A Study on

"The effect of workplace culture in employee turnover."

A dissertation submitted to the Department of Social Work for the partial fulfilment of the requirement for the award of the Degree of Master of Social Work



SUBMITTED TO

Department of Social Work
MSSV, Guwahati Unit

SUBMITTED BY

Sagarika Dutta

MSW 4th Semester

Registration No: MSSV-0023-008-001409

Roll No: - MSW 06/23

Session: 2023-2025

MAHAPURUSHA SRIMANTA SANKARADEVA VISWAVIDYALAYA
GUWAHATI UNIT, RUPNAGAR 781032, ASSAM

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মহাপুৰুষ শ্ৰীমস্ত শঙ্কৰদেব বিশ্ববিদ্যালয় MAHAPURUSHA SRIMANTA SANKARADEVA VISWAVIDYALAYA

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The work reported in this research has not been submitted elsewhere and the facts presented here are true to the best of my knowledge.

I wish her all the very best for her future endeavour.

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I affirm that this research study has not been previously submitted for academic credit or publication, nor has it been copied or plagiarized in whole or in part from any other source.

I confirm that all data collected for the research study has been obtained through ethical means, and that all participants involved in the study were informed about the purpose and nature of the research, and gave their informed consent to participate.

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Abbreviation

- _ Credit Information Bureau (India) Limited I. CIBIL
- 2. OLC Organizational Learning Culture
- 3, HRM Human Resource Management
- 4. HR Human Resources
- 5. CRM Customer Relationship Management

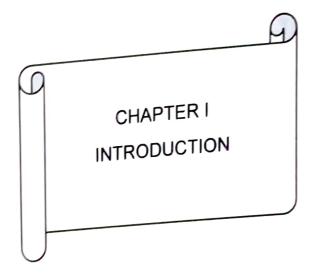
ABSTRACT

Workplace culture is the shared values, attitudes, and bPehaviours that shape how employees interact and work together. It defines the overall atmosphere and environment within an organization. Workplace culture affects communication, motivation, and job satisfaction. A positive culture supports teamwork, respect, and employee well-being. Many companies struggle with high employee turnover, which affects teamwork and increases costs. A major reason is poor workplace culture. When employees feel valued and respected, they are more likely to stay. But if the culture is negative, they often leave. Understanding how workplace culture affects retention is key to solving this problem. This study helps companies see how workplace culture impacts employee loyalty. A positive culture can keep workers happy, reduce resignations, and improve performance. The findings can guide better HR practices to build a strong, supportive work environment. The research focused on collecting in depth interviews and observations from employees using a qualitative research design. To do this research, the student has set out to collect data from 15 respondents. A workplace where people feel respected, supported and well communicated with tends to be positive. If managers treat their team well, explain things clearly and listen to their needs, employees like being at work. Basic gestures of appreciation, offering prizes and celebrating the achievements of the team motivate and lift employees. Providing raining and chances to learn new things shows staff they are valued and helps them improve hemselves. When a culture focuses on empathy, everyone feels included which reduces stress, strengthens the team and keeps staff engaged.

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1.1 Introduction

Workplace culture means culture at work and its effect i.e., how people interact, work and feel among each other. This consists of certain values, typical ways people behave, how they communicate, the style of leadership and the everyday processes that help shape how work is done. Having a good workplace culture quality. Whereas, negative workplace culture often brings about stress, a lack of motivation and high staff turnover. With open talking, encouragement from leaders or by valuing teamwork, workplace culture builds both personal satisfaction and the organization's success.

Organizations all over various sectors are still struggling with high employee turnover which results in more problems than just the number of people. When many people leave the organization, it affects productivity, reduces team spirits and puts financial stability at risk from constant recruitment, on boarding and training expenses. Also, when experienced employees depart, there is a risk of losing the knowledge and cohesiveness teams rely on. Many things influence an employee's decision to stay with a company and workplace culture is often the strongest and most important one. The culture of a workplace means the collective attitudes, beliefs and rules that influence how everyone behaves within the organization. It determines the methods employees use to interact, how they deal with their jobs and what their daily experiences are like. The sort of culture that exists in a workplace truly affects employees and impacts their motivation, happiness levels and commitment over time. Having mutual respect, open communication, teamwork, inclusion and effective leadership makes a workplace culture positive. Because of this environment, employees are encouraged to take part in their duties, appreciate what they do and identify with the organization's values and mission. If workers believe they are supported and valued, they usually want to keep working for the company which helps reduce how many people leave. If workplace culture is toxic because of poor leadership, unnoticed contributions, unfair treatment, too much work or poor communication, employees will soon be unhappy and disengage. Such situations often make employees feel exhausted, stressed and burned out which often results in their resignation. Frequent bad experiences at work can cause staff to leave, so that skilled workers are lost and replaced over and over. The researchers want to find out the strong effects of workplace culture on employee turnover, mainly focusing on important parts of the culture such as leadership style, balancing their life and work, how employees are recognized, promoting diversity and inclusion and communication within the organization. The research looks at these influences to find out ways companies can make their workplace settings more helpful and long-lasting for employees. creating a positive workplace culture is necessary and strongly benefits organizations aiming for lasting success. Firms focusing on building a positive culture are able to hold onto talented individuals, make employees feel well-supported and improve how the organization performs. If a company makes empathy, growth and inclusivity its guiding principles, its staff will be able to face difficulties, keep innovating and contribute a lot to the organization's future prospects.

1.2 Operation definition

Workplace Culture- What makes a workplace culture are the similar values, beliefs, attitudes and actions among its employees that help shape their teamwork and collaboration. What influences employee satisfaction are the leadership style, different communication methods, management strategies and the conditions where they work. Functions like employee participation, mutual trust and high motivation can stem from a healthy culture, but toxicity can cause negative feelings, weak performance and more people leaving.

