intension of quitting and, thus leading to search and evaluation of alternatives. These attributes are partially or together resulting in voluntary turnover.

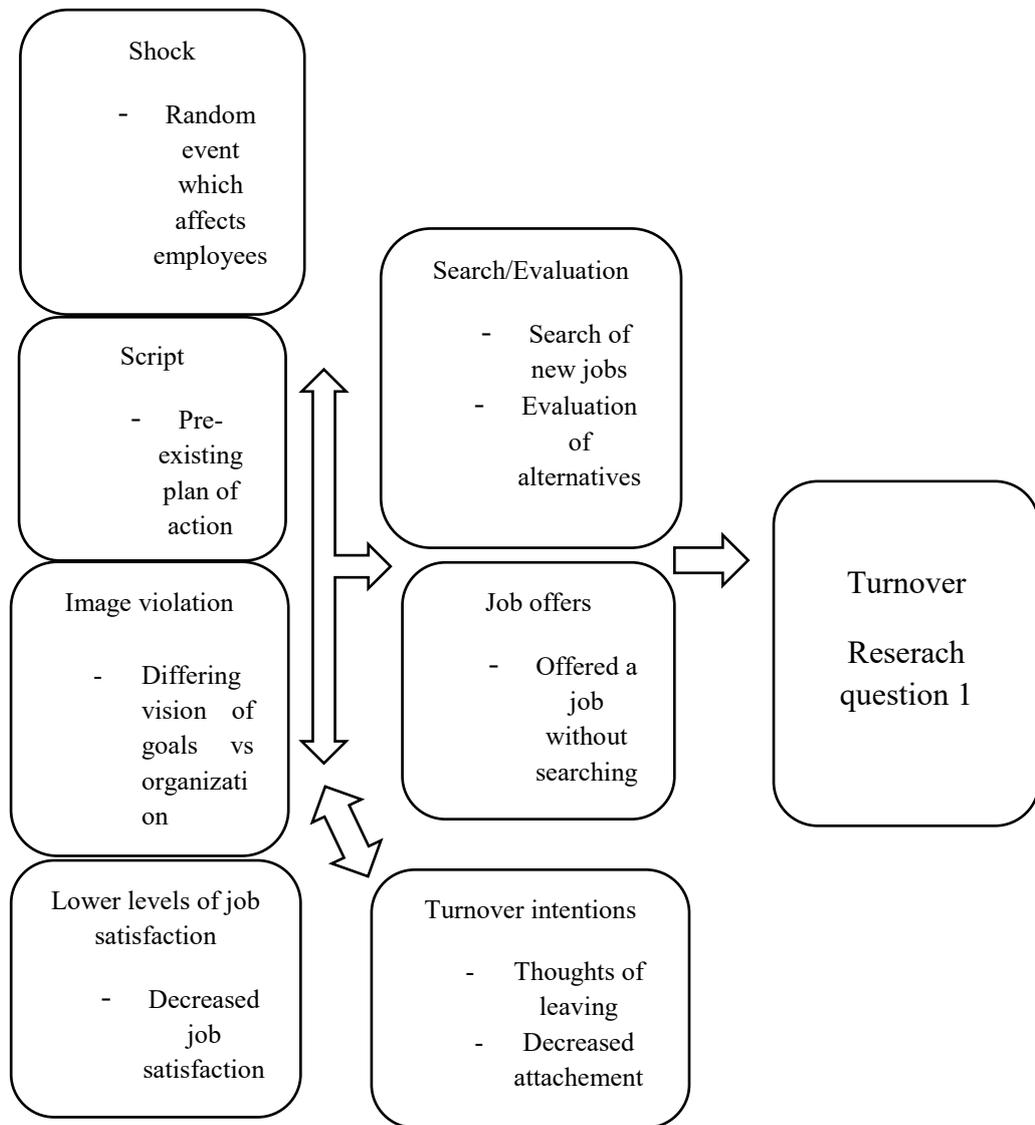


Figure 6. Adaptation of the unfolding model of employee turnover (Lee et al. 1996, Jones et al. 2010)

According to studies covered in this Chapter, employee retention can be achieved through variety of practices, however, Figure 7. exhibits the process of retention when turnover intentions arise. Retention is realized due to the positive factors which are represented in the figure. If these attributes are missing employee turnover framework is considered.

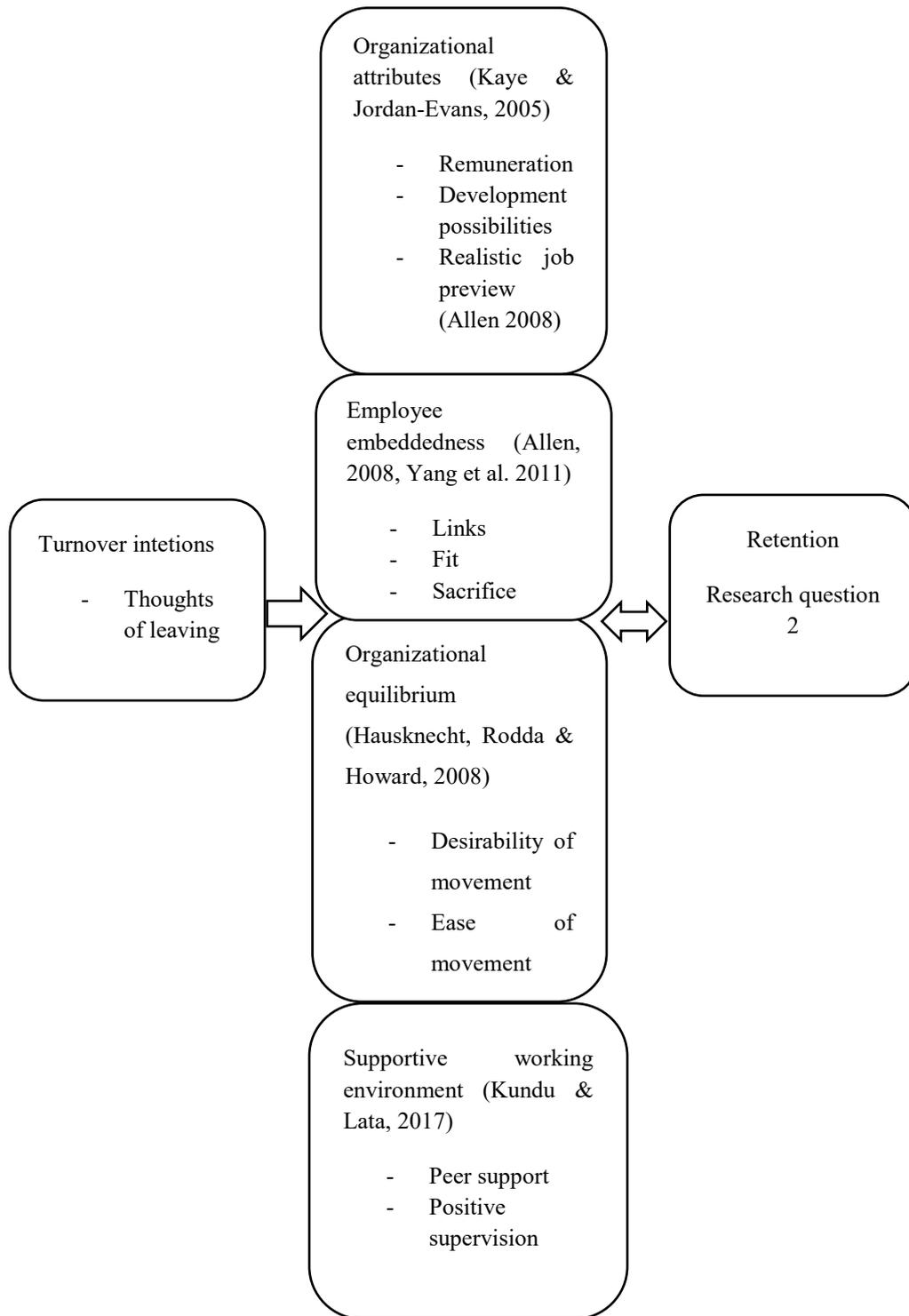


Figure 7. Construction of prevailing covered retention theories.

