



Employee Turnover in A Government Office in Baguio City

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Abstract— This study explored the factors influencing employee turnover and suggested effective retention strategies for a government office in Baguio City. Employee turnover, specifically voluntary turnover, is still a significant issue for organizations, as it can negatively impact productivity, morale, and overall organizational performance and success. The research identified key drivers of turnover, including job dissatisfaction, lack of career development opportunities, poor management, low compensation, and poor work culture, all of which contribute to high resignation rates. This study used a descriptive research design and surveys former employees of the government office, gathering data through an online questionnaire. The findings revealed that the most common reasons for turnover include the search for better job opportunities, lack of career growth, and management-related issues. The study also emphasized the importance of fostering a positive work environment, offering competitive compensation packages, and providing employees with opportunities for career development as effective retention strategies. Other recommended strategies include introducing work-life balance and enhancing employee engagement through regular feedback and recognition. By addressing the root causes of turnover, government offices can improve retention rates, reduce recruitment costs, and build a more stable, dedicated workforce. The results of this research offer valuable insights for both government agencies and other organizations facing similar turnover challenges.

Keywords— Employee turnover, retention strategies, voluntary turnover, government office, career development.

I. INTRODUCTION

Employee turnover refers to the situation where an employee leaves an organization. It can be classified as voluntary, when it is the employee who decides to terminate the working relationship, or involuntary when it is the employer who decides (Lazzari et al., 2022). For many businesses around the world, a high turnover rate is a serious problem. Thus, the research on employee turnover intentions has long been a significant concern in an organization's management (Al-Suraihi et al., 2021). Identifying the first cause of turnover that needs to be addressed can be crucial. Four researchers from the USA have just published a meta-analysis on the causes of employee turnover. They specifically looked at voluntary employee turnover, meaning the rate at which people decide to end the employment relationship with an organization. The study brings new insights from the last 17 years, the time passed since the publication of previous comprehensive research on the topic. The study is also extremely rich: it looks into 57 possible influencing factors, analyzing data from up to 669,000 people. The findings highlight critical patterns in employee retention and offer a road map for lowering turnover (Cioca, 2018).



The study verifies a popular belief: employees who are actively looking for new possibilities are the first to go (Cioca, 2018). Their job dissatisfaction in general may be causing such. Low job satisfaction is a potent catalyst for high staff rotation. An intricate consolidation of various factors reflects an employee's overall feelings about their work environment, tasks, and recognition, directly influencing their decision to stay or leave. It's worth noting that job satisfaction isn't just about the work itself. Employees seek a sense of belonging, a need for achievement, and recognition of their efforts. A lack of these components can result in low employee morale and high turnover (7 Common Causes of High Staff Turnover and How to Address Them | Bryq, n.d.). Their likelihood of leaving increases when the job market is advantageous, such as when unemployment is low or their talents are in great demand. However, it is crucial to highlight that not everyone considering a job change will go through with it, providing an opportunity for companies to better understand the underlying causes of turnover and retain good employees (Cioca, 2018).

Next, the cliché "people leave bosses, not jobs" is partially correct; managing behavior has a substantial impact on employee retention. In a recent report from GoodHire6, 82% of employees said they would potentially quit their jobs because of a bad manager. If a leader's management style is critical or combative, it doesn't create a positive work environment. Keeping an open line of communication with employees keeps this from happening in organizations. Fostering two-way communication between managers and employees is essential in an organization's growth and prosperity. Plus, some of the happiest employees are those who feel seen and heard by their managers (Bengfort, 2023). To add to this, employees are more likely to leave if they believe they are being treated unfairly and if their company fails to meet their expectations.

Team dynamics and office culture also influence employees' decision to stay, highlighting the manager's obligation to build a healthy work environment. Bad work culture can lead to deteriorating employee mental health and burnout which will ultimately push workers towards other companies. Turnover due to toxic work cultures is estimated to have cost companies \$223 billion over the past five years (10 Common Causes of High Employee Turnover & How to Prevent/Reduce Them | Together Mentoring Software, n.d.).

