Employee Turnover and Retention Strategies:
A Case of Damro Furnitures

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Abstract: This qualitative case study aims to explore the reasons behind the high employee turnover in Damro Group by evaluating the current employee retention strategies. The data have been collected by conducting semi-structured interviews with fifteen employees who have already left the company and another three employees, including the Human Resource manager currently working for Damro. The purposive sampling method was applied to pick participants in the study. Four themes related to causes for employee turnover emerged from thematic analysis: less employee compensation, less recognition and appreciation, lack of training and career development opportunities, and work stress. However, employee compensation was the driving force in retaining employees. A comprehensive compensation and benefits package and intangible benefits are proven strategies to reduce turnover. By understanding what strategies reduce turnover and how to implement them, furniture industry managers could create positive social change through practical strategies to reduce voluntary and non-voluntary employee turnover and contribute to employees' wealth. Well-developed retention strategies can become stable employment for employees, consequently maintaining the replacement costs at the least and improving organisational performance.

Keywords: Employee Turnover, Employee Retention Strategies

Introduction

The staff turnover means the shipment of the staff from a particular organisation (Gobler et al., 2006). The turnover can impact in a dual way as positive or negative. However, most of the time, the turnover cause trouble for the usual setting of the company flowing. The turnover of the employees is frequently seen within the frontline employers of any factory (Shehada, 2017). If any company denote higher turnover than their rival companies, the strategies toward the human capital are not enough for the company than its rivals. The frequent leaving of skilled employees from the firms negatively impacts productivity and efficiency. If the turnover is not replaced as soon as possible, it will blank in the operational flow. Even though the position is returned, it may take several days to grasp the organisational systems for new employees or provide the training (Gobler et al., 2006). It will consume again more money as well as time and effort. The top management, HR

professionals, and other industry experts are responsible for keeping the employees within one organisation at least for the organisational expenses of creating such competent enough person for the firm. In modern days, the turnover of employees has become something unavoidable for the industries. From an organisational point of view, it becomes a challenge to attain the organisational goals and objectives with the higher rate of staff turnover.

The study focuses on the vast Sri Lankan brand name of Damro, which manufactures furniture and home appliances for the country's manufacturing industry. Damro is one of the world's largest furniture-making companies in Sri Lanka, with a wide range of furniture such as living room, bedroom, dining, office furniture, and mattress in modern and traditional furniture. The company is eventually working with the Asian region, especially Indian coordination. Damro provides the furniture at an affordable price with high quality. The workforce is near to 20000 in a company with dozens of different product lines. The brands of Damro and Innovex are handling their own, and the other branded equipment as Panasonic and Samsung are distributed by Damro (Tofler, 2020). The manufacturing sector contributes a large portion of the country's economy with 27% of the gross domestic product value of 1,491,653Mn by rupees (Department of census and statistics, 2017). It records as the highest contribution to the country's gross domestic product as economic activities. Therefore, such an industry considers the labour force as running fuel. The turnover is one of the

most trending and disrupting intentions for the sector to grow itself and contribute to its economy.

Employee turnover has become a significant issue in every industry in Sri Lanka. More opportunities from different sectors may cause to shift within the jobs. In the manufacturing industry, the turnover rate of labourers was 15%, and supervisor turnover was 5% in 2017 (Department of Census and Statistics, 2017). It is a high percentage related to the other indicators of the employee turnover measured by the census department. On the other hand, it implies a continuously growing trend associated with 2015, 2016 and 2017 as 12.5%, 14.8% and 15.0%. (Department of census and statistics, 2017) .The manufacturing sector turnover is only following the turnover rate of sewing machine operators. Even though the industry denoted such a labour turnover rate, it is also on the list of top demanded occupations. Whether the industry needs such a labour force, filling the vacancies for the manufacturing supervisors is challenging to fill in the manufacturing sector. Most women resign for this reason: pessimistic and misunderstanding situations or events.

On the other hand, the community believes that the manufacturing industry is used to getting a heavy workload for minimum salary, and wages affect labour turnover. Another issue is that some managers lack competencies to manage employee turnover, resulting in decreased organisational financial performance. The specific business problem is that some durable goods industry leaders lack strategies to reduce employee turnover.