Figure 7. collects theories together which are used to answer to the second part of research purpose, identifying actions and tools to improve employee retention, however, together with empirical findings research question 2. is answered.

3 METHODOLOGY

This section will cover methodology part of this study. First, study case will be described, naturally following to introduction to case company and its business model. Vast introduction is made in order to understand the importance of this study. Secondly, research design and research method is being chosen and explained. Thirdly, background information and the sources of data is explained. Lastly, will cover data gather procedure followed by data analysis. Methodology part will explain background reasons why this specific study matters and why the study is conducted this way.

3.1 Case Description

Empirical part of this study was conducted in a multi-national company operating in Finland. Later in the methodology part reasons for company's anonymity is further explained.

Purpose of the research is to identify attributes characterizing employee turnover and to find tools to improve employee retention, method to discover answer to these questions is to examine data regarding the root causes which have resulted employee's departure. Case company has modern HR department where exit interviews are held with leaving employees and thus, access to existing exit interviews is granted. It is important to analyze these exit interviews and then to configure big picture resulting turnover. However, this study does not take a stance regarding current HR policies within case company instead this study is important in mapping exit interviews into categories and then breaking them down in order to find root causes.

3.1.1 Case Company

Case company is multi-national company and of the world's leading manufacturers of industrial products and services designed for professional use. Company was founded in the mid-20th century. The company has since expanded into more than 120 countries across the globe. Company headquarters are located in Europe. The company has over 20,000 employees worldwide of which majority is directly in touch with customers resulting over 200,000 customer interactions daily. Case company's asset is heavy investing in its

employees especially in sales personnel, which are daily in direct touch with numerous of customers. Fundamentally company is a product sales organization relying on the work of its individual sales personnel. The company has succeeded in implementing variety of services to support traditional product-oriented sales. In addition, the company has retail stores to back up the sales activities around the world.

3.1.2 Case Company's Business Model

At the center of case company's business model is sustainable value creation which should be achieved through various different segments within the strategy map. Great amount of interest, resources and dedication is given to the people at the case company. Case company's aim is to have the best people in the organization who work according to the organizational working culture, which is deeply embedded into everyday work. A lot of resources are devoted to people and it starts with the recruitment process which naturally begins by finding the most suitable candidates. After careful evaluation of the candidate the decision of recruitment is being made. After recruitment decision, everyone will take part in a basic training scheme provided by the case company. Where aim is to learn about the company, company's culture, products and preferred sales methods.

Continuous coaching and training are seen as an important tool to improve the working impact of employees as well as improving team work and getting to know the people in the organization. Industry and the ways of working generally are changing rapidly and the case company is being in the forefront of changing the standards within the industry therefore, it is reasonable to keep the staff up to date. In addition, focus on continuous coaching enables people to get most out of their potential and thus, succeed in daily work with customers.

Again, the foundation of executing the company's strategy is the people. Since the nature of organization is being sales organization the strategy is executed by having the best people interacting with customers.

Processes requires a lot of resources but they also support in executing the strategy. Processes contains four main points which are product portfolio management, market reach, supply chain management and professional services. All of the points play critical role in succeeding in sustainable value creation.

Product portfolio management creates loyalty and comprehensive purchasing patterns by being able to offer wide range of complimenting products. Market reach instead is accomplished by the marketing departments efforts together with sales personnel which are the majority of workforce and who are capable of bringing customer feedback to support marketing campaigns. For many customers sales representatives are the primary source of information regarding case company's products and services. High demand on products and quick delivery schedules are also important in creating great customer experience therefore smooth delivery and fluent supply chain management is crucial.

Warehouses are located in strategically important places where deliveries are accessible. In addition, central warehouses maintain vast inventories in order to supply products when needed. Professional services are the last, highly important piece of the processes in order to differentiate in the highly competitive market. Nowadays products are easily replicated and therefore services play critical role in differentiating competitors from another. Services and human capital cannot be replicated as easily as products so therefore case company has invested great amount of time and money into creating unique set of services to serve the customer to foster differentiation. Together, these processes combined with high-performing and committed employees result in long-term partnerships and loyal customers which in turn enables the sustainable value creation.

It is important for the case company globally, and especially Finnish branch to improve employee retention among sales people since they constitute to almost 50% of workforce, and a lot of resources are spent on training of people in addition, currently dysfunctional turnover is considered to be too high. Moreover, recruiting of new people is time and money consuming activity. Fierce competition in the market is driving companies to not only compete with superiority of the products but also more focus is given to services because products are easily replicated whereas services are unique to each company and its staff. Today companies also need unique employees in order to survive and win the markets and therefore products, services and employees creates the winning combination.

Case company is seeking financial growth annually, thus employer brand and retention of skillful workforce is obvious. Market growth for the time being may give some additional help of receiving sound numbers in terms of growth and sales but the real key to success is having the best people of industry. Of course, there is a risk of training and offering benchmark quality set of skills since these employees become desired workforce also in the

eyes of competitors and hence, tools and ways of retaining people should be carefully understood

3.2 Research Methods

Since our research purpose is to study root causes resulting voluntary turnover within case company existing exit interviews are analyzed in order to gather research data. Since exit interviews are already existing data research method is, thus documentary analysis. Exit interviews are chosen to be research method for data generation since it contains critical and important information regarding employee's feelings, thoughts and insights of improving work environment. In addition, design of exit interviews gives data regarding engagement and improvement suggestion thus, linking research data to theoretical framework where reasons for voluntary turnover is investigated as well as improving employee engagement. By using interviews rather than questionnaires a qualitative is conducted, although design of existing exit interviews contains questions leveraging Likert Scale the majority of the generated and used data is collected from open, interview questions. Study is qualitative in nature but also quantitative data is used to gather information from the exit interviews.

Exit interviews are conducted with employees who decide to leave the company. Exit interviews aim to observe information to answer question why do people leave. Purpose of exit interviews is to find patterns and real causes resulting turnover, by gathering and analyzing this data, the company could tackle issues deriving from the interviews, especially if similar reasons rise often.

Exit interviews as data collection method could provide us important information for future improvements for the case company.

3.3 Data Collection

Data is collected from existing exit interviews which are supposedly held with everybody leaving the company right before departure. Design of exit interviews focus on painting demographic data about the leaver by working years, how many different positions one has held during their service, and by nature of the following job. In addition, exit interviews provide important information for organizational development in the future. Exit interviews

can be either written interviews with standard set of departure related questions or exit interviews can be conducted by talking. These both ways have their own benefits. Written interviews enable comparison of data since data generated through standard set of questions is straightforward, whereas interviews held by talking could results various different sort of answers regarding departure. Accordingly, by having exit interview by talking, HR personnel is able to ask more in-depth question and better understand departing employee's views. Comparing spoken answers in analytical manner is more difficult than in written interviews and unless recorded more difficult to store. Similar data could have been gathered through existing employee well-being questionnaires but I decided to investigate the people's views who have already made the decision of departure. In addition, using existing employee satisfaction surveys could have provided misleading information in relation to the research topic. Therefore, it can be stated that by leveraging existing exit interviews data gathered is the most relevant for this study purpose.