Another cause of turnover is when employees do not understand their expectations, are assigned tedious duties, or believe they have little control or feedback. While job content can be difficult to change, features such as more autonomy and feedback can improve almost every role. One Gallup survey shows that employees whose managers' feedback left them feeling positive are around four times more likely to be engaged, with only 3.6% actively looking for a new job. Many employees feel that they don't get the right kind of manager feedback. Feedback does not always need to be praised, but it should give comments in a positive light. Managers should start with positive wins, focus on specifics, give encouragement alongside constructive advice on weaknesses and how to improve them, and offer frequent check-ins and conversations (Employee Turnover: Causes, Costs, and Combat Strategies, 2024).

The most common reason employees leave is the compensation. While salary is frequently cited as a reason for resigning, its influence is relatively minor compared to other factors. Non-monetary benefits, such as training and



career development are often more important in weighing retention decisions. Further, the connection between pay and job performance can affect turnover, though this varies by context (Cioca, 2018). According to Gartner research, 40% of departing employees cite a lack of career advancement opportunities as their reason for leaving. Employees who feel trapped in a dead-end job are (naturally) on the hunt for something better. It should be noted that employees who believe the company itself is stable and poised for growth, are more likely they may see their future with it (Ruttgaizer, 2024).

Stress is another common reason for employee turnover. But, even if it is commonly mentioned as a factor in leaving, its impact on turnover is less significant than that of managerial attitudes or team dynamics. Interestingly, in high-stress workplaces, individual stress levels may have an inverse relationship with turnover, implying that employees in such cultures are less likely to leave. Stress, while not a direct cause of turnover, can have an impact on performance, well-being, and job satisfaction. From the research made by Bhat, et al. (2023), it was found that both types of stressors, endogenous stressors (related to the employees' negative psychological contact within an organization) and exogenous stressors (various macro-economic factors which have a considerable influence on employees' workplace behavior, were contributing negatively toward employee's psychological state resulting in undesirable employee organizational relationships manifested as turnover intentions among employees.

Finally, turnover rates might be influenced by several demographic factors. Workers who are married, have kids, or have worked for the company longer are more likely to stick around than younger, single, or recently employed workers. Additionally, the diversity of the workplace plays a role; employees who feel they are different from the majority are more likely to leave. Organizations should assess these situations before they can implement strategies to lower turnover. This includes collecting data on turnover rates and comparing them with industry benchmarks, examining which departments or demographic groups have high turnover, and measuring the impact of turnover on organizational results. Understanding the complex causes of turnover and addressing them can lead to more effective retention strategies (Cioca, 2018). According to Patrick Marquina, Willis Towers Watsons (WTW)'s head of works and rewards in the Philippines, voluntary turnover and attrition continued to increase and reached 15.9% in 2023 compared to 14.2% in 2022. He added that the typical reasons cited for leaving were better pay and growth opportunities, relocation or family migration, and flexible work arrangements or work-life balance.

High employee turnover can severely impact productivity, as empty positions lead to decreased output and new hires often take time to reach previous performance levels. This adds to the workload for HR departments, taking their time away from other essential tasks since they must constantly look over recruitment attempts. The burden of recruiting new staff also increases financially, brought about by advertising, interviewing, and onboarding, especially for roles that require specialized skills. Moreover, turnover can demoralize existing teams, causing stress and burnout as they take on extra responsibilities, which can further lead to more resignations. It also complicates long-term growth planning; as constant workforce changes hinder strategic initiatives. Lastly, a high turnover rate can damage your brand's reputation, signaling instability to both customers and potential employees, ultimately affecting job security perceptions (Evert, 2024).

This study aims to explore the factors driving employee turnover in a government office and propose effective retention strategies tailored to the organization's specific needs. By gaining insights into the factors behind turnover, government offices can create initiatives that promote a more stable and dedicated workforce, ultimately improving its effectiveness and service delivery. Tackling the underlying reasons for turnover through thoughtful strategies is crucial for a government office to continue fulfilling its important role as a revenue-generating agency in the Philippines. This approach not only benefits the organization but also helps build a stronger, more engaged team.

Statement of the Problem

This study aims to find out the factors affecting employee turnover in a government office in Baguio City. Specifically, it sought to answer the following questions:

1. What are the factors driving employee turnover within a government office in Baguio City?
2. What retention strategies may be implemented by a government office in Baguio City?