Employee Turnover- The term employee turnover means how many employees leave a company within a given amount of time. It covers on-own choice of resignation

(voluntary) and situations where employers ask for resignations (involuntary). High turnover often destabilizes businesses, adds to their hiring costs and causes staff morale to drop, so businesses have to address its main factors.

1.3 Statement of the problem

Companies in different industries consistently face the challenge of high employee turnover which is also expensive. Having many employees leave the company can cause recruitment and training difficulties, the loss of valuable company knowledge, fewer results from employees and issues in teamwork. While companies are placing more focus on developing employees, many of them still find it hard to keep them in the organization for a long time. The culture in a workplace is a major factor in why employees leave, yet this factor is often ignored. All the values, beliefs, habits and ways people relate form the working environment's culture. If the culture in a company is positive and welcoming to everyone, employees will feel accepted and respected and this can make them more motivated, loyal and content in their jobs. People who are made to feel important are usually more motivated to stick with the organization, work hard and develop their careers there. If workplace culture is bad or negative, workers may feel unhappy, pressured, disinterested and exhausted. This can cause people to leave for better jobs, turning the staff over often and making the organization less stable and capable. Problems like showing favouritism, bad communication, not getting recognized and having few career opportunities make the situation worse. Even though more managers and HR departments realize the value of a good workplace culture, many organizations still do not use proven methods to make work better and keep staff longer. Introducing solutions is often slow, as limited action is taken to deal with what causes people's discontent. It calls for examining how office culture helps or hinders staff retention and what specific elements, in culture, either help or hinder staff engagement. For this reason, adjusting the impact of employee turnover by looking at workplace culture is both important and necessary. Organizations (voluntary) and situations where employers ask for resignations (involuntary). High turnover often destabilizes businesses, adds to their hiring costs and causes staff morale to drop, so businesses have to address its main factors.

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1.4 Significance of the problem -

This study is highly significant for companies trying to address the tough problem of employee retention today. With staff changes still causing financial and operational problems for businesses, it's important to understand what influences their employees' decisions to quit or keep working. An important yet often missed factor is a company's culture which helps shape how satisfied and committed employees are. The study focuses on how workplace culture affects employee retention in order to fill a major gap in both current workplace practices and research. It relies on research to suggest ways companies can improve their cultures in a way that lasts and goes above regular retention methods. It is anticipated that the study's results will give recommendations on how to boost inclusivity, transparency, employee appreciation and psychological safety in a company's culture. It further seeks to highlight that a good company culture motivates workers, makes them feel healthier, reduces missed days and improves their work levels and also backs workers' career advancement. Companies who work on creating a good workplace culture often keep their best employees, reduce the expenses of running their organization and compete strongly for fresh talent. It further supports the fields of human resource management and organizational behaviour by pointing out how culture strongly impacts employee results. It allows for the development of custom methods for keeping employees, not just using the same methods for everybody. Researchers also look into how organizations can pay more attention to employees' emotions and mental health which may not be prioritized in places that focus on performance. All things considered, this study can affect policy, management practices and HR systems by clicking clearer on how culture keeps employees attached to the company. Following the study's guidelines

can help companies reduce resignations and promote a positive, productive and dedicated team spirit.

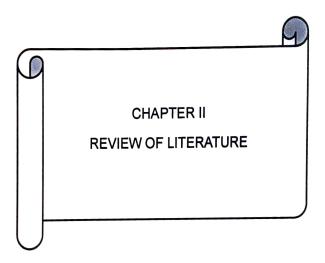
1.5 OBJECTIVES

- 1. To analyse the impact of workplace culture on retention.
- 2. To identify the factors influencing the workplace culture in employee turnover.
- 3. To identify the strategies to reduce employee turnover.

1.6 Research questions -

Research questions are carefully worded, clear questions that lead the study of a topic. A certain topic or problem that is the focus of a research study. They are built for the purpose of narrowing down. Defines the boundaries of the research study, guides the approach and clarifies the goals the researcher has Find out.

- 1. How does workplace culture influence employee turnover rates?
- 2. What strategies can organizations implement to foster a positive workplace culture that reduces turnover?
- 3. What specific cultural factors contribute to employee retention?



Deery & Shaw (1999) explained in his article "An Investigation of the Relationship Between Employee Turnover and Organizational Culture" that investigate the relationship between employee turnover and organizational culture in the hotel industry, an area often overlooked in turnover studies. Their study, based on data from nonsupervisory staff across four hotels in Melbourne, uses cluster analysis to identify seven employee culture groups, two of which "turnover culture" and "work culture" are explored in depth. The concept of a "turnover culture" refers to a shared perception among employees that frequent job changes are normal or even expected, which in turn reinforces high turnover rates. This contrasts with "work culture," where stability and long-term commitment are more prevalent. The study offers important insights for hospitality managers, emphasizing the need to recognize and address underlying cultural factors that perpetuate turnover. By shifting organizational norms and focusing on retention-oriented strategies, businesses may create more stable and productive work environments. The article significantly contributes to hospitality management literature by linking culture directly with turnover behaviours and proposing culture-sensitive interventions.

Egan et al. (2004) conducted a study on 'The Effects of Organizational Learning Culture and Job Satisfaction on Motivation to Transfer Learning and Turnover Intention. 'and investigated the influence of organizational learning culture (OLC) and job satisfaction on employees' motivation to transfer learning and their turnover intentions, using a sample of IT professionals in the United States. Their findings indicate that a strong learning culture is positively associated with job satisfaction and the motivation to apply newly acquired knowledge, while also negatively correlated with employees' intention to leave the organization. The study's strength lies in its integrated examination of both retention and performance-related outcomes, providing practical insights for HR professionals seeking to enhance employee engagement and reduce turnover through supportive learning environments. However, its limitation includes a narrow focus on a specific industry and

geographic context, which may affect the generalizability of the results. The authors recommend future research to explore broader and more diverse organizational contexts to deepen understanding of how learning culture interacts with job satisfaction and employee behaviour.