Turnover happens at about 10% is average, but if it can be seen turnover increases, any organisation keeps an eye on where it is coming from. The company, Damro, also has experienced a record amount of employee resignations. More workers left their jobs in recent years, and the labour turnover rate is around 13/%. However, when the turnover rate starts to creep higher and higher, concern is significant cause for concern. The company needs to understand the story behind the numbers before raising a red flag, as turnover shows dysfunction in the company culture (Iqbal, 2016). It's essential to determine if the issue is the manager, a team member, or something else. The loss of human capital is damaging to any company that has scarce strategic resources available. Approximately 49 million employees are projected to leave their place of work worldwide by 2021 (Tanwar & Prasad, 2016). However, the problem is some companies are not prepared to address turnover and retention issues. Therefore, this research explores the causes of turnover and strategies used to retain employees in a particular organisation. This research contributes to the literature on labor turnover and retention since much of this literature takes a top-down approach in which the particular area, specifically Sri Lankan employees, is not included. The findings from this study could improve business practices by providing business leaders with practical strategies on how to retain employees and successfully avoid recruitment and hiring costs.

Literature Review

Employee turnover is continuously subject to discussion with the business world, academic researchers, and HR professionals (Ampomiah & Cudjor, 2015). Identifying the job turnover tendency is to make sure the employees contribute to the organisational operation and identify and eradicate the effect of the turnover that impacts the whole process. (Hasan, 2017) The companies are suitable for their organisational structure while bearing higher costs, time, and effort. Then, if the employee is supposed to resign after these expensive training and inauguration techniques to the organisational culture, it will substantially lose the firm. (Ampomiah & Cudjor, 2015). There can be a higher gap with replacing a person with the three factors of money, time, and effort. Therefore, the companies have an idea that job returns should be addressed immediately.

The job-related sources for the job turnover arise within the organisational environment and culture. (Henha, 2017) .The main point or the job-related factor is the working climate stress. Different kinds of stems can cause a lack of commitment by the organisation or dissatisfaction with the job. (Ongori, 2007) The situational reasons are behind these actors as low level of salary scales and benefits packages that found in the organisational structure, inadequate level of appraisal systems, over-involved in the employees' jobs, some functions of the management or authorities and lack of changes in the job tasks or environment that make the working life boring. Olsen, 2011).

Other than that, the employees feel of lack of power delegation, no chances to improve the career ladder or sufficient promotions and increments in salary scales.

The factors influencing job turnover can be divided into involuntarily turnover and voluntarily turnover. Voluntarily turnover means that unavoidable circumstances occur, and they are caused to quit the job. The examples are described as deaths or exceeding the carrying capacity of the employee. (Iqbal, 2016) The involuntarily turnover is reasoned by the external factors for the employee that the things they cannot avoid with the different bonds and responsibilities. The female workers become a significant set of victims of this involuntarily turnover. (Daskalaki, 2004) Caring for children, older people, or other cognitive aspects mainly influences this involuntary job quitting. However, many organisations formulated strategies which are limiting involuntary job quits (Aa and Berker, 2014), the flexible hours of work, back to work permissions and some rules that the government has imposed, and the authorities are sufficiently addressing the matters that employees facing by the involuntary job turnover. it does not allow the employees to quit of their own will. Firm-Specific Human Capital (FSHC) Theory focuses on the organisation's productivity and turnover. It emphasises that the cost of training and the cost that the firm bears for the incentives and reliefs are caused to undermine the rates of quitting the jobs by the employees (Daskalaki, 2004). The employee's decision to leave is laying with the level of opportunity cost that occurs with the switching from position to position within the industry to industry

The employees always like to work in the working environment that they expect from the organisation. The values and structures that the employee grabs through the interview or training in the organisation should be the same when he is within the organisation. (Daskalaki, 2004) The picture that the employee imagines on the firm with the side support of the brand name, management implications, recruitment and selection, flows, and even with the final interview should be there in necessarily with the firm in the actual situation (Ongori, 2007). Most of the time, the workers do not like to work in a place that does not have the qualities and standards (Alexander, Bloom and Nichols, 1994). As well as in another way around, they do not like to work in a firm that is very complicated or has higher standards than expected. It makes the employee uncomfortable to stay there on the job. Griffith et al.'s Turnover Model (motivation theory) has created the most popular set of variables used in the different types of educational values (Harrison & Gordon, 2014). It has estimated the factors that describe the turnover process as a general scenario. It includes both the job-related factors, content factors and external environmental factors that define the process of turnover. It also works as the opposite side of the employee turnover, which is called the employee retention strategy