Gathered data consist of questionnaire containing open questions and Likert scale questions. Altogether exit survey has 14 questions out of which 6 questions are open questions covering engagement, retention and organizational improvement. Likert scale questions focuses on determining the background and demographical information of the respondent and managerial satisfaction, workplace satisfaction and degree of support received by the respondent. Hence, the most important information regarding this study lies in the open questions. All the exit interviews were conducted during the year 2017. Used exit interview answers were all from sales personnel working in different locations in Finland. Case company is working as a supplier in the market and sales is the primary business for the organization thus, it would be natural to study its largest group of employees. By studying people solely from sales departments, we have together comparable data. Altogether 19 interviews were examined including long-time workers as well as fresh one's and women and men. However, due to highly sensitive nature of the information little demographical segregation is made.

Focus of this paper is to identify root causes resulting sales personnel's departure. This group of the personnel is in important role of driving future growth of the company in addition, they are the first level contact in the eye of customers. If sales personnel are not engaged and does not feel comfortable of what they are doing it could result poor results and could potentially corrupt the workplace climate.

There are also practical reasons of studying exit interviews instead of having questionnaires or interviews with current sales personnel. Firstly, current employee could be hesitating to answer personal questions regarding their working motivation or engagement due to fact that it could affect their future with the company. Thus, already departed answers would be more worthwhile to study. In addition, case organization has already established few employee satisfaction questionnaires therefore, it would have been double work with no additional value.

Table 1. Exit interview background information

Working years with organization X	How many different positions have you held in organization X	My next employer is:
0-1 Years	1 Position	Is competitor of X
1-3 Years	2 Positions	Is from different industry
3-5 Years	> 2 Positions	Not yet determined
5-10 Years		No comments
> 10 Years		

Table 1. illustrates the background of respondents. In order to guarantee the anonymity, departure dates and all the names are left out from research data. In addition, there is no gender data or geographical information in order to increase anonymity. Case company wants this study to be anonymous therefore no further demographical data is provided. Original exit interview is in Finnish and for the purpose of this study all the questions and answers are translated into English. Answers are directly translated from Finnish to English but some answers cannot be translated word-to-word. However, translations are done in a way that original message would not change. Pseudonyms are used in order to increase anonymity of the respondent.

3.4 Data Analysis

Empirical part of this study was done in two phases. First, I went through the exit interviews in one document where I had all the answers listed in one collective sheet where the answers were assembled during year 2017. HR Director of the case company had already examined

the reports separately and now for this study HR director of the company had gathered all the answers into one collection. After receiving the exit interview document, I started making demographic separations based on working years with the company and thus, dividing information and trying to find links in the data.

Table 2. Exit interview sample respondents background

Number of respondents	Working year with company X	Number of respondents	How many different positions have you had with company X
3	0-1 years	10	1
9	1-3 years	7	1-2
5	3-5 years	2	>2
1	5-10 years		
1	>10 years		

This study is conducted by using qualitative analysis, especially qualitative content analysis. There is no before-hand determined theories to be applied instead intention and aim of this study is to find new information regarding the research purpose. Thematic content analysis is used in analyzing interviews in order to organize data and then categorizing interview responses. Hence, enabling finding of explanations. Chosen content analysis can be determined to be inductive content analysis. Figure 8. explains the process of inductive content analysis.

Figure 8. explains the process of analyzing the data. Selected unit of analysis was provided by the case company in form of 19 exit interviews held during the year 2017. Content analysis was chosen to be the most suitable form of analyzing the existing data and it enables the researcher to test issues covered in the theoretical section in order to better understand the data (Elo & Kyngäs 2008, 108). Next section explains how data analysis of the data and the steps.

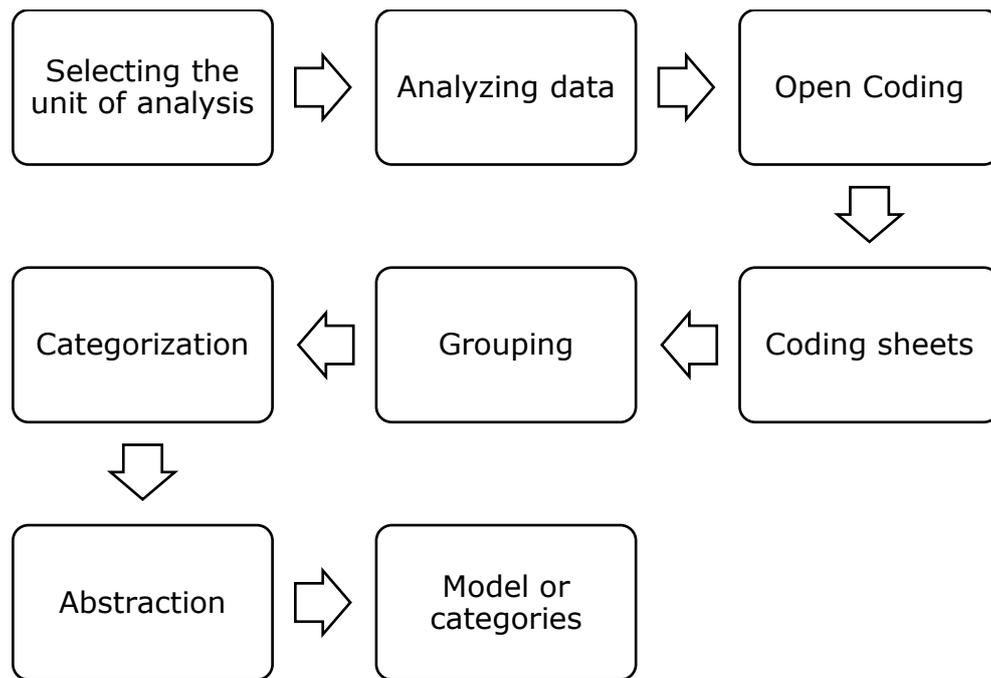


Figure 8. Adopted from Preparation, organizing and resulting phases in the content analysis process (Elo & Kyngäs 2008, 110)

After identifying the demographic background and creating listing table 2. I started analyzing answers to the exit interview questions. I first went through all the answers regarding a question before moving to the next question and at the same time I already started to find recurring topics which eventually worked as a base for categorization. By going through all the responses related to the question instead of analyzing all the responses from the same person I was able to start finding similarities and differences as well. It was interesting to find similarities in the responses and in demographical background. After realizing recurring aspects, I did grouping of the responses into three categories and eventually one out of the three categories were divided into two sub-categories.

Before ending up with three categories there was initially five different established categories: pay, career, management, work community and recruitment. These categories will be explained more thoroughly in the results part of the study. Categorization was made by using color codes for the attributes belonging into same category. This helped in coding the data and making it easier to work with the data in excel-spreadsheet. By having color coded main categories variance between respondent's answers was easier to process.

Especially root causes given by the respondents and attributes related to engagement were highlighted in the analysis phase.

3.5 Ethics

Ethics of the study should be borne in mind when conducting a research. First of all, ethical issues derive from external sources and from internal sources. External issues concern could sponsorship and biased study. Since I am working in the company of which I am conducting my study there could be possibility of biased study to receive results that are desired to be accomplished. However, this study is conducted from external perspective and with complete integrity. In addition, by conducting organizational case study there could be concerns regarding compensation appointed to researcher. This could bring ethical problems regarding limiting the results and publishing of the study.

Empirical part analyzes personal and sensitive issues where complete anonymity is crucial in order to comply with the case organization's code of conduct. Research data received from the HR department is slightly censored. Censorship concerns the open questions data so that there will be no names of the personnel to be seen i.e. respondent's names and names of the people answers are referring to are also censored. Existing exit interviews are censored in a way that all the personal clues and references are modified to be in third person form which guarantees and protects the anonymity of the respondents. This study is done independently with very little help from the HR department of the case company. Hence, study should not be affected by the ideas or desires of the HR personnel. In addition, by working independently I have been able to design the study by myself with little guidance from my supervisor. One important aspect in crafting the design of the study independently is the fact that there are no particular outcomes or matters to be expected to be found.