Ongori (2007) explained in his article "A Review of The Literature on Employee Turnover. African Journal of Business Management" presents a literature review focusing on employee turnover, examining not just the commonly studied causes but also the broader sources, consequences, and strategies for mitigation. The paper highlights both internal (e.g., poor management, lack of growth opportunities) and external (e.g., labour market conditions) sources of turnover. It further discusses the negative effects of turnover on organizational performance, including increased operational costs and loss of knowledge. Ongori emphasizes the importance of proactive managerial strategies, such as improving communication, enhancing job satisfaction, and offering career development opportunities to retain talent. The paper contributes to managerial practice by offering a comprehensive overview and practical solutions to reduce turnover and maintain organizational competitiveness

Moncarz et al. (2009) explained in his article "An Exploratory Study of US Lodging Properties' Organizational Practices on Employee Turnover and Retention" how organizational practices within U.S. lodging properties impact employee turnover and retention. Drawing on survey responses from 24 management companies identified through the Directory of Hotel & Lodging Companies, the researchers analysed various human resource management (HRM) initiatives using correlation and regression analyses. The findings revealed that corporate culture, hiring and promotion practices, and training initiatives significantly influenced non-management employee retention, while hiring and promotion practices also affected management-level retention. Additionally, practices such as articulating a clear organizational mission and recognizing and rewarding

employees helped reduce non-management turnover. Despite limitations due to the small sample size and response rate, the study offers valuable insights for hospitality industry leaders seeking to implement targeted HR strategies to improve employee retention and reduce costly turnover.

Holtom et al. (2009) explained in his article "Turnover and Retention Research: A Glance at The Past, A Closer Review of The Present, and A Venture Into the Future." a detailed examination of the evolution of voluntary employee turnover and retention research. The authors explore major trends from the past decade, including the rise of individual differences such as personality and motivation the role of interpersonal relationships, organizational commitment, job embeddedness, and the growing importance of temporal dynamics. The article highlights a shift in focus from merely why employees leave to why they stay, promoting a more holistic approach to understanding turnover behaviour. By integrating past theories with emerging frameworks, the authors aim to inspire future studies that incorporate multi-level, cultural, and social network-based variables in turnover research.

Mohr et al. (2011) Explained in his article "Employee Turnover and Operational Performance: The Moderating Effect of Group-Oriented Organisational Culture" investigates how employee turnover affects operational performance and whether organizational culture moderates this relationship. Analysing data from 114 outpatient healthcare centres, the authors found a strong negative correlation between high turnover and operational performance. However, they discovered that facilities with a strong group-oriented organizational culture experienced less decline in performance, even amid high turnover. The findings suggest that fostering a group-oriented culture can help organizations maintain efficiency and resilience in the face of workforce instability.

Hom et al. (2012) explained in his article "Reviewing Employee Turnover: Focusing on Proximal Withdrawal States and an Expanded Criterion." reconceptualise employee

turnover by introducing the concept of proximal withdrawal states psychological conditions influencing whether employees stay or leave. They expand the turnover criterion to include various quitting and staying scenarios, emphasizing motivational states shaped by personal desire and perceived control. The article offers a nuanced framework to better understand and predict turnover behaviour.

Park & Shaw (2013) explained in his article "Turnover Rates and Organizational Performance: A Meta-Analysis." conducted a comprehensive meta-analysis to examine the relationship between employee turnover rates and organizational performance. Analysing data from over 300 correlations across more than 300,000 participants, the study confirmed a significant negative correlation between overall turnover rates and organizational performance. Voluntary turnover and reduction-in-force turnover showed stronger negative effects compared to involuntary turnover. The analysis also revealed that factors such as employment system, performance metrics, geographic region, and organization size moderated this relationship. Additionally, findings suggested a possible curvilinear pattern, indicating that the effect of turnover on performance may vary at different turnover levels. This study underscores the importance of managing turnover proactively and customizing strategies based on organizational context.

Hom et al. (2017) explained in his article "One Hundred Years of Employee Turnover Theory and Research" review a century of employee turnover research, highlighting a shift from early practical solutions to mid-century theory development and, more recently, to understanding why employees stay. They also explore collective turnover's impact on organizations, emphasizing the strategic importance of retention. The article offers a thorough synthesis of key theories and future directions in turnover research.

Ehrhart & Kuenzi (2017) explained in his article "The Impact of Organizational Climate and Culture on Employee Turnover." how organizational climate and culture influence employee turnover in Chapter 23 of The Wiley Blackwell Handbook of the

Psychology of Recruitment, Selection and Employee Retention. The authors distinguish between climate employees' perceptions of the work environment and culture (shared values and norms), emphasizing that both play critical roles in retention. The chapter underscores that value congruence how well employees' personal values align with organizational values can reduce turnover. Additionally, some organizations may unintentionally cultivate a "culture of turnover," which normalizes frequent employee exits. The authors also differentiate between general and specific climates (e.g., safety, service, innovation) and call for more empirical research to further explore these dynamics. The work provides practical insights for HR practitioners seeking to enhance retention through cultural and climate-based interventions.

Cronley & Kim (2017) explained in his article "Intentions to Turnover: Testing the Moderated Effects of Organizational Culture, as Mediated by Job Satisfaction, Within the Salvation Army." how organizational culture influences employees' intentions to leave, with job satisfaction acting as a mediator and employee characteristics, such as work location, serving as moderators. Based on survey data from 250 Salvation Army employees in the U.S., the study found that a weaker organizational culture leads to lower job satisfaction and, consequently, higher turnover intentions. This effect was more pronounced among employees in administrative offices compared to those in community centres. The authors emphasized the importance of leadership in fostering a consistent and positive organizational culture across all settings.