Retention is now defined as a talent within the organisational environment (Bakar, Mohamad & Sharmeela-Banu, 2015).). The modern business has

dedicated this topic of employee retention or their human resource professionals to identify a strategic way to escape the situation. The retention strategy concept has originated with the rise of employee turnover in the industries. (Hasan, 2017) They consider the tactics that the management should address to reduce the growing tendency of the employees from their institutes. Even though there is a standard set of goals for the retention strategy, the strategy can differ according to the various situations held in the organisation. (Harrison & Gordon, 2014). The organisations have scored employee's retention as an issue that is very difficult to deal with but should be addressed by the organisations. The main focus of employee retention is to keep the skilled and knowledgeable set employees within the organisation, which is necessary to the productivity and the smooth lowing o the organisational operation. The retention strategies are the cumulative effect of the organisation's strategic movements to increase employee contribution. (Walsh, 2014) It will cause the organisation to be highlighted in the belonging industry as over-performing other than the different units in the same industry. With the effect of globalisation, changes in technology and the higher knowledgeable labour concern on the workforces, the managers face a massive problem with keeping the talented employees within the organisation. (Iqbal, 2016). The other research emphasises that knowledge and talent are not something that should be addressed because most people rely on the financial benefits of the organisation.

The commencement of the retaining strategy begins with the recruitment of a particular person to the organisation. (Ongori, 2007) It is necessary to discuss converting the recruitment process into a standard that attracts the employees long term with the organisation. Communication is the primary retention strategy in now a day's company structures. Most organisations are converting their organisational structures to more powerful models than the traditional hierarchical structures. (Tang, 2002). The primary tool of this process is considered communication. The management, subordinates, peers, and coworkers have networked with the proper two-way communication methods. That means the data is transferred from the lower level to the upper level and the upper level to the lower level in the same manner. (Singh, 2014) As well as, there is a continuous feedback process for each process of communication. The communication process carries the different types of data that can be more valuable for the various functions in the firm. The job tasks and job descriptions can be described that emphasise the importance of the work done by each of the employees. One of the highest conservative strategies in the business world is called training. Now, most organisations calculate their annual training hour as a company's performance measure. (Tang, 2002) .Most industries now demand trainees from the academic fields that have studied suitable subjects and specific knowledge. Some large companies have gone beyond this and made their trainees through their training institutes.

Job satisfaction is a cumulative effect o different concepts that the employees expect from the organisation. (Shahzad, Bashir & Ramay, 2008). Most studies emphasise that job satisfaction results from the benefits and compensation that the employees can acquire from the organisation. However, several critical factors impact job satisfaction in the organisational and cognitive scenario. (Tang, 2002). First, the employees demonstrate more interference with the management and involvement in the decision-making process. The employees somewhat accept the controls with an acceptable range of provided responsibilities (Tang, 2002).

The comprehensive voluntary turnover model is a tool that supports understanding why people tend to quit their jobs. The theory of organisational equilibrium is compelling that the employees will be with the organisation as long as their inducement for the work and labour is parallel. (Brill, and McCartney, 2008). It emphasises that the salary, benefits, and returns that they receive from the organisation should be equal to or greater than the level of contribution they made to the institute. It will affect on somehow to retaining the customers within the organisation. On another point, the employees are now searching, seeking, and comparing their current job with other options available in the industry and alternatives to attain the same goal or beyond the targets, they are planning to achieve. (Daskalaki, 2004) The comprehensive voluntary turnover model defines this process with the steps and functions flowing in the model. (Singh, 2014) It emphasises the

flow between the key drivers of the job turnover and their effect on job quitting and the behaviours of the person who decided to leave. The process can also be influenced by the social and other influential factors in society or the surrounding environment.

The topics related to job turnover and retention are highly vulnerable to academic and professional studies where many theories and models have been formulated with the findings and analysis of the data and information derived by those. (Daskalaki, 2004) Most of the models regarding this category provide the embedded nature to human resource handlers to identify the job turnover drivers and the suitable retention strategies based on the analysis. These models and schemes give the information and theories that need to identify the reasons behind the employees quitting their job. (Brill and McCartney, 2008). This reason can be internal to the office or with the influence of the external environmental actors.