Quotations from open questions will be done anonymously and there will be no further links associated with the respondent or response. Names will not appear during the study. If there would be all the respondent's answers in one bunch, some people inside the organization could identify the respondent. This could risk the original anonymity of the study.

4 IDENTIFYING REASONS FOR VOLUNTARY TURNOVER WITHIN CASE COMPANY

Given the research purpose of this study which is to identify root causes resulting voluntary turnover among sales personnel within case company it is important to understand this reason behind departure in individual level. Hence, it is possible to answer first research question, what attributes are causing voluntary turnover. First research question is examined in the light of theoretical framework. In the next chapter, also reasons for high voluntary turnover is explained.

By going deep into research materials two main categories were found which are negatively associated with voluntary turnover. These categories will be discussed and direct quotations will be processed. This section will follow natural path in relation to theoretical framework by starting from recruitment process leading into engagement and then addressing the turnover paths.

4.1 Recruitment and attraction

As discussed in theoretical section reasons for employee departure are complex and individuals have different motives for choosing whether to stay with current employer or to seek another opportunity somewhere else. Not everybody is seeking another opportunity but happen to receive better offer and thus, resulting unexpected turnover. When decision of employee recruitment is made, execution of preliminary employee retention strategy should emerge. Therefore, it is reasonable to expect organization's to want to retain their employees not only because they are expensive and difficult to replace but also in order to create competitive advantage in highly competitive industries.

Firstly, attention is paid to early stages of employment as our theoretical framework identifies importance of employee selection and potential risks associated with recruitment. Secondly different voluntary turnover paths are discussed and tested if voluntary turnover within the case company follows unfolding model of voluntary turnover (Lee et al. 1996, Allen and Lee & Mitchell 1994). Thirdly, JD-R model by Bakker & Demerouti (2008) and supportive working environment model Kundu & Lata (2017) is tested and determined whether it applies to the case company.

During the recruitment process being vivid and honest about the realities of the work is important. By giving the right information regarding the work itself, company, expectations and organizational culture seems to have effect on engagement in the long-term. Already at the beginning of the recruitment process or even before recruitment process, during employee attraction phase employer branding is crucial in defining the right pool of the potential candidates from which the recruitments will be carried out. Employer branding in public events has high correlation in determining what type of people company attracts (Pandita & Ray 2018).

By becoming employer by choice enables organizations to have the best people for the company. Thus, importance in recruitment process lies in being honest about the job and matching employer branding activities with true nature of the company and with the job. If the mismatch between expectations and reality collides voluntary turnover could emerge. Occurring mismatch follows path to potential image violation (Lee et al. 1996, 7). In the study context image violation was found to be partially reasons for lower levels of job satisfaction thus resulting the initial detachment from the company X. Below is direct quotation from former employee.

“Recruitments feel strongly focusing on people with academic background, and of course I do understand “talent pool”-thinking and why company X is looking for these candidates. I still feel that sales positions would be more suitable for people from second degree or University of Applied Sciences degree background. I would highlight the intake of these candidates however, not completely forgetting people with higher education. I believe that people with lower levels of education would commit to job for longer time. I reckon that few M.Sc. background / Graduate Engineer background would stay long times in field sales position, rather they advance internally or move to another employer. As a part of recruitment promotion, I would suggest using more traditional “sales representative” title in promoting the job this would give more truthful picture of the characteristics of the job.” -Tessa

However, this was not the fundamental reason for employee to leave the company but it had affected on image violation regarding one’s expectations regarding the job content and the reality of the job. Thus, according to Lee et al. 1996 image violation could result lower levels of job satisfaction. Satisfaction in work is directly linked to better on-job performance and increasing work engagement. In sales-oriented organizations often high on-job performance

is in turn affecting monetary bonuses. Some respondents indicated in the exit interview that negative feedback and future improvements appointed to their former employer concerned previously mentioned themes. Mismatch between promises and reality. Another former employee criticized recruitment process as well by stating

“Transparency and honesty should be more visible internally. During the recruitment process it should be carefully thought that people would be recruited for suitable positions based on their educational background instead of hiring big amount of people with same profile (M.Sc. Economics / Graduate engineers) and make them fight for limited available career advancement possibilities”- Vickie

Since this study focuses on finding root causes resulting voluntary turnover among sales personnel it is crucial to discuss about the reasons initially triggering the turnover process. After people have already made their personal decision of departure it is too late to react. However, by understating the variable reasons behind departure we are able to perceive patterns of triggering and eventually causing voluntary turnover. As we have already seen through few examples, Lee & Mitchell 1994, Jones et al. 2010 models are suitable in reflecting voluntary turnover paths. Focus on recruitment process is not widely discussed in this study although after reviewing categories of recruitment based dissatisfaction there is prominent ground for deeper study. Research material indicated that quite a few people actually found themselves in the positions where there had been optimistic and differing views regarding career advancement possibilities in the early stage of employment. However, career advancement and new challenges will be discussed in separate section since it has been found to have a significant role in causing turnover.

“I hope that at the beginning of employment there would be more honest conception regarding the possibility of career advancement. I made it clear at the beginning that I want to go abroad as soon as possible. Later it became clear to me that it would not be so simple. Because aim of the company X is to hire the best people out there I hope that there would be enough advancement possibilities and with quick schedule. Fact is that these talents are the hungriest to advance in their careers”- Heikki

When it comes to recruitment processes with case company there seems to be differing views about the job demands and possibility of new challenges. Study found that 5 out of 19 respondents felt that recruitment process was negative or it could be improved. Main findings were that these people who felt like there could be improvements made in the

recruitment and more truthful information regarding the job and company during the recruitment process is strongly liked to too optimistic career advancement possibilities. Kaye & Jordan-Evans (2005) concluded in their study that one of the best employee retention tools is to provide exciting job or personal development possibilities which listed among top 5 reasons why did they stayed by 91 percent of respondents (Kaye & Jordan-Evans 2005, 11). And in this study context there had been a mismatch between employee's perception of development possibilities and company's realities.

“Many in the starting point of their working career receives too career-optimistic picture about the company and thus, they are already conceiving manager position for themselves only after few months working. After realizing that it takes quite some amount of experience they get disappointed. There could be less noteworthiness with these issues During the basic training period”- Nigel

One common factor with all the respondents providing their insights regarding recruitment process is the fact they all have had working experience less than 3 years. Overall these feedbacks and attributes seems to be aligned with theoretical framework, especially with Lee, Mitchell, Wise & Fireman 1996, Jones et al. 2010 theories of unfolding model of voluntary turnover.

4.2. Importance of pay and rewards

As discussed in theoretical framework pay plays a role in improving employee satisfaction or deteriorating employee satisfaction. Given the purpose of the study is to find causes resulting voluntary turnover, part that monetary compensation plays in this equation cannot be undermined. Monetary compensation primarily can be defined to be receiving money in return to one's time invested in the job. Importance of pay according the literature had differing views whether it really matters and how long-term effects derive from it.

According to Herzberg's hygiene theory money or pay from work plays a role as a hygiene factor instead of being a motivator. It is important to understand the basics of psychology behind the monetary rewards. People do mainly work because of need for money to pay all the necessities in life such as food, housing warmth. In addition, by having at least some amount of money it will provide individuals feel of economic safety and possibility to actualize oneself. These basic needs which pay can equate are also known as Maslow's basic

needs. Thus, relative sufficiency of pay is seen as an important enabler for job satisfaction and as retention tool.