Significance of the Study

The findings of this study were very significant to the following beneficiaries:

- The management of a government office. To help the management understand the factors driving employee turnover and effective retention strategies that will enable the agency to enhance workforce stability and performance.
- The employees of a government office. The retention strategies that will be implemented by the management can lead to better working conditions, improved career development opportunities, and a more supportive organizational culture.
- The authorities and other public or private agencies. The findings of this research may inform policies and practices related to public sector employment, which other government agencies can adapt.
- The students and future researchers. To serve as reference material for anyone interested in conducting similar research.

Overall, this research aims to promote a deeper understanding of the causes of employee turnover and retention strategies that will contribute to enhanced organizational effectiveness and employee well-being.

II. METHODOLOGY

Research Design

The descriptive research design was used in this study to identify the factors affecting employee turnover and retention strategies that may be implemented in a government office. This design was chosen as it can provide a detailed overview of a phenomenon, allowing researchers to develop a nuanced understanding of the variables involved. It aided in forming hypotheses and generating insights which laid the groundwork for more in-depth studies, and it helped shape the direction of the research through a thorough examination of the characteristics and behaviors of a specific population or phenomenon. Descriptive research also played a crucial role in validating sampling methods, assisting researchers in selecting the most effective approaches for their studies. Finally, this



research method is easily replicable, ensuring a reliable means of collecting and comparing information from various sources (Singh, 2024).

Locale and Population of the Study

The target population of this study will include former employees from a government office, encompassing a diverse range of positions from front-line staff to managerial roles. Simple random sampling will be implemented as this method gives every participant a fair chance, and the resulting sample is unbiased and unaffected by the research team. This technique also provides randomized results from a larger pool. The resulting smaller sample should be representative of the entire population of participants, meaning no further segmenting is needed to refine groups.

Data Gathering Tool

The researcher will utilize an online questionnaire to look for the factors driving employee turnover and potential retention strategies in a government office. The questionnaire will be distributed electronically (via email or online survey platforms) to ensure accessibility and encourage higher response rates.

Reliability and Validity of the Research Instrument

Test-retest reliability will be implemented to establish reliability. Test-retest reliability involves repeating the same test on the same participants at different times to see if the results are consistent. Content validity will be utilized to establish validity. Content validity involves ensuring that the test covers all aspects of the concept the researcher is measuring (Zorgle, 2023).

Data Gathering Procedures

A Google Form link will be distributed to former government employees from the sample via email. The participants will be allotted time to answer such. Afterward, the researcher will tally the results using the Google Form Summary function and analyze the results from there.

Treatment of Data

From the data gathered in the online questionnaire, the researcher will conduct a diagnostic analysis. Diagnostic analytics seeks to delve deeper to understand why something happened. The main purpose of diagnostic analytics is to identify and respond to anomalies within your data (Stevens, 2023).

Ethical Considerations

All participants in the research will be informed of the purpose of the research, how their data will be used, and that their participation is voluntary.

They will be made aware that their information will be treated with confidentiality and they will have the right to withdraw at any time without any negative issues. To avoid biased results, the research will include a diverse representation of employees across different roles, levels, and demographics.



III. RESULTS AND DISCUSSION

Table 1: Factors Affecting Employee Turnover (N=30)

| FACTORS | WEIGHTED MEAN | DESCRIPTIVE EQUIVALENT | RANK |
|---------------------------------------------------------------------------------------------------------------|---------------|------------------------|------|
| There is a better job opportunity. | 4.73 | Strongly agree | 1 |
| Low compensation in a government office. | 4.17 | Agree | 2 |
| Job responsibilities, targets, and workloads are too heavy. | 3.70 | Neutral | 3 |
| Hard work is not compensated or recognized. | 4.00 | Agree | 2 |
| There is a high level of stress. | 4.30 | Agree | 2 |
| There is an unfair treatment among employees. | 4.17 | Agree | 2 |
| There is management favoritism. | 4.43 | Agree | 2 |
| Management does not care about employees' welfare. | 3.70 | Neutral | 3 |
| Work schedules and assignments conflict with family life, especially for married employees. | 3.10 | Neutral | 3 |
| Employees don't feel safe in the workplace because of security concerns (bomb threats, death threats). | 3.10 | Neutral | 3 |
| There is no job development/lack of training/seminars that improve employee skills. | 3.60 | Neutral | 3 |

This section covers the presentation of results and its discussion of the data collected through the use of the questionnaire answered by the respondents.