In some cases, this model is used to analyse the current turnover rate and, regarding the current and records of the turnover, predict the future turnover. (Iqbal, 2016) It will help restructure the existing retention strategy or update the new components of the retention strategy.

New hires and retirement-eligible employees were prone to voluntary turnover. Clark, Kristensen, and Westergård-Nielsen (2009) and Chiedu, Long, & Ashar (2017) found that turnover intentions were a reasonable proxy for an actual turnover. Cho and Lewis stated that turnover rates vary sharply with age

and experience. The turnovers were among relatively new hires and those eligible to retire (Chiedu, Long & Ashar, 2017).). The extrinsic rewards (salary, performance appraisals, and fairness) mattered for newly hired employees, but they were less critical for seasoned employees (Iqbal, 2016). Although turnover rates vary with age and experience, employees can retire, and new hires leave their organisation. Researchers identified several antecedents to turnover intentions. Some researchers concluded that job satisfaction was the most important precursor to turnover intentions (Dugguh, & Ayaga, 2014).). Other researchers argued that extrinsic rewards and organisational commitment were significant antecedents to turnover intentions. Therefore, researchers could not collate these factors yet, and mixed evidence exists in the current literature.

In this setting, The behaviours of actual turnover and turnover intention are two of the most researched phenomena in organisational behaviour. Many researchers focus on turnover intention rather than the actual turnover in the literature. The current research focused on employees who had already left the organisation instead of intended to leave. The majority of turnover studies were quantitative. Researchers concluded that qualitative studies provided viable information not gleaned from quantitative research. Researchers argued that turnover scholarship would benefit from more qualitative research as they might offer more affluent, more profound accounts of turnover and uncover nuances in the turnover process not found in quantitative research.

Methodology

The authors have adopted a philosophy of interpretivism for this study to understand why employees in the furniture manufacturing industry leave their companies. Hence, according to the interpretive approach, the researcher as a social actor needs to appreciate the discrepancies among people. Kahan (2011) and Long and Jhonson (2007) posited that qualitative inquiry allowed researchers to describe and analyse how participants interpret processes, practices, phenomena, and consequences in their experiences within social environments. By understanding the participants' lived experiences, Saunders (2011) found that qualitative researchers provided a unique perspective crucial to addressing social issues and problems more objectively and efficiently. Guba and Linclon (2013) stated that the researcher intended to capture, describe, and understand the phenomenon through the words of the participants. Studying employee turnover and retention strategies to reduce employee turnover within an organisation requires an in-depth analysis of employees' experiences. This study's exploration of the above area aligned best with the qualitative research method. Qualitative researchers use in-depth interviews that align with the research question (Yin, 2017). A review of different qualitative designs such as grounded theory, phenomenology, case study, discourse analysis, action research, narrative research, and ethnography resulted in a design selection of a single-case study. When conducting a case study, the researcher explores a contemporary phenomenon in-depth, using a single

case as a representative or typical case (Lincon and Guba, Yin, 2017). Given the nature of this study, a single-case study design was chosen.

The pilot study was done to gain good training before the main study in this study. By executing the sample interview questions and two personal interviews via a pilot study, the researcher has understood the areas to be implemented and the questions to be changed. The fifteen employees who left the organisation, the human resource manager and another two employees from the human resource department were interviewed. The average interview time for fifteen employees who had already left the company and the human resource manager was around one hour for each. For employees who are still working in the company, the average interview time was around 30 minutes. Yin (2017) suggested five steps of data analysis: (a) compile, (b) disassemble, (c) reassemble, (d) clarify, and (e) conclude. Ward et al. (2013) identified the three data analysis tools as framework analysis, constant comparison analysis, and word count that will improve the credibility of findings. The researcher followed Yin's five steps of data analysis (Yin, 2017) tools in this study. The researcher collected and organised the data, disassembled the data via coding data descriptions using nodes, reassembled the data using organisational documentation to corroborate the phenomenon, interpreted data using thematic analysis and developed themes, and formed conclusions and recommendations from the interpreted data. Few strategies were used to ensure the trustworthiness of the

research. For example, member checking, thick description, and triangulation sources were adopted. The ethical procedure was followed throughout the whole research process.