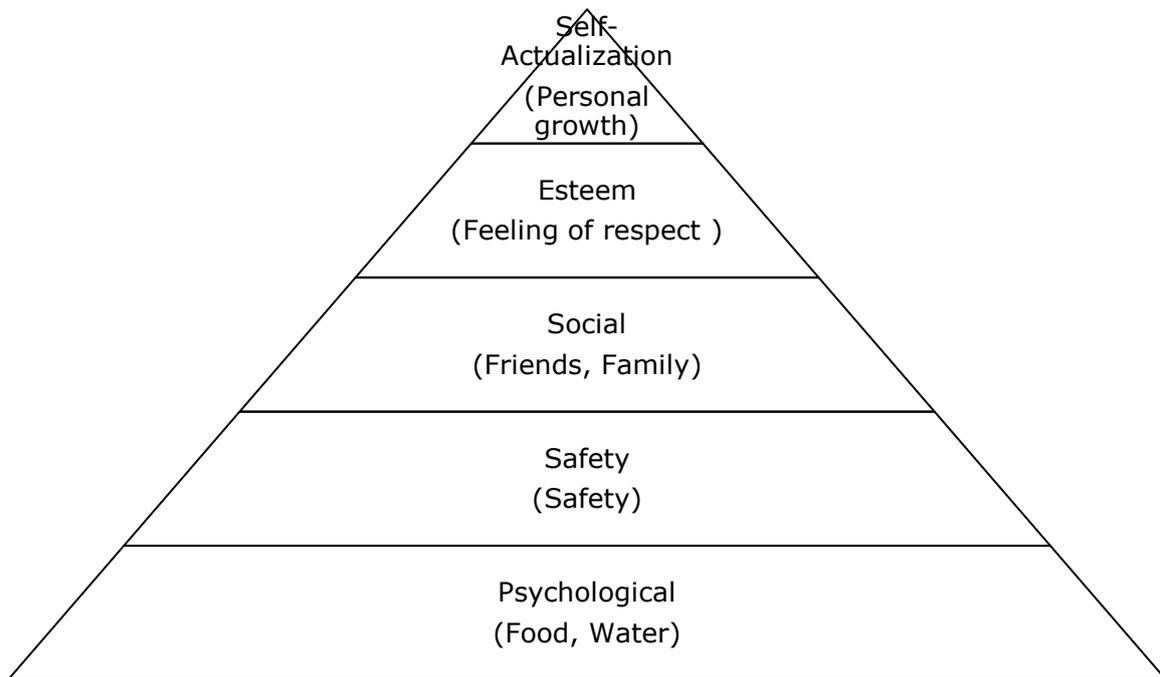


Figure 9. Maslow's hierarchy of needs pyramid (Stum 2001, 5&6)

However, according to theoretical framework role that pay plays is somewhat debatable. Jones et al. 2010 argued that if pay is insufficient or unfair it will lead to lower levels of job satisfaction and could ultimately lead to search for other job alternatives. In addition, Kaye & Jordan-Evans (2005) supported this argument by their study where they found that fair pay is one of the top five tools to enhance satisfaction and retention. However, Sandhya & Pradeep Kumar (2011) argued that monetary incentives are not great way of increasing employee retention in the long-run. They justify this statement by arguing that wage increases may increase job satisfaction temporarily but will be forgotten in the long-run if the job itself is not motivating enough. Highly sales oriented organizations often reward its employees' based on their financial success. This kind of bonuses are often additional payments related to sales oriented occupation. Despite having possibilities for decent additional payments Grund & Sliwka (2001) argued that performance based compensation tends to set uncertainty about the income. Especially if one's pay is highly tied to variable part of the pay i.e. financial performance. Income uncertainty derives from possibility of wage reduction due to potential poor performance which one could have little effect on. As already argued there is widely differing views whether increase in pay will enhance job

satisfaction or not but surely decrease and uncertainty will have more affect in job satisfaction. Especially if variance in monthly pay is high due to the fact that people tend to have fixed expenditures and thus, potentially harming one's capability to sustain normal, balanced life outside of work.

Based on study material pay was mentioned six times out of nineteen as a pure reason for departure. According to theoretical framework importance of pay was debated however, there seems to be widely accepted consensus about the pay that it has to feel fair and be sufficient.

"I would have hoped for more supporting compensation system when you take into consideration lonely nature of the job and you could only effect on your own level of pay. In addition, annual bonus system was not rewarding at all. Because of all this, everybody was only worried about getting their performance to be positive and not thinking about the overall success of the company on annual level" – Karoline

Karoline also gave suggestions to the company to improve its pay system.

"Pay should be better considered personally or team-wise and not the same way to everybody" - Karoline

Unfolding model of voluntary turnover seems to be confirmed also when it comes to rewards. Above mentioned quotation from former employee seems to follow Allen's themes that there is something better available and in this case available alternative was defined to be better by the level of pay. This particular departure follows Allen's first and second paths. Dissatisfaction towards the organization as well as leaving for something better. In almost all the responses which had payment as the main reason for departure target of critique was the formation of variable part of the pay, thus reasons for change in occupation was higher pay.

"I was contacted by another company and they offered a position which was the next step in my career in addition, financially it was remarkable step forward"- Darryl

"I feel like I did not receive veneration which I should have received. In addition, my above average application knowledge did not bring anything to me except the joy of answering younger employees' questions. At the same time, I was desired employee

by other companies and in every offer, I was being offered better pay. I mostly changed my job because of money”- Kaarlo

“Pay, unfair and unmotivating bonus system and feeling that I cannot influence on matters and that my capabilities are not valued”- Justina

When it comes to pay, study materials provide interesting information regarding the departure. After deeper analyze of material it was found that people leaving because of reward all had same features. They had all been working at least a year with the company, more accurate knowledge will not be provided due to anonymity issues. However, there is interesting patterns behind the departure. This could be explained by the themes covered in theoretical framework. Reasons for causing departure are complex and can vary between people but in this particular context the reasons have been insufficient level of pay. This follows lower levels of job satisfaction, which according Lee & Mitchell (1994) is caused by the shock to the system. More accurately shock to the system has been the reality of the rewards. At the beginning of employment, one seldom expects to be top performer immediately, after increase in competence one delivers results and the reward for these results is not what one is expecting there is a negative shock to the system which in turn could lead to lower levels of job satisfaction and potentially lead even image violation. Thus, it is important during the recruitment process to highlight how the pay is composed.

It is notable that after analyzing the respondent’s answers to the question “*what could have made you more engaged to company X?*” at least four people answered that better pay could have improved their engagement. In other words, by paying attention to the signals of dissatisfaction of these employees’ departure could potentially have been avoided.

“Reason for my decision to leave is not that my heart was not involved. During my career competitors offered me jobs but I could not leave just like that, even though compensation would have been little better. The job that was now offered was financially considerably better and therefore current decision of leaving happened”- Darryl

Previous quotation sums up the meaning of the pay as a retention tool, when pay is perceived as fair and sufficient it can work as a barrier for leaving the company. Although the limit of sufficient pay and “too” good pay is difficult to draw. According to study material these

former employees felt that pay was not high enough to work as retention tool. Findings regarding importance of pay seems to be aligned with theoretical framework.

4.3. Possibility for challenging jobs and personal career development

As found in the literature part challenging jobs and possibilities, and career growth are considered to be single most important attributes affecting to retention and thus, work engagement. Kaye & Jordan-Evans studied that exciting job or personal development possibilities were listed among top 5 reasons why did they stayed by 91 percent of respondents in their study of building employee retention. (Kaye & Jordan-Evans 2005, 11). Career advancement possibilities are seen to have high importance when it comes to retaining desired employees with the case company as well. Study results with the case company will be discussed later in this chapter.