The results in Table 1 indicates that when there is a better job opportunity, a government employee may resign. Although benefits in the government and security of tenure are on hand, some employees may perceive other opportunities as better individually.

Some may think there is better opportunity if they are having time for themselves, they can do their passion or has time for their hobbies.

Others may perceive it as having more time with family or when they can travel anytime they want. Second in rank, low compensation, hard work is not recognized, there is a high level of stress, unfair treatment among employees and management favoritism.

These are all common reasons why an employee quits, not just for the government employees. Personally, it is really hard to focus if you see others being guided while you don't know the flow of the job.

There is no job development, employees are unsafe, there is work schedule conflict with personal life, management does not care about their employees, and job loads are heavy all fall to the third reason.



Table 2: Retention Strategies that may be Implemented N=30

| FACTORS | WEIGHTED MEAN | DESCRIPTIVE EQUIVALENT | RANK |
|---------------------------------------------------------------------------------------------|---------------|------------------------|------|
| Offer competitive salaries and wages. | 4.40 | Recommended | 2 |
| During onboarding, teach new employees the company culture so they can thrive in it. | 4.20 | Recommended | 2 |
| Recognize/reward employees for their hard work. | 4.17 | Recommended | 2 |
| Offer stress management programs. | 3.60 | Somewhat recommended | 3 |
| Provide wellness programs, aside from stress management programs. | 3.60 | Somewhat recommended | 3 |
| Management should emphasize open communication. | 4.07 | Recommended | 2 |
| Management must conduct employee surveys to know how their employees feel. | 4.43 | Recommended | 2 |
| Management should give continuous feedback to all, not just for the few. | 4.23 | Recommended | 2 |
| Offer training/seminars for employees to improve their skills. | 4.70 | Highly recommended | 1 |
| Offer flexible work arrangements to promote work-life balance. | 4.30 | Recommended | 2 |
| Foster teamwork/collaboration to promote employee engagement. | 4.77 | Highly recommended | 1 |

The findings in Table 2 revealed that offering more trainings is the most recommended. This is also important as trainings will develop the skills of the employees and fostering employee engagement.

Offering higher compensation, flexible work arrangements, management communication, onboarding strategies, and recognizing employees are second retention strategies. Then third, stress and wellness programs are recommended by the respondents.

These are all supported by an article from Seek.com, Part of their mental or physical health and well-being are affected. Some prefer work from home, flexi-hour arrangements, and the company's corporate values and culture.

(Top Reasons Why Employees Resign and How to Keep Them, n.d.) These are further supported by Bengfort (2023) stating that low pay or inadequate benefits inspire employees to leave.

Also, according to a LinkedIn report, 94% of employees stay longer if the company values career growth. There is also burnout, poor onboarding process, and poor management which significantly affects employee turnover.



IV. CONCLUSION AND RECOMMENDATION

The results revealed that employee turnover among the respondents is mainly caused by finding a better job opportunity and the most recommended retention strategies are fostering employee engagement and offering career improvement opportunities.

Based on the findings, the employee turnover brought about by the search for better job opportunities indicates the need for organizations to reassess their approach to employee retention. To solve this, companies must focus on offering competitive compensation and benefits, providing clear pathways for career growth, and fostering a healthy work-life balance. Also, creating a positive and inclusive workplace culture, enhancing employee engagement, and improving the onboarding process are also important for retaining employees. By implementing these strategies, businesses can not only reduce turnover but also build a more motivated, loyal workforce, ensuring long-term success and stability. Ultimately, investing in employees' growth, well-being, and satisfaction leads to stronger retention rates and a more resilient organization.

Based on the findings of this research, these recommendations may be given. First, management must improve their compensation packages and career development opportunities since these may be the reason why they are considering other opportunities as better. Second, they should enhance employee engagement by creating an inclusive work environment creating a sense of belonging and purpose and it improves work-life balance and flexibility. Lastly, they should improve onboarding and employee integration of values and culture.

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