Findings and Discussion

The research findings explore some major themes: employees' own intention, job stress, lack of recognition and appreciation, job satisfaction and commitment, and employee retention. Apart from that, some sub-themes were also identified. Finally, each theme was discussed, combining both extracts of respondents and the researcher's interpretation.

Voluntary Turnover

According to the research carried out, a voluntary turnover of the company can be observed. Voluntary turnover is the employee decides to terminate the employment agreement with the employer (Davis, Trevor, & Feng, 2015). If the employees are disappointed, they may leave the organisation.

Respondents were questioned whether they were happy with resigning from Damro. However, most of the employees did not regret leaving the company. The below pieces of evidence prove that.

R1: Though I have worked for eight years, there's no satisfaction. I have decided to resign due to the shifting of the location

R2: I left the organisation because of my boss, not my job.

Given the above extracts, it makes sense for managers to reduce all

employee turnover costs when the organisation loses its superstar employees to other firms. Voluntary turnover adversely affects the organisation's productivity (Chiedu, Long, & Ashar, 2017). This turnover has both direct and indirect costs. Direct costs involve recruitment, training and other administration expenses (Gialuisi & Coetzer, 2013). Indirect cost affects loss of value-added knowledge reduced morale of existing employees. According to Gialuisi and Coetzer (2013), conflicted relationships, lack of career progression, heavy workload, and job stress lead to employee turnover. The researcher has identified the same from Damro as well

Government and Private Job Offers

While benefits are an essential part of the compensation package, there are huge differences between government and private compensations. Paid vacations, lifetime pension, insurance, and loans under lower interest rates are some benefits. Also, government jobs provide a hundred per cent job security. Fixed working hours and days will assist the employees in planning their schedules. When it comes to leaving and holidays, government employees are entitled to more off days (Roos and Eeden, 2008). However, according to Su and Bozeman (2009a), most commonly, employees in managerial positions are the ones who switch into the public sector. Early organisation behaviour theorists and organisational psychologists such as Maslow and Herzberg regarded job security as a need or hygiene factor. Also, some studies have found that job security is more concern for public employees (Shehada. (2017).). According to Feeney & Boardman (2011), recent research exhibits that government sector managers with private company work experience tend to enhance their career paths.

R15: No exceptional satisfaction for leaving the company. I worked only until I got a government job.

Suppose employees can get an alternative work, they tend to leave the organisation Gupta, 2013). However, this is considered an issue beyond the control based on the outside variables, such as work accessibility and the unemployment rate. Research carried out by Carsten and Spector (1987) found a unique relationship between work accessibility and voluntary turnover. To be more exact, an alternative opportunity may be influenced by the prevailing market situation and academic qualifications. We can make this evident when the workforce with academic background is more qualified and experienced to have more work opportunities (Gupta, 2013). Similarly, workers with higher educational qualifications have more chance of improving their positions in comparison with less qualified employees and are seem to consider their capability as a competitive advantage.

Less salary and benefits

Salary and compensation play an essential role in an employee's decision to remain in the company. This could also lead the employees to shift to another company (Aa & Berkel, 2014). This is a crucial concern to focus on if the company is eager to retain its

employees. The salary determines whether the employee stays or leaves the company. As stated by most employees, less salary is the main reason for leaving the organisation.
For the question of *"As do you feel why most of the employees leave this company?" below answers were given by respondents.*

R6: Mostly, employees leave because their salary does not increase with the service period.

R11: As I think, the major problem is concerning the salary

Apart from the salary, there were a few other reasons too. Such as fringe. Agreeing to Griffeth, Hom and Gaertner (2000), pay is something given in trade for services rendered in an organisation. It has played a noteworthy part in keeping and rewarding high performed employees. To be more exact, one of the prominent variables of worker turnover is lower compensation. When employees' get lower compensation and inadequate money related rewards, they tend not to remain with the organisation (Gamage, 2014).