Importance of possibility to challenging job and personal career advancement according to Herzberg's theory of motivation and hygiene, career advancement possibilities and challenging jobs play important role for individuals as motivators whereas already discussed level of pay has been stated to play as hygiene factor. By offering possibility of job rotation could improve employee engagement since new challenges resonate with learning new skills. This journey of learning could keep employees' more satisfied since there should be lower levels of task saturation. By having people learning new things throughout their working career's builds engagement since availability of new challenges are found within the organization and hence, intensifies the employee embeddedness from links and sacrifice point of view (Allen 2008, 9-10). Possibility of career advancement and availability of new challenges with the organization's from the fit perspective is difficult to determine since it is highly dependent on individual desires since not everybody wants changing jobs. However, study material indicated that new career opportunities were found to be the most crucial attribute in leading voluntary turnover with the company X.

According to study material 12 out of 19 respondents indicated directly or indirectly that lack of career advancement possibilities or lack of new challenges caused their initial decision to leave the company X. Noteworthy link here can be identified to be the given positive picture about career advancement possibilities during the recruitment and reality during working. It is clear that not everybody can advance into new positions within first

months since it is natural that new positions require knowledge of the basic dynamics of the company, industry and customers. However, study material indicates that people have been recruited with high hopes regarding their future advancement with the case company. According to interviews there seems to be serious ambiguity regarding one's potential future advancements in addition, it was found that it would take "too long" to advance into the next position.

"I received a job offer from another place which was really good. There was no concrete counteroffer from company X behalf. I reckon that advancement possibilities are unclear. By this I mean that before one could advance into position which would match with educational background one needs to go long way before this is possible." - Vickie

Above mentioned response resonates well with theory of Jones et al. (2010) and Lee & Mitchell (1994) about the voluntary turnover paths and especially path 3 and 2 leaving for something better and already feeling that one's career development is hindered. Same former employee gave open feedback to the question "what could have made you more engaged to company X"

"Better advancement possibilities, seeing company's values in everyday actions, work tasks which would match my potential and skills. Better opportunities to learn new things and develop my myself. I have learned a lot about the products and the industry but in the long-run these are not relevant points considering my career ambitions. It is good to learn about these as well but it would be nice leverage and learn more things related to my educational background. Now I felt that my skills come to nought"- Vickie

It seems that unfolding model of voluntary turnover and its paths and root causes are confirmed with the case company. Shock and image violation seems to be greatest attributes triggering employee's dissatisfaction and thus, leading to lower levels of job satisfaction. In addition, it is found that people leaving from the company X are desired people in the professional employee market since there seems to be quite good possibilities to be hired by another company. Organizational equilibrium theory confirms phenomenon of retention. Theory deals with desirability of movement and ease of movement which both seems to match with employees' leaving from case company. Ease of movement is confirmed by the departure decision to work with another company. Desirability of movement instead is more

difficult to validate based on the available data. Desirability of movement seems to be accurate when there is better offer in hand whereas search and evaluation is not mentioned at all. Although, there has been indication that changing employer has been on top mind for some time from some respondents.

“I have felt long time that I am in the wrong place. I feel that I am bad worker and underperforming” - Annastiina

Same respondent gave feedback regarding recruitment process of the company X

“During the recruitment process, there should be more honesty and openness about possibilities for future advancement possibilities individually. There should be no over promising which in turn lead to frustration and disappointment and thus, resulting voluntary turnover”- Annastiina

Many respondents indicated that they would have been more engaged to the company by having honest and open discussion about their future advancement possibilities and what it timeframe and activities it would need. However, development discussions as a retention tool is not covered in this study but after examining data there should be weight on that perspective as well. Company is seemingly able to attract talented and desired workers however, failing in providing them with enough career developmental challenges. Below are mentioned couple of answers to the question *“what could have made you more engaged to company X”*

“Honest and versatile opportunity to advance into next position and, also valuing experience instead of just educational background” - Annastiina

“More accurate discussion about my future possibilities”- Mary

“Clearer goals for company to improve its performance within the industry and clarification of my possibilities with the company in the long-run”- Anssi

When it comes to offering interesting and developing new challenges and advancement possibilities it needs to be born in mind that organization seeking steady organic growth the size of the company can be limiting factor in providing enough possibilities for people. Thus, there should be understanding about what kind profiles company wants to attract. In addition, there should be understanding of the consequences of recruiting lot of talents with similar profiles however, knowing that there might not be enough desired, open positions for all and

therefore, resulting to undesired voluntary turnover. As study material indicates there is improvement to be made in the recruitment policies. Obviously, case company is losing people which initially are wished to be retained. According to study material people who are leaving to the lack of career advancements are already more experienced and they have had working experience from 1-5 years and thus, are valuable to the company. This study however, does not take into account employee's performance whether it has effect on potential advancement or not. I believe that this perspective should be taken into account as well.

4.4. Managerial work in the case company

Exit interviews organizational aspects are being analyzed through Likert Scale question answering to question: *How satisfied have you been with managerial work at company X?, How satisfied have you been with work community and culture? And How satisfied have you been to possibility of competence development with company X?* These questions have answers possibilities of: unable to answer, disappointed, *unsatisfied, somewhat satisfied, satisfied, very satisfied*. Firstly, deeper look is taken into the aspect of managerial activities whether it has had an effect on turnover and what is the overall satisfaction of managerial activity.

Managers work is important in enabling subordinates to succeed and to flourish. Manager's role in engaging employees is crucial, as pointed out in the literature review, Kundu & Lata (2017, 707) concluded that employee who feels and has support from peers and supervisors are more likely to feel indebted to their current organizations. Therefore, organizational support works as glue to keep desired and supported employees with their current organizations. Organizational support is important framework in creating employee engagement. Importance of having engaged employees in crucial for the long-term success of the company. Engaged employees are more driven, have higher levels of self-efficacy, more likely to stay with current employer and they tend to perform better. Success of sales oriented organizations are often measured by the sales growth thus, one tool to reach high financial figures is to have well performing, engaged and satisfied employees. One important attribute contributing to performance is managers and their activities.

Exit interviews illustrated that majority, 14 out 19 respondents were satisfied or very satisfied with managerial work that they very exposed to. In addition, only one respondent

was unhappy with the managerial work and only two people altogether negative feedback regarding managerial work.

“For getting things really work is dependent on the manager. Especially is he/she really able to incite the team” - Noora

In addition, high turnover among employees and managers was also highlighted in one feedback when employee was asked about the reasons for leaving

“There is poor career advancement possibilities due to my location. I have desire to develop and focus on bigger picture. High turnover rate among peers and managers is directly affecting to my performance and thus, affecting to monetary compensation and is stressing.” - Jukka

Aforementioned feedback is directly linked to theory of job resources – job demands. Due to high turnover rates job resources are negatively affected and thus, works accordingly to Bakker and Demerouti (2008), who argued that job resources work as a predictor of engagement and that engagement is a mediator of the relationship job resources and turnover intentions hence high engagement levels play critical role in forecasting possible voluntary turnover.

Interesting finding was that the statement; people don't quit their jobs they quit their bosses, does not turn out to be true in the context of our case company. In the open feedback section, managerial work has been praised by one former employee

“I am especially grateful for my supervisor who has put enormous amount energy for my learning and been there always when I have had hard times” - Justina

According to findings there is no issues in the managerial work, at least not that severe issues that it solely would result to turnover. Rather departure decision may have traits linked to managerial activities. As we have concluded earlier the main reasons for departure have been money and lack of career advancement. These things may or may not be influenced by managers but as from the perspective of this study these issues are not studied.

4.5 Possibility for personal competence development

Literature review solely had very little focus on personal development but Kaye & Jordan-Evans argued that job or personal development possibilities were listed among top 5 reasons

why did they stayed by 91 percent of respondents (Kaye & Jordan-Evans 2005, 11). In other words, lack of these possibilities will gradually lead to lower levels of job satisfaction and as already found in the earlier studies will lead, if untreated, to increase in turnover.