Ehrhart and Kuenzi (2017) conducted a study on "The Impact of Organizational Climate and Culture on Employee Turnover." That explored how organizational culture and climate shape employee turnover by influencing the meanings employees assign to their work environments. The chapter outlines that turnover is often affected by three key cultural factors: the desirability of a culture, the value congruence between employees and the organization, and whether a culture of turnover is embedded within the organization

itself. Additionally, it highlights how general organizational climate and specific climate dimensions (e.g., supportiveness or innovation) significantly affect turnover rates. The authors emphasize the complex interplay between individual perceptions and organizational context, calling for more nuanced future research. This work is a valuable contribution to understanding the psychological foundations of employee retention and turnover.

Kim et al. (2017) explained in his article " Determinants of Employee Turnover Intention: Understanding the Roles of Organizational Justice, Supervisory Justice, Authoritarian Organizational Culture and Organization-Employee Relationship Quality. " that the determinants of employee turnover intention by focusing on the roles of organizational justice, supervisory justice, authoritarian organizational culture, and the quality of the organization-employee relationship in a South Korean context. Using survey data from 300 employees, the study finds that perceptions of organizational and supervisory justice positively influence the quality of the relationship between employees and the organization, whereas an authoritarian organizational culture negatively impacts this relationship. Furthermore, authoritarian culture is directly linked to higher turnover intention, while organizational justice and strong organization-employee relationships reduce employees' intentions to leave. The study highlights the mediating role of relationship quality in the connection between authoritarian culture and turnover intentions, addressing a research gap in understanding how organizational climate and justice influence employee retention. These findings provide valuable insights for managers seeking to foster fair and supportive workplace environments to reduce turnover.

Ramlawati (2019) conducted a study on "The Effect of Work Environment, Stress, and Job Satisfaction on Employee Turnover Intention." That explored how work environment, stress, and job satisfaction affect employee turnover intention among 100

employees of Bank Mandiri in Indonesia, using a quantitative approach with path analysis. The results revealed that a positive work environment significantly enhances job satisfaction and simultaneously reduces turnover intention, while job stress negatively impacts job satisfaction and increases turnover intention. Furthermore, job satisfaction itself was found to significantly lower turnover intention, confirming its mediating role. This research highlights the importance of organizational strategies focused on improving the work environment and reducing employee stress as key tools to boost satisfaction and decrease employee turnover. Though limited by sample size and organizational context, the findings offer practical implications for human resource management, particularly in financial institutions facing high turnover risks.

Lin & Huang (2021) explained in his article "Employee Turnover Intentions and Job Performance from A Planned Change: The Effects of an Organizational Learning Culture and Job Satisfaction." about how an organizational learning culture (OLC) influences employee turnover intentions and job performance in the context of planned organizational change. Utilizing survey data from 434 employees in Taiwan, the study assessed the mediating role of job satisfaction in the relationship between OLC and two key workforce outcomes: turnover intention and job performance. The results indicated that a strong OLC positively affects job satisfaction, which in turn significantly reduces employees' intentions to leave and enhances their performance. Importantly, job satisfaction was shown to fully mediate the impact of OLC on both turnover and performance, underscoring its pivotal role. The authors emphasized that cultivating a robust learning culture is critical for organizational success, especially during times of transition, as it helps sustain employee morale, retain talent, and support high performance.

Ushakov & Shatila (2021) conducted a study on "The Impact of Workplace Culture on Employee Retention: An Empirical Stud From Lebanon." and explained an empirical

study in Lebanon to investigate how workplace culture impacts employee retention, emphasizing the mediating roles of perceived organizational support and workplace fun. The study explored multiple pathways, including how motivation and culture directly influence retention, and how these relationships are strengthened through mediators like support and fun. Using structural equation modelling, the authors found that both perceived organizational support and workplace fun significantly enhance the relationship between workplace culture, motivation, and employee retention. Their findings suggest that cultivating a supportive and enjoyable work environment can improve employee loyalty and reduce turnover. This study offers practical recommendations for HR practices in culturally diverse contexts and deepens the theoretical understanding of employee retention dynamics.

Wright (2021) explained in his article "The Effects of Organizational Culture on Employee Turnover." that the critical relationship between organizational culture and employee turnover by conducting an extensive literature review encompassing 51 relevant sources. The article emphasizes that employee turnover remains a persistent challenge for many organizations and argues that organizational culture significantly influences retention and turnover rates. Drawing from both empirical and conceptual studies, Wright synthesizes key findings to show how workplace culture encompassing leadership styles, values, communication patterns, and employee engagement can either mitigate or exacerbate turnover issues. The review highlights that positive, inclusive, and well-aligned organizational cultures tend to foster stronger employee commitment and satisfaction, thereby reducing turnover. Conversely, toxic or misaligned cultures often lead to disengagement and higher attrition rates. Wright's work underscores the importance for leaders and HR professionals to assess and shape organizational culture as a strategic tool for improving retention.

Hakro et al. (2021) explained in his article "Influence of Organizational Culture, Supervisor Behaviour and HRM Practices on Employee Turnover Intentions: Study of Ngos Sector of Sindh, Pakistan." that how organizational culture, supervisor behaviour, and human resource management (HRM) practices influence employee turnover intentions within the NGO sector in Sindh, Pakistan. Utilizing a structured questionnaire and analysing responses from 121 employees through SPSS and Smart-PLS, the study found that all three variables significantly predicted reduced turnover intentions. Supervisor behaviour and HRM practices were especially impactful in minimizing employees' desire to leave. The research highlights how poor organizational dynamics in NGOs contribute to high turnover rates and suggests that strengthening cultural alignment, leadership conduct, and HRM strategies can effectively curb employee exits. The study's findings offer valuable implications for NGO administrators and policymakers aiming to enhance employee retention strategies in challenging non-profit environments.

Nzuva & Kimanzi (2022) done a study on "The Impact of Organisational Culture on Employees Productivity: A Comprehensive Systematic Review." that examining the influence of organizational culture on employee productivity. Drawing from 18 peer-reviewed studies across various sectors and geographical contexts, the authors explored the mechanisms through which organizational culture affects workforce outcomes. Key themes identified in the review include employee motivation, organizational commitment, and the effectiveness of leadership. The findings consistently revealed that a strong, positive, and well-aligned organizational culture significantly boosts employee performance by enhancing motivation and engagement levels, fostering loyalty, and enabling leaders to inspire their teams more effectively. The review also emphasized that cultural alignment between employees and organizational values plays a critical role in achieving sustainable productivity gains. The authors concluded by recommending that

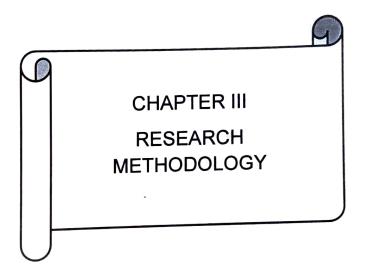
organizations invest in building and nurturing a cohesive and value-driven culture to realize long-term performance benefits.

Hendriati et at. (2024) conducted a study on "Analysis of The Impact of Organizational Culture, Employee Training, And Internal Communication on Employee Retention: A Case Study in the Manufacturing Industry in Indonesia." to explore the impact of organizational culture, employee training, and internal communication on employee retention in Indonesia's manufacturing industry. Utilizing a mixed-method approach, the researchers collected data from 179 employees across multiple manufacturing firms. The study revealed that a positive organizational culture, effective employee training programs, and strong internal communication significantly enhance employee satisfaction, engagement, and commitment key factors in reducing turnover. These findings suggest that by fostering a supportive work environment and investing in employee development and transparent communication, manufacturing companies can improve retention rates. The study offers practical insights for organizations seeking long-term sustainability through better talent retention strategies and contributes to the broader understanding of employee retention dynamics in the Indonesian manufacturing sector.

Syarif et al. (2024) Explained in his article "Strategy for Reducing Employee Turnover Intention: The Influence of Organizational Culture and Work Environment as Mediated by Job Satisfaction." how organizational culture and work environment influence employee turnover intention, with job satisfaction acting as a mediating variable, using a sample of 271 employees at PT Adhi Karya Manyar Smelter Gresik Project. Their findings show that both organizational culture and work environment directly and significantly impact turnover intention, while organizational culture significantly boosts is satisfaction, though work environment does not. Additionally, job satisfaction negatively affects turnover intention, confirming its partial mediating role particularly for organizational culture but not for work environment. The study recommends enhancing

organizational culture and improving workplace facilities, alongside offering financial incentives, to lower turnover intention. Despite its organizational scope limitation, this research offers valuable practical strategies for companies aiming to reduce employee attrition through cultural alignment and satisfaction-driven HR practices.

Padang & Kasheem (2025) explained in his article "Understanding Turnover Culture in Organizations: A Literature Review." the emerging concept of turnover culture, which refers to the shared organizational beliefs, norms, and behaviours that influence employees' likelihood of staying or leaving. Reviewing studies published between 2020 and 2024, the article identifies several critical factors shaping turnover culture: leadership style, organizational climate, job satisfaction, and work-life balance. The authors argue that turnover culture can become embedded within an organization, perpetuating high employee exit rates unless proactively addressed. They emphasize the need for strategic employee engagement interventions such as fostering supportive leadership, human resource management interventions such as fostering supportive leadership, encouraging employee engagement, and promoting well-being to combat negative turnover cultures and improve overall retention. This article contributes to a growing body turnover cultures are improve overall retention. This article contributes to a growing body of research seeking to understand and mitigate the root causes of high employee turnover.



3.1 Introduction

Research methodology means the steps and procedures researcher use in their work. Carry out an investigation or a study. It shows researchers the path they should follow in their research. Work of structuring, carrying out and making sense of their studies in an orderly way manner. For the study, the researcher chooses to obtain data qualitatively.

3.2 Theoretical framework

A theoretical framework is used to support researchers in learning about and researching a given Topic. It involves explanations for how different elements influence and interact with one another Other. The study will apply two theories to learn how workplace culture affects turnover among employees at any organisation.

1.Herzberg's motivation theory :- Herzberg's motivation theory is a theory where the theory explain how work place culture effects the employee turnover through motivation and hygiene factors like -salary, job security, work condition.

3.3 UNIVERSE OF THE STUDY

The researcher has chosen the area of ulubari in the district of Guwahati metro, and the name of the company is Esolve solution LTD.

3.4 RESEARCH DESIGN

A research design lays out the complete approach to the study. It decides the approach to answering the research questions and makes sure everything is done methodically and successfully. This research study follows a descriptive type of research design. Using a descriptive research design is suitable for describing the features of something or a group. The goal is to fully explain how the culture of a workplace influences people leaving or staying with the organization. The researcher will be able to gather employee perspectives, notice common cultural themes and point out important factors affecting job satisfaction and loyalty using this design. With the help of descriptive approaches, the study can relate how the workplace setting influences employees' actions with evidence from actual workplaces.

3.5 SAMPLING TECHNIQUE

The researcher has opted for purposive sampling for the study. The researcher gathered data from people who had particular attributes required by the purpose of the study. Using purposive sampling gives the best results because it allows selection of participants who have certain features such as working in a call centre, having worked there for some time, having special roles or encountering issues related to retention and work culture. Taking this approach means the data you gather will be thorough, well-matched to your aims and of high quality. Purposive sampling allowed the researcher to concentrate on people who are expected to offer useful information on how workplace culture influences retention and turnover at work.

3.6 SAMPLE SIZE

The sample size is the number of people or things from the population who are taken to be part of the study. Setting a correct sample size means you have enough information for strong and accurate conclusions, but also maintain control of the study. To do this research, the student has set out to collect data from 15 respondents. The selected individuals will come from purposive sampling and will be call centre workers currently working in different organizations based in Guwahati.

3.7 RESEARCH METHODOLOGY

The study uses a qualitative method for data collection. Emphasis is on a methodical and exacting approach to analyse the data. The methodology serves as a road map for planning, executing, and interpreting the study.

3.8 DATA COLLECTION

The researcher had use unstructured interview schedule as the tool for the data collection.

Method: for the method the researcher used-

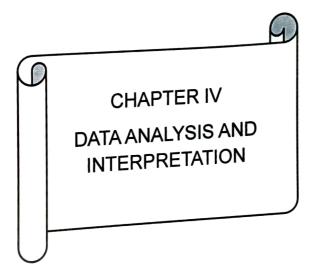
- (1) In-depth interviews.
- (2) Observation

3.9 ETHICAL CONSIDERATION AND CONSENT

Doing this research ethically is of primary importance. All the study was to obey all ethical standards to protect and respect the people participating. Important ethical elements are: Purpose, procedures, dangers and possibilities must be explained fully to those taking part. They are allowed to take part only if they want to and they may stop at any time without facing any consequences. No one identified their personal information would be held in confidence. No names would be included in the data and the researcher is the only person who can read the original interview records. Care for Participants: Researchers would make sure that participants are not exposed to dangerous psychological, emotional or physical harm. Any issues that are sensitive in an interview will be managed in a sensitive and respectful way. The researcher will guarantee that people involved are treated fairly and without being heavily influenced by personal or academic interest.

3.10 LIMITATION

Although the study hoped to create significant results, it was aware that some factors might make it hard to apply the findings to other situations: 15 people were included in the study which could limit how reliable the results are for the bigger population. So, it is important that we carefully consider the results and stop at generalizing them to groups other than those studied. The study only applied to Guwahati, so its results might not be helpful for understanding similar issues elsewhere. Because of restrictions on time and resources, there may be limits to the detailed analysis done in some parts of the study. Nevertheless, the study puts more importance on depth than on covering many cases, true to its qualitative method.



ANALYSIS

4.1 Positive Workplace Culture: -

- 4.1.1 Respectful Environment: Respondent mentioned that respect meant people at work were valued more than simply given polite words. Those who talked to their teammates or supervisors often listened to them without our action. Just a smile and remembering their name made them think they were important as people, not merely as employees. Mistakes made by respondents were never used to blame or shame them. They viewed those situations as a way to gain knowledge. Being in such a respectful setting helped them speak up and stay encouraged every single day.
- 4.1.2 Friendly Atmosphere: People participating in the survey described their workplace as friendly and welcoming. We laughed and chatted with co-workers in breaks, and partied on birthdays or festivals. Unlike the drama, when they knew each other at school, hurting each other did not occur. Everyone's approachability helped everyone feel trusted which made it easy to work as a team. Kept their spirits up and changed things from the same routine.
- 4.1.3 Mutual Support: They mentioned all team members to support each other. Someone be unsure about something and experience problems on a call, anyone nearby was willing to provide assistance. They marked their achievements as a family and encouraged one another in troublesome times. Because they felt so supported by each other, they believed they belonged to a community that cared about them.

4.2 Supportive Management:

4.2.1 Accessibility of Supervisors: The supervisors are easy to get in touch with. It's straightforward to talk to a supervisor when respondents need help. They can usually get a quick response from them by phone, over the internet or in person. Employees don't Praise given by a leader in front of everyone improves an employee's self-esteem and inspires others to work towards the same thing. These titles give workers things to strive which boosts healthy rivalry in the workplace. Not only does this increase performance, but it also supports the company's key values and mission. If recognition is included in normal company practices, workers feel motivated to develop and remain loyal.

4.3.3 Financial rewards: Showing respect can mean rewarding someone financially. For meeting or setting new goals, giving bonuses, incentives or extra pay. They demonstrate to employees that their work is both recognized and appreciated. When their performance matters financially, employees are more prepared to stay motivated on the job. The rewards they gain also remind them why they are committed to achieving the company's goals. Using financial recognition next to verbal congratulations and rewards makes the system of employee appreciation more balanced and effective.

4.4 Opportunities for Growth:

- 4.4.1 Career advancement: A clear arrangement of career options, by moving from entry-level agent to team lead or trainer, and employees know what they can achieve. Knowing what helps their career, employees are more likely to work on it and stay loyal over the long run.
- 4.4.2 Peer Success encourages: It is fun to watch colleagues progress and move ahead in their roles. Besides making it fair to employees, it encourages staff to adopt successful ways of working. Listening to how others achieved success encourages respondents, helps and motivates them to do better.
- 4.4.3 self-development: Workshops, online training and building new skills give staff members ways to enhance their skills. By focusing on personal development, the

company reveals its interest in their personnel for many years and encourages them to get more involved. To eat or do activities with your team is more important than just giving workers a break. A social frame allows colleagues to stop acting professionally, enjoy each other's company and feel at ease. They allow employees to work on projects together which helps form true friendships among everyone. When teams feel connected as individuals, communication improves and everyone works better together. Having this close relationship at work eases the stress and causes everybody to enjoy being at work more. Eventually, these strong social connections encourage employees to trust each other and stay motivated at their jobs.

4.5 Clear Expectations & Structure:

- 4.5.1 Clearly defining job duties guarantees that workers understand what they should do every day. This avoids job confusion, overlap, or omission of important tasks. Well-defined roles enable for precise performance evaluation and tailored support.
- **4.5.2 Goal Orientation:** Setting precise, quantifiable objectives such call handling time, customer satisfaction scores motivate workers and keeps them responsible. Goal orientation drives focus and offers a sense of achievement when goals are met, thereby supporting a performance-driven culture.
- 4.5.3 Feedback Mechanism: Through one-on -one meetings, performance reviews, or casual check-ins, frequent and good criticism helps staff grow. Feedback helps staff members spot areas for improvement and strengths, hence supporting ongoing development and avoiding stagnation.

4.6 Training & Development:

- 4.6.1 Training on Call Management Software: Training on call management software, CRM tools, troubleshooting procedures, and product knowledge gives staff the technical ability needed to perform surely.
- 4.6.2 Training in soft skills: Creating emotional intelligence, conflict resolution, stress management, and communication skills improves employee interactions with co-workers as well as clients. Internal harmony and a good customer experience are both helped by soft skills training.
- 4.6.3 Continuous Coaching: Constant assistance for learning and development comes from regular coaching sessions, mentoring, and performance evaluations. Constant mentoring enables people to get past obstacles, improve methods, and remain involved in their jobs.

4.7 Employee Voice & Inclusion:

- 4.7.1 Suggestion Acceptance: When everyone, from new joiners to seniors, is encouraged to share ideas without fear, it creates this energy. People become more invested.. they start thinking not just about completing their shift, but about how to make things better for customers, for colleagues, for everyone. That sense of ownership comes when suggestion isn't just welcomed it's respected.
- 4.7.2 Equity Among Staff: Fairness isn't just about equal pay or promotion chance is in the little things too. Like when rewards are based on merit, not favouritism. Or when recognition comes not only to the loudest voices, but to the quiet, consistent performers. Respondent once saw a junior staff member, only two weeks in, get appreciated in front of the whole team for resolving a tricky call. That moment reminded all of us: effort counts, not titles

4.7.3 Active Listening: respondents had been struggling with late-night shifts, juggling home responsibilities, but didn't know how to raise it. Finally, they gathered the courage home responsibilities. What surprised wasn't just that they listened it was how and spoke to supervisor. What surprised wasn't just that they listened it was how attentively she did it. No interruptions, no defensiveness, just presence. And within a attentively she had adjusted my schedule slightly. That simple act of listening and acting lifted week, she had adjusted my schedule slightly. That simple act of listening and acting lifted week, she had adjusted my schedule slightly. It was about feeling like someone a weight off them. It wasn't just about changing a shift. It was about feeling like someone cared.

4.8 Empathy & Respect in Communication:

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- 4.8.1 Respectful Client Interaction: Customer service can be tough, especially when emotions run high. But when employees are supported to respond with patience, understanding, and professionalism, even a rough call can end on a positive note. It builds customer loyalty, and it helps employees feel more confident and capable knowing they handled the situation with grace.
- 4.8.2 Internal Respect: A respectful workplace starts with how we treat each other. When teammates greet each other with kindness, listen without judgment, and celebrate one another's efforts, it creates a sense of belonging. It turns the workplace into a community one where people lift each other up, especially on hard days.
- 4.8.3 Communication Ethics: Clear, honest, and thoughtful communication isn't just good practice it's a sign of integrity. When people say what they mean and follow through on their words, it builds a strong foundation of trust. Whether it's giving feedback or sharing news, respectful communication helps everyone stay informed and feel included.

CHAPTER V
FINDINGS AND DISCUSSIONS

S. l Finding

- Preserve workplace culture Being in an environment that is both pleasant and and is oom pleasant and respectful allows employees to feel safe. People are happier about coming into work and the do their best daily. When there is a positive culture, everyone feels less stressed and other helps each other more.
- 2. Supportive management Building an environment that is friendly and respectful puts employees at ease. They will be happier in their jobs and strive to do well every single A good culture in a workplace reduces anxiety and improves teamwork.
- 3.Recognition and appreciation Simple praise or public appreciation can lift everyone's spirits. Being acknowledged regularly makes employees feel appreciated, motivated and reduces the threat of burnout.
- 4. Opportunities for growth When employees know about their strength for that they will care more about what they do. Having a chance to advance, pick up new duties or improve your skills gives work purpose. More chances for advancement help employees keep their job and be more satisfied at work.
- 5. Clear expectation and structure Workers do their best when they are sure about their job expectations. When the company has a strong structure, employees gain confidence and order at work.
- 6. Training and development Learning the right skills can helps employees work better in their jobs. Providing learning opportunities tells staff that they matter and can work better. Regular development updates the team and prepares them for new difficulties.

- 7. Employee voice and inclusion Workers like when their opinions are considered in that concern them. Building trust depends on them speaking to us and us decisions to what they say. When everyone is included, teams feel better and think more listening to what they say.
- 8. Empathy and Respect in Communication- How people speak to each other in workplace is matters. If communicate is based on kindness and respect, chances of conflicts are less. Having empathy helps you care for others which strengthens team unity and safety.
- 9. Incentive and bonus If employees are rewarded with incentives, they are more likely to go beyond what's expected of them. Perks and rewards make people feel appreciated, to go beyond what's expected of them. Perks and rewards make people feel appreciated, even when they've worked hard. They demonstrate the company's respect for people who give their best and achieve effective results.
- 10. Team building and celebration Group activities, for example games, excursions or birthday get-togethers raise morale on the team. Socializing like this helps everyone get closer, eases tensions and makes the work environment happier. Having celebrations shows staff that they belong to a group, not just work there.

5.2 Discussion

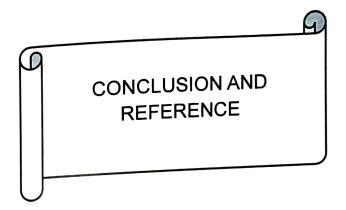
Understanding the impact of workplace culture on employee turnover requires a nuanced Under studies and supported by empirical studies. This study approach grounded by and Herzhero's Two Formed by an action of the stability and the stability a application of empirical appropriate appro

Theory, both of which offer critical insights into internal organizational mechanisms and their influence on employee behaviour.

Herzberg's Motivation-Hygiene Theory breaks down workplace satisfaction into two categories: motivators (e.g., recognition, growth opportunities, meaningful work) and hygiene factors (e.g., salary, job security, workplace relationships). According to this theory, motivators drive satisfaction, while poor hygiene factors can lead to dissatisfaction. Applying this framework allows us to understand that a positive workplace culture does not rely solely on extrinsic rewards, but also on intrinsic motivators that contribute to long-term employee commitment and lower turnover rates. This present study is closely related to researcher's own study. The theory helps in understanding how important factors such as salary, job security, and workplace relationships, influence employees' motivation. These elements play a very significant role in shaping how employees feel about their jobs. When employees are paid fairly, feel secure in their positions, and have healthy relationships in the workplace, they are more likely to stay motivated and perform better. This motivation leads them to feel valued and appreciated, which encourages them to give their best and contribute to the overall growth and success of the organization. In the study, the researcher found that the responses given by the participants supported the theory. There was a clear connection between what the theory was trying to explain and what the respondents actually said in their interviews or surveys. The researcher observed that the practical findings of the study matched well with the theoretical framework. In fact, there was not much of a gap between the theory and the actual data collected, because most of the participant responses were in line with

This shows that the theory is not only useful but also applicable in real-life theory. This shows that the theory is not only useful but also applicable in real-life situations, making it an important part of researcher own research as well.

Cronley and Kim (2017) found that in non-profit settings, an inclusive and mission-driven culture significantly reduced turnover by aligning employees' sense of purpose with culture significantly reduced turnover by aligning employees' sense of purpose with organizational goals. Likewise, Lin and Huang (2021) demonstrated that open organization and a culture of trust enhanced job satisfaction, which in turn correlated communication and a culture of trust enhanced job satisfaction, which in turn correlated tower turnover intentions. The present study also discussed the importance of job with lower turnover intentions. The present study also discussed the importance of job security, job satisfaction, and other related factors. Just like the literature review explained security, job satisfaction leads to lower employee turnover, the researcher also above, that higher job satisfaction leads to lower employee turnover, the researcher also found the same result through her own study.



The state of the s

The study suggests that people who are pleased with their jobs are more likely to remain The study suppler time. Someone will stay at a company if they sense it respects at the company for a people, not only for their role at work is at the company if they sense it respects are treated well, and appreciates them as people, not only for their role at work. If workers are treated well, and appreciates communicate sincerely, value what they do and load. and appreciate work. It workers are treated well, managers communicate sincerely, value what they do and lead justly, employees tend to management and feel valued. Because of this, they are more likely to stay. People must management to feel good at work for other recommendations. find it important to feel good at work for other reasons too. For example, if a company find it mere company creates clear rules, helps employees improve, treats everyone the same and forms good creates to people feeling more connected, needed and fulfilled with their work. These cultural values at work encourage employees to work better and remain longer in the company. Many employees leaving a company at the same time can be a major issue. A high level of turnover may cost your business and cause a break in productivity. Because of this, businesses should focus on building a positive workplace culture. A healthy and encouraging job environment ensures both existing employees remain and develop and also provide more to the organization. Knowing how to maintain positive team relationships over time is one of the most important ways a company can succeed.

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INTERVIEW SCHEDULE

Name:

1.

I Sagarika Dutta a student of social work department, Mahapurusha Srimanta Sankaradeva Viswavidyalaya, Guwahati unit, I certify that this interview schedule will only be utilized for my dissertation, THE EFFECT OF WORKPLACE CULTURE IN EMPLOYEE TURNOVER. I guarantee that your response will remain private and be utilized exclusively for instructional objectives. As a result, I respectfully ask that you provide your insightful opinions in answering the following questions.

2.	Age:
3.	Gender:
4.	Address:
5.	Educational qualification:
6.	Occupation:

TO analyse the impact of workplace culture on retention.

- 1. Could you give a brief explanation of your position and duties?
- 2. How long have you worked for this company?
- 3. What drew you to this position or business?
- 4. How would you characterize the culture of this workplace?

- 5. Which principles or conduct are most valued within your group or company?
- 6. Why do you think workers stick with this company?
- 7. Do you feel supported and heard in your position?

To determine the elements that affect employee turnover in the workplace culture.

- Have you had any recent employment changes? If so, how frequently?
- 2. What ideals and behaviors were promoted?
- 3. Did your experience be influenced by any unwritten rules or expectations?
- 4. What elements of the culture at work inspired or encouraged you?
- 5. If you have ever quit your employment, what were the primary factors that led you to make that decision?
- 6. How did your company respond to employee issues, disagreements, or feedback?
- 7. How can companies' lower turnover and enhance their culture?
- 8. What do you think are the most important aspects of culture that contribute to employee retention?

To determine the best ways to lower employee churn.

1. How does workplace culture affect turnover or retention, in your opinion?

- What actions or attitudes of management affect workers' choices to remain or depart?
- What impact do acknowledgment and communication have on employee loyalty?
- 4. Which retention tactics, in your perspective, have proven effective?
- 5. Are there any that require improvement or haven't worked? Why?
- 6. What particular tactics do you think could successfully lower turnover?
- 7. How crucial are chances for professional advancement and advancement in terms of retention?