Interference and wrong decisions of Managers

Employee turnover impacts quality managers since they are responsible for setting tasks and coordinating workers (Gialuisi & Coetzer, 2013). Managers determine the level of autonomy employees have. Managers can micromanage workers or provide the opportunity to do their job similarly; how managers lead employees matters (Ingersoll, 2001). The organisation and

coordination of tasks affect the size of the work unit, impacting workers' decisions to resign or retain (Brill and McCartney, 2008). Further, since managers are responsible for setting the organisation's policies, managers decide the job conditions (Nigro, Nigro and Kellough, 2007). In a nutshell, managers can influence turnover through human capital management, budgeting, setting tasks and providing goals. However, the ability of quality managers to influence turnover depends on the managerial level.

R14: Actually, there is some interference from top management

Some employees are not happy with the unnecessary interference of the administration to their works. Employees do not appreciate the organisation, and management decisions are biased when implementing salary increments than concerning the education and skills of employees.

Job Stress

Job stress occurs due to physical and mental pain while at work (Johnstone & Feeney, 2015). Job stress is a significant factor in influencing job satisfaction, voluntary turnover, retention, and organisational performance. In addition, job stress leads to improper decision making, repeated mistakes, less focus and poor performance.

R10: I was driving assistance there. Once we return to the stores after deliveries, we are asked to work again with store clerks and other staff. We also return after doing hectic work, so it is difficult to perform another task.

There's a limit on work that anyone can do within a day.

According to Walash(2014), workload is one of the significant factors affecting employees' productivity and efficiency. Job stress caused by high workloads has become common in today's scenario. The workload can result from some issues such as deadlines, time, limited resources to accomplish a task, inefficient coworkers, role conflicts etc. The effect of a considerable workload will translate into lower performance levels and, in turn, contribute to low morale and high employee turnover in organisations

The HR officer of the company explained the reason for employees' stress as follows.

"If we take our company staff turnover affects the productivity. Sometimes, employees feel stressed when they leave because they have to work hard to achieve the target. Moreover, HR is also pressured to find a new worker to balance that…"

Daily Targets

The deadlines, part of a well-functioning organisation, bring about pressure and tension. The extreme urgency can pressure work, and it impacts performance negatively. In addition, a fast pace of work can be a stressful factor.

R5: Yes, we have a daily target. It is not easy to achieve it on some days. It is a pressure on us

The urgent work is accepted by employees unenthusiastically because it does not match their optimal work rhythm. Time-related stress leads to employees' impatience, pressure, and conflicts and creates an unfriendly environment, delaying problem-solving, inducing confusion, and disorganising work. Inappropriately timed work disrupts working stereotypes, causes anxiety and insecurity, and makes it impossible to finish the tasks according to the employee's plan. It also makes it impossible to carry out continuous control (Nekoranec & Kmosena, 2015).

Recognition and Appreciation

In broad terms, a reward program demonstrates the general theory of compensation strategy, which is described as the "deliberate utilisation of the payment systems as an essential integrating mechanism through which the efforts of various sub-units or individuals are directed towards the achievement of an organisation's strategic objectives" (Johnstone & Feeney, 2015). Thus, employees can be motivated through financial and non-financial rewards to achieve organisational performance (Ting, 1997).

R10: One must be based on the same position, even if it takes ten years. I was not able to get a promotion….

Another reason identified through the interview is fewer promotion opportunities available in the company. This is because lack of promotion and ordinary work responsibilities can considerably lead to turnover intention (House et al., 1996).

The HR manager was asked what the company did *to recognise and*

appreciate its performance. And he replied as

We conduct monthly evaluations to see how employees work and work together with supervisors. We have prepared a small chart with criteria such as the capacity of employees.

15th respondent also confirmed that

An evaluation sheet is sent to HR once a month.

However, few employees were not satisfied with the company's performance appreciation, and some were not aware of this.

R14: There was no proper evaluation process for employee appreciation.

Employees think about leaving the organisation due to the ineffective performance appraisal system and perceptions of job unfairness (Johnstone & Feeney, 2015).

Employee Retention

An organisation's compensation and rewards play a critical role in employee retention. Failure to provide competitive rewards will put the company at a disadvantage in attracting and retaining talent. At the same time, pay levels and pay satisfaction are only modest predictors of people's turnover decisions. Thus, the company needs to consider using rewards to retain employees carefully. Heneman & Judge (2006) suggests several approaches. One is to lead the market concerning rewards. This has the dual benefit of promoting satisfaction, decreasing workers' desire to leave and minimising the relative attractiveness of alternatives.

The researcher's main objective was to get an in-depth understanding of the employee retention policy of the company. The HR manager thoroughly explained what they usually do to retain employees. The most exciting thing was that Damro is the only private company to offer a pension scheme, which is an excellent strategy to retain employees.

We give an annual bonus to employees—the amount of the bonus of the different from employee to employee based on the years of service. Moreover, we pay allowances if the service is above five years when resigning. We give Rs. 200,000/- for employees who complete ten years of work as a housing allowance. For those who meet 15 years, we provide Rs. 100,000 or a foreign tour. We offer a pension scheme too. We are the only private company to provide a pension scheme in Sri Lanka (HR Manager)

Most of the employees confirmed the same as follows.

R2: Here, I received a pension. That is the tactic of retaining employees. In addition, those who worked ten years were given Rs. 200,000, and for who worked 15 years were given foreign tours.

R14: Actually, they tried to increase me, but I resigned since I got a government job.

Managers need to maintain a good relationship with their employees. According to Maertz and Griffeth (2004), if managers support their employees to execute their tasks successfully, they perform well in the organisations, and it reduces the turnover intentions

All the parties talked about the training programs vital for an organisation. Employees should have opportunities and be well informed about career development (Singh, 2008). According to Nekoranec & Kmosena (2015), non-financial incentives such as training and career development are critical for employee retention. Further, Messmer (2000) revealed that one of the crucial factors in employee retention is an investment in employee training and career development. When the organisation invests in employees in training and development, those workers tend to give output on its investment.

Strengthening employee engagement in any organisation can also help you retain talent. Engaged employees are satisfied with their jobs, enjoy their work and the organisation, believe that their job is essential, take pride in the company, and believe their employer values their contributions. For example, one report on measuring engagement at Intuit found that highly engaged employees were five times less likely to quit than not engaged employees (Vance, 2016).

Proposed Model

This section will further explain the model to conceptualise the overall findings related to employee labour turnover. The objective is not to establish a positivist proof of the framework; instead, the section aims to demonstrate its acceptability and how it helps readers understand why employees are leaving the current organisation.
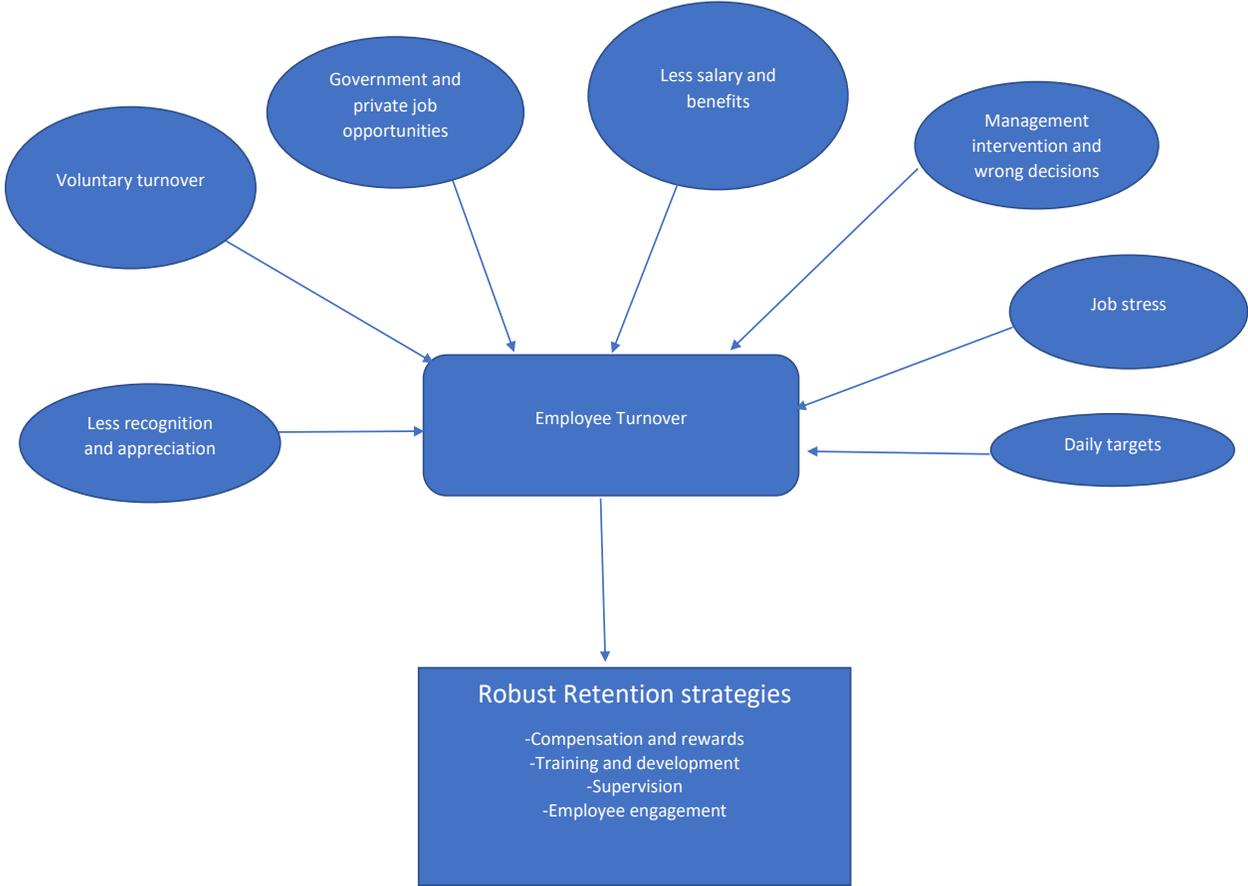
Figure 1: Proposed Model