Possibility for new challenges and possibility for personal competence development are closely linked to each other. Naturally, when new job is introduced to employee learning curve will be steep and freshmen are acquiring new skills and knowledge hence, increasing employee engagement in terms of learning. Learning and developing new skills are highly valued among employees, as before mentioned 91% of the respondents to survey conducted by Kaye & Jordan-Evans (2005) replied that personal development possibilities are of top 5 reasons why they stayed with their current employer. The same results were drawn in the Time Warner Cable. Consultation from the second party company gave them information that needed key to success is to offer people exciting and challenging jobs and enabling people to learn and develop new skills.

As for study purpose, it seems that competence development possibilities have solely low relationship to turnover. 13 out of 19 respondents indicated to be satisfied or very satisfied with the possibility for competence development. Interesting finding from the breakdown of data is the fact that 4 out of 19 respondents indicated to be disappointed or unsatisfied with the possibility of competence development which is much higher than for instance satisfaction towards managerial work. It could be explained by the commencing recruitment and mismatch of job and career expectations. By providing realistic job characteristics employees can drop out from the pool before the recruitment decision are made and thus, legitimately interested applicants are selected. By providing realistic job preview as well as realistic or careful career path preview feeling of competence development with the company could have better results.

Competence development universally is highly personal matter. Some people may adopt teaching and insights of the new industry as personal learning where as some individuals may feel that they are not receiving skills or knowledge on topics that they were hoping. Thus, resulting negative feelings regarding the matter. Earlier feedback by Vickie highlights the importance of possibility for personal competence development.

Aforementioned feedback was a result of being disappointed to competence development and it can be clearly seen that this individual was feeling I as already speculated in the previous section.

4.6. Working environment and organizational culture

Working environment was reviewed extensively in the theoretical framework section whereas little values given to the organizational culture. However, I believe that these two go hand in hand. Feedback regarding working environment was widely considered to be good by the former employees, only 1 out of 19 indicated disappointment towards work community/culture. When it comes theory of supportive working environment we unfortunately do not have enough data to make observation but assumptions can be made that working environment, community and culture are well adopted. Data gathered from the exit interviews indicate that 18 out of 19 respondents expressed satisfaction with the community and culture.

Kundu & Lata (2017), made an observation that 80% of employees are looking for better environment to work in. It is really important that working environment and working community are considered to be good. In supportive working environment availability of peer support is evident, in addition, manager's support is near. In a good working community job resources are highlighted which could increase of coping with high job demands and thus, increasing links within the job. Supportive working environment is crucial in predicting voluntary turnover because feeling connected and appreciated by the work community it strengthens links within the company and leaving the company would be related to sacrifice part of theory of embeddedness.

It was found in the study materials that working community/environment had no affect on departure decision. However, main reasons for leaving the company had more serious reasons behind them that indicated great working community was not enough to stop people from leaving. According to theoretical framework lack of supportive working environment could lead to even higher turnover rates but as this study unfolds there seems to be rather positive effect in retention. It can be stated that working community has little to do with voluntary turnover with company X.

4.7 Summary of the results

In this part results will be summarized and the main findings will be presented as a whole.

It was found in this study that reasons for turnover can be categorized into three main categories where two are closely linked. First category is recruitment process where lack of real job characteristics previews and future advancement possibilities were too optimistic.

Second category is more related to actualization of aforementioned possibility of career advancements. It was found that people are partially leaving because there are no enough advancement possibilities or people felt that they are not advancing as quickly as they desired.

Third category is pay in relation to the job. Pay was found to have big effect on decision making. Level of pay solely was not studied widely enough but it had remarkable effect decision making when having competitive job offer in hand.

Surprisingly management was not mentioned as solely standing reason for departure. When it comes to management and managerial activity it seems that case company has a good level of managerial competence. However, data regarding managerial implications in relation to employee turnover or possibility of voluntary turnover could be examined through on-job employee satisfaction surveys focusing on managerial activities in more detailed manner. Manger's work and subordinate's perception of managerial work should be examined before the departure because after having a competitive offer in hand it is too late to react to poor manager. However, managerial activities, and working community and working culture were appraised by the respondents. Findings from empirical part of the study did not identify working community as driver for departure rather it was found to be barrier for departure. Opportunity for competence development within case company was seen worse than two aforementioned attributes. As previously discussed this may have been impacted by the lack of realistic job preview and due to overly optimistic perception of one's career advancement. However, this was not mentioned solely as a reason for departure rather it is linked to lack of personal development i.e. career development.

Research question 1. <i>What attributes characterize voluntary turnover?</i>	Theoretical frame for departure	Research question 2. <i>What action could be taken to improve employee retention</i>
Too optimistic career development expectations during recruitment i.e. mismatch between expectations and reality	Lower levels of job satisfaction and image violation	Provision of both realistic job preview and career developmental possibilities, provision of honest discussion regarding career possibilities
Perception of low remuneration level	Lower levels of job satisfaction and search & evaluation	Assessment of sales targets and managerial support to achieve targets
Lack of on-job development and personal career development	Image violation	Possibility to career advancement and job rotation, provision of better job resources

Table 3. Summary of the empirical results

To answer to the second research question of *what actions could be taken to improve employee retention?* empirical data played important role. Understanding of the reasons which caused the voluntary turnover enabled to present some suggestions for the future to be considered. Table 3. collects the main reasons which were seen to come out from the exit interviews most frequently. By answering these issues, the case company could improve its employee retention. The most relevant actions for the case company would be provision of realistic job preview (Allen, 2008) and provision of realistic career developmental possibilities. Many of the former employees felt that career advancement takes too long. This could have been avoided by providing realistic advancement timeframes. Remuneration was also considered to have large impact on decision of leaving. This attribute could be answered by re-assessing the formation of pay and individual's bonuses. Paying attention to the setting of sales targets and possibility of reaching these targets should be considered. Community and environment was considered to be good and thus, improving these above-mentioned attributes could improve embeddedness, especially sacrifice part and thus, improve employee retention. (Allen 2008, Yang et al. 2011)

5 DISCUSSION

In this section I will discuss about the empirical findings in relation to prevailing theories and research topic. Purpose of this study was to find causes resulting relatively high employee turnover among sales personnel within the case company. The causes resulting turnover were examined by studying 19 individual exit interviews collected by the case company's HR department during the year 2017.

In addition, suggestions for case company is presented as well as suggestion for future research is pointed out. Limitations of this study is discussed also in this section. Due to research purpose of finding root causes resulting voluntary turnover within case company research questions are answered based on the empirical findings.

5.1 Conclusion of the study

As discussed in the introduction part of this study research topic and themes which will we studied are topical. By understanding different reasons causing dysfunctional, voluntary turnover issues could be answered. In addition, as already being mentioned that the case company of the study is devoting lot of resources in training and recruiting its employees. Since there is lot of resources invested in the people of the company there is obviously aim from the company's behalf that initial investments would be realized i.e. employees would have a long career with the company.

Case company is seeing unwanted, too high voluntary turnover which is dysfunctional and thus, having an impact on organization performance since there are potentially open sales territories where customers are not met. It was concluded that there should be understanding of the reasons behind employee turnover. Case company is executing exit interviews with employee leaving the company but exit interviews are not collectively analyzed because employees do not leave at the same time and therefore, collective listing of exit interviews has not been processed. By processing exit interviews collectively similarities can be found and hence, generalization of the things which are going well and which are not can be done.

Research questions were answered to some extent with current research methods. I was able to find reasons for turnover and stack them up into bigger picture. In addition, I was able to make some future suggestion to company where to pay attention and what could possibly be

improved in order to increase engagement and decrease voluntary turnover among sales personnel. Qualitative approach was taken to answer research question and it turned out to be a good method of analyzing the problem. Few other options to conduct the study were possible such as quantitative study of conducting survey to current sales force highlighting questions concerned in the theoretical framework, however this would not have provided information regarding reasons why people have actually left the company. In addition, this could have provided information regarding one's willingness to stay and it could have worked as a tool for predicting likelihood of turnover. This will be discussed more in the future research section.

