Employee turnover research papers examples

Business, Management

EMPLOYEE TURNOVER QUESTIONNAIRE

Why do you think there is turnover in your department?

Do you think the employees who are hired are qualified?

Is turnover high on one shift or in one location but good in another?

Are employees leaving after three to five years or during their first 12 months?

Do you think there is a bad match between the employee's skills and the job?

Do you think there is a lack of opportunity for advancement or growth?

Do you think the employee feels that they are not being appreciated?

Do you think there is an inadequate supervision and training?

Do you think there is an unequal or substandard wage structures?

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Graphs and Charts:

The following table shows data collected for the entire region showing the causes of employee turnover.

As seen from the data above, the leading cause of employee turnover is resignation followed by terminations. When the data is further analyzed, we can get the following breakdown for each of the regions.

This shows that Westchester had a marginally higher turnover than Bronx. However, if a further breakdown of the data is carried out by job positions, we get the following information

Conclusion

It is clear from both regions that the residence counselor position has the highest turnover in both locations. The assistant manager position is the second position with the highest turnover although most of these employee turnovers are recorded in the Westchester region than in the Bronx. More medical specialists have left in the Westchester region than in the Bronx. However, the Bronx region has more turnovers in the residence manager and recreation specialist positions than in the Westchester region. The turnover in the shift supervisor's position is equal in both regions.

In social services, the data presented is as follows

Broken down further, we have the following data for each of the regions

Figure 1 employees terminated in social services (Bronx)

Figure 2 employees terminated in social services (Westchester)

Discussion:

The data collected shows that overall; the Westchester region had more terminations than the Bronx region. The Bronx had one case of termination due to work performance while all the cases in Westchester were either terminations or resignations. Westchester region had four times as many terminations as the Bronx which is a pointer that there exists a greater problem in this region.

Conclusion

The question about employee training has also been raised. All the managers concur that the newly hired employees are not probably the best trained. However, there is a program to train new employees for the first six months of their employment. Most turnovers are of employees leaving within the first 12 months of employment. There is also a problem with the skills required and the job itself. Most of the managers argue that this could be a problem. In terms of supervision, there is clearly sufficient supervision across all the offices. Although there is opportunity for advancement in the job, most of the managers agree that employees do not feel appreciated. Finally, all the managers agree that there is a problem with pay, with unequal or substandard wage structures.

Recommendations

The issue where there was the most unanimous response by the managers was the issue of the unequal or substandard wage structure. This clearly needs to be rectified immediately to promote the morale of the workers. There has also been an issue identified with the skills required and the job

itself. It is therefore important to ensure that the skills required are properly announced and the training required is also provided. The management should also ensure that workers are allowed to choose shifts that they are more comfortable with. If these recommendations are implemented, the working conditions in the department will improve and the high turnover experienced will be drastically reduced.

Another problem could be the work conditions. As identified earlier in the research, most of the employees did not own vehicles and some of the areas they were expected to work were far from public transport lines. Such work conditions where the management did not provide enough support could be a factor why there is a high employee turnover. Finally, the payment package for this position should be looked into, as the leading cause of resignations could be better payment offers by other companies.

The high number of terminations could also be a pointer to poor management. This is where the employees are not aware of what the management expects of them. This can result from communication breakdowns between the top management and the employees in the field. The communication model should be investigated to establish whether this is the cause of the high turnover of employees.