The central point of the model is employee turnover, and it includes essential interrelated pillars which have emerged through research questions in the study. Consequently, the researcher cannot properly explain the model's clear beginning and end, as the various pillars are interconnected.

Conclusion and Future Research Agenda

This qualitative single case study aimed to explore the nature of labour turnover and retention strategies used to reduce employee turnover. The findings suggested the main reasons for turnover in this organisation are employees' intention, less pay and benefits, less job satisfaction, less recognition and appreciation, and job stress. High employee turnover harms the overall productivity and performance of the organisation. Therefore, before developing a retention strategy, it is compulsory to study significant reasons for employee turnover in Damro. That is usual to have a small amount of turnover in any organisation. However, high turnover rates must be addressed by the organisation. Constant employee turnover becomes a hindrance to the production of an organisation.

From a theoretical perspective, the model developed by this study (see Figure 1) shows a broad picture that researchers can use as a general reference in the investigation of labour turnover in a Sri Lankan context. It features different key influences regarding how they relate to each other. In addition, it helps to explain how the links between the impact on employee turnover. This model is based on a single case study focusing on employees in one organisation. However, such institutional factors might not be specific to one specific organisation, and the local norms, culture, and environment are interlinked with the business. Therefore, they are likely to be present in other sectors and organisations in Sri Lanka. Therefore, this model can be applied to other industries and large organisations in Sri Lanka.

The study's findings would be helpful in all top management and middle management in any organisation and expand on existing knowledge to managers in other industries, but especially managers within the furniture. By understanding what strategies reduce turnover and how to implement them, furniture industry managers can improve the work environment, increase job satisfaction, and decrease job dissatisfaction. The results from this study may help managers within the furniture industry to effect positive social change by implementing viable strategies that reduce employee turnover and help them decrease the high costs associated with turnover for their organisation. Furniture industry employees will see their organisation as the best work because of the organisational culture and the monetary and nonmonetary benefits. Tahir et al. (2014). recommended that an organisation become a first-choice brand to remain competitive and attract potential employees.

There are several limitations linked with this study, some of which originate in constraints on time and money. Some of these limitations provide paths for future research.

Regardless of the in-depth analysis of the study, there are several limitations inherent in the approach that make it difficult to generalise the study's findings. Extending the geography and demographics to a small furniture manufacturer is a recommendation for future studies to gain a perspective of strategies used in that environment. Another suggestion is that using a multiple case study design to compare two or more furniture manufacturers could prove helpful to managers in exploring the differences and similarities in the strategies used. Finally, this study is based on data collected within a fixed period. Therefore, another suggestion for further research would be longitudinal studies.

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