It was found that people are leaving based on the same reasons which were concerned in the theoretical part of this study. I was surprised that empirical findings were closely linked to the unfolding model of employee turnover. Majority of the people left because of dissatisfaction towards current organization and having better offer in hand. The importance of pre-existing scripts could not be validated by the empirical findings.

As already covered in the Chapter 4 of the study people left mainly because of the image violation, shock and having competitive offer in hand. Thus pathways 3 and 4b according to Lee et al. (1996) unfolding model of voluntary turnover were found to be the most common departure paths. It was found that pay and career advancement possibilities were the main reasons for employee's departure. Shock and image violation was caused by the feeling of unfairness of the pay and career advancement. Whereas, many respondents indicated that they had better offer in hand in terms of better pay, faster track for career development or even both.

Based on the empirical findings case company should analyze their recruitment policies in such way that there would be clear preview offered to candidates what should be expected from them, what it takes to succeed, how pay is formulated in addition, career possibilities should be more carefully be discussed. Since now many respondents felt image violation in terms of hindered career development.

When it comes to pay there should be place for careful assay of how pay could be made more lucrative. However, when it comes to sales oriented job pay is often tied to performance of employee thus, it could be difficult to just raise the level of pay. Bonus system should be examined and how to make it more lucrative. If this is not possible for the case company tools to improve performance and opportunity to succeed should be examined. It was also

argued among the respondents that ambitions levels set to the employees are somewhat unfair and reward in relation to ambition level is unfair and thus, resulting in shock, image violation and even lower levels of job satisfaction.

Empirical findings did not provide much information regarding traits of JD-R model (Bakker & Demerouti 2008) but findings indicated that employees leaving the company had lower levels of organizational engagement because lack of rewards, recognition and career development possibilities. This aspect would have been interesting to study also from their performance's perspective i.e. Did these employees have a good performance or was it poor and thus, state of engagement was relatively low. However, findings were in line with Allen's and Lee et al. models of employee turnover which did not come as a surprise while writing the literature review.

Answering research question based on theoretical framework and empirical finding, the case company could increase employee engagement and thus, retention by firstly, assessing their desired profiles of candidates. By having really career oriented entering to the service of company sure creates great pool of talent to the company however, there should be understanding of hunger of these new recruits. During the recruitment process, there should be mutual understanding of what to expect from each other's. Based on empirical findings people were not happy with scarce career advancement policies. Thus, by having recruits coming with different background could be the first step to create stability in terms of turnover.

Secondly, company should assess its ambition levels which are set to the sales personnel and whether the level of rewards is in line or not. If levels of pay cannot be increased, then company should enhance the job resources so that employees are able to succeed better. However, this study does not take a stance about current policies. Answers to the research question are purely based on empirical findings and prevailing theories. It was also interesting that there was differing opinions in the literature regarding the importance of pay.

Thirdly, honesty about the career possibilities should be born in mind. In addition, mutually open discussion about career advancement possibilities should be held. Especially with those employees who have already indicated willingness and ambition to advance in their career. If possibility to advance in one's career is not possible for the time being due to poor performance or other aspects which could personally be influenced, these issues should be discussed and action plans should be made. This would create the environment of openness

and fairness. Again, by turning this aspect into mutually beneficial it would be important for employees to react and be prepared to share their personal career ambitions. This could be done by having discussion with one's supervisor time-to-time and then managers would be able to create timetable and action plan for possible advancement.

In a nutshell company should be able to offer competitive pay compared to the competition, lucrative bonus matching with realistic sales targets. If sales targets are realistic and take different regional variables into account, then more supervisor support should be provided in order to enable employees to meet their targets. In addition, job or personal development possibilities should be provided. This mean providing new challenges to people in order to enhance personal growth and along the growth new more challenging positions should be available. However, it needs to be accepted that not all the employees can be retained no matter how well these aforementioned attributes are to be realized.

5.2 Limitations and suggestions for future research

As this study focuses on finding root causes resulting voluntary turnover among sales personnel by leveraging existing exit interviews. Usage of exit interviews for this particular aspect was found to fit well in relation to the study purpose. However, to really validate the results future post-exit-interviews could be done to respondents. This would be beneficial since there might be possibility that respondents are not giving the real reasons for their departure (Allen 2008, 16). During the exit interviews, there is a possibility that leaving employee may still be attached to the company in terms of needing a letter of recommendation and therefore, giving guarded and conservative reasons. According to Allen (2008) exit interview study indicated that 38 % the leaving people said that they are leaving because of the pay and only 4% said that reason to be supervision. Post-exit interviews held 1,5 years later indicated very different reasons, 12% said that they left because of pay and 24% named supervision as the cause of departure (Allen 2008, 16). In addition, this study could have done in larger perspective when it comes to sample size. Now 19 exit interviews which were collected during year 2017 was examined. Although, exit interviews are the only source of data regarding reasons for turnover there is still a possibility that not all the recipients are completely honest about their real reasons for leaving. Thus, validity of exit interview data should be reacted with qualm.

Better demographic information could have been useful in determining variables between different groups. For instance, educational background and their reasons for departure would have been interesting aspect into this study as well.

In addition, since this study focuses only by using exit interviews there is no evidence about willingness of staying with current employer. Exit interviews are giving information regarding the reasons which triggered departure decision but it does not provide straight information of how to prevent turnover. It is logical to think that by taking actions based on the reasons of departure company could prevent employee leaving in the future. Thus, it is also important to conduct job satisfaction surveys and highlight attributes which are constituting in increasing organizational engagement and employee engagement. In addition, by using the current research method is impossible to measure intention to quit, which plays critical role in forecasting possible turnover (Zimmerman & Darnold 2009, 144). Surveys retelling attributes in the JD-R model (Bakker & Demerouti 2008) would be interesting and could potentially give important information about the level of organizational engagement, sufficiency of job resources and the level of job demands. Another interesting aspect would be to participate HR department of the case company. To interview company's HR professional and what actions in engaging employees have already been taken and what kind of results have accumulated from that.

One interesting aspect would be able to see employee's performance for instance in relation to their operational goal. It would be interesting to see how likely it is top performers to leave in comparison to poor performing employees. This would also test JD-R model and its antecedents that engaged employees have better performance. Although performance does not indicate retention directly.

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APPENDIX 1 / Exit interview:

E-mail address of respondent:

Date of resignation

Service years:

1= 0-1 years

2= 1-3 years

3= 3-5 years

4= 5-10 years

5= Over 10 years

How many different positions have you held within the company?

1= 1

2= 1-2

3= Over 2

Reasons of resignation?

1= Termination of fixed-term work contract

2= Termination of employment by worker's initiative

3= Termination of employment by employer's initiative

4= Other reason, what?

Reason of resignation: Other reason, what?: Open questions

My next employer is:

1= Competitor of current company

2= Is from different industry

3= Not yet known

4= I do not want comment

Reasons in general regarding departure:

According to your experience, what is positive in the company?

According to your experience, what is negative in the company?

What development suggestion could you provide to the company?

How satisfied have you been with managerial work in the company?

1= Very satisfied

2= Satisfied

3= Somewhat satisfied

4= Unsatisfied

5= Disappointed

6= Unable to answer

How satisfied have you been to possibility of competence development with company X

1= Very satisfied

2= Satisfied

3= Somewhat satisfied

4= Unsatisfied

5= Disappointed

6= Unable to answer

How satisfied have you been with work community and culture?

1= Very satisfied

2= Satisfied

3= Somewhat satisfied

4= Unsatisfied

5= Disappointed

6= Unable to answer

What could have made you more engaged towards the company?

Open comment and feedback to the company: