

ORGANIZATIONAL THEORY AND BEHAVIOUR

FINAL PROJECT REPORT

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Chapter No. 1

TURNOVER

INTRO:

Employee turnover, also referred to as staff turnover or employee attrition, is a crucial metric in organizational behavior and human resource management. It denotes the rate at which employees leave an organization and are replaced by new hires. While some level of turnover is expected and even healthy, excessive or unplanned turnover can disrupt organizational performance, increase costs, and negatively affect morale.

IN THE CONTEXT OF NETC (NATIONAL ENERGY AND TRANSPORT CORPORATION):

Employee turnover is a key organizational behavior variable, especially in high-impact public sector organizations like the National Energy and Transport Corporation (NETC). As a subsidiary of the National Radio Telecommunication Corporation (NRTC) under the Ministry of Defence Production, NETC plays a pivotal role in advancing Pakistan's energy, transport, and environmental sustainability. Given this critical mandate, employee retention becomes central to maintaining continuity, expertise, and national service delivery.

Turnover at NETC, whether voluntary or involuntary, poses significant operational and developmental challenges. This chapter explores the concept of turnover in detail through research and theory, contextualized for a strategic organization like NETC.

What is Turnover?

Turnover refers to the rate at which employees leave an organization and are replaced. It includes:

Voluntary Turnover – When employees resign on their own (e.g., for better jobs, dissatisfaction).

Involuntary Turnover – When the organization terminates employment (e.g., restructuring, poor performance).

TYPES OF TURNOVER

Functional Turnover – Definition: This occurs when an employee who is underperforming or creating issues within the team voluntarily leaves the organization.

Example (NETC context):

An Assistant Project Engineer at NETC consistently fails to meet project deadlines and resists adopting the new project management software introduced by the company. Despite

multiple warnings and training sessions, their performance does not improve. Eventually, the engineer resigns to pursue a job in a less technical government department.

Dysfunctional Turnover – When high-performing, skilled professionals resign.

Example (NETC context): A Senior Renewable Energy Policy Analyst who played a key role in designing NETC's solar integration policy resigns to join an international NGO working on climate change. Their departure results in a stalled policy revision and a gap in external stakeholder negotiations, as the replacement lacks the same level of expertise and contacts.

Avoidable Turnover – Stemming from internal issues such as lack of recognition, career stagnation, or toxic leadership.

Example (NETC context): A talented female Mass Transit Planner resigns after two years due to a perceived lack of advancement opportunities, absence of mentorship, and inflexible work hours that do not accommodate her family responsibilities. Exit interviews reveal that others in similar roles feel the same, yet HR had not acted on previous feedback.

Unavoidable Turnover – Due to external circumstances like family relocation or health issues.

Example (NETC context): A Mechanical Engineer posted at a regional transport project site in Balochistan resigns after his spouse is transferred abroad on a diplomatic assignment. Despite NETC's offer to relocate him to a different office, he chooses to leave to support his family.

CAUSES OF TURNOVER IN ORGANIZATIONS:

1. Job Dissatisfaction

Employees who feel unhappy with their roles, responsibilities, or work environment are more likely to seek employment elsewhere. Job dissatisfaction can arise due to repetitive tasks, lack of autonomy, or a misalignment between the job and personal interests.

Example: An employee hired for a creative role finds their daily tasks reduced to routine documentation, leading to disengagement and eventual resignation.

2. Compensation and Benefits

Inadequate salary, limited benefits, and lack of financial recognition often prompt employees to leave for better-paying opportunities. When employees believe their efforts are not fairly rewarded, motivation declines and turnover increases.

Example: A skilled employee discovers their counterpart in another organization is earning significantly more for similar work, prompting them to seek a raise or leave.

3. Lack of Career Development Opportunities

Employees want growth. A stagnant career path with no clear opportunities for promotion, upskilling, or learning can lead individuals to explore more progressive environments.

Example: An employee who has been in the same position for three years with no chance of promotion or professional training may begin exploring new companies that invest in employee growth.

4. Poor Leadership or Management

Ineffective or unsupportive managers can significantly affect employee morale. Leaders who micromanage, fail to provide feedback, or ignore employee well-being contribute to higher turnover rates.

Example: An employee leaves after feeling undervalued by their supervisor, who consistently takes credit for team efforts and avoids performance reviews.

5. Work-Life Imbalance

Organizations that expect long working hours without offering flexibility often cause employee burnout. Lack of time for personal commitments, mental health, and rest is a major contributor to resignations.

Example: A talented employee resigns after being required to work weekends and late nights consistently, without flexibility or compensation.

6. Organizational Culture

Toxic workplaces—characterized by gossip, favoritism, lack of inclusivity, or internal politics—drive employees away. A positive culture retains people even in challenging roles, while a negative one pushes them out quickly.

Example: An employee quits after repeated experiences of exclusion in decision-making meetings and a culture that discourages open communication.

7. Mismatch Between Job Role and Skills

When employees are placed in roles that don't align with their skills or expectations, frustration builds. This is often due to poor recruitment or unrealistic job descriptions.

Example: An employee hired for strategic work is assigned mostly clerical tasks, leading them to feel underutilized and seek a more fitting role elsewhere.

Approaches to Managing Turnover

Effective turnover management strategies include:

Career Development Plans – Structured promotions and skill enhancement programs.

Performance-Based Recognition – Government-linked bodies can adopt modified incentive structures.

Training and Succession Planning – Developing internal talent pipelines ensures continuity.

Employee Engagement Initiatives – Open communication, inclusion in decision-making, and organizational pride.

Flexible Working Arrangements – Even public sector organizations can adopt hybrid or project-based scheduling to boost retention.

Stages of Turnover Process

Disengagement – The employee begins to feel detached.

Search and Evaluation – They explore external opportunities.

Decision to Leave – A firm resignation decision is made.

Separation – Formal exit from the organization.

Replacement and Induction – New recruitment and onboarding occur.

Outcomes of Turnover

Negative Outcomes:

- Disruption in national project timelines.
- Knowledge and skill drain.
- Increased recruitment costs.
- Institutional instability and staff demoralization.

Positive Outcomes:

- Entry of new talent with fresh ideas.
- Opportunity to reshape team dynamics.
- Removal of underperformers in a non-disruptive manner.

Turnover in NETC

During our visit and discussion with the management of The National Energy and Transport Corporation (NETC), it was clearly stated that the organization has experienced very low or virtually no turnover since its establishment. This insight offers a valuable contrast to common organizational behavior trends and highlights how NETC's structure and environment have effectively minimized employee exits.

Why Turnover is Low at NETC

Several reasons contribute to the unusually low turnover at NETC:

1. Strong Job Security

As a government-owned subsidiary under the Ministry of Defence Production, NETC offers a high level of job security. Government jobs are typically viewed as stable, long-term career options in Pakistan. Employees are less likely to leave such roles voluntarily, particularly when job markets outside the public sector are volatile.

2. Attractive Employment Benefits

NETC provides its employees with a range of public sector benefits, including:

- Pension and retirement plans
- Medical allowances
- Housing benefits or accommodations
- Travel allowances
- Leave entitlements and official holidays

These perks collectively enhance employee satisfaction and reduce the desire to explore other job opportunities.

3. Patriotic and Purpose-Driven Work Environment

Being part of a national initiative tied to sustainable transport, energy, and climate change, NETC employees often express a strong sense of purpose and patriotism. Contributing to long-term national goals builds emotional commitment and loyalty, making employees less inclined to leave.

4. Selective Hiring and Internal Cohesion

NETC appears to follow a highly selective recruitment process, hiring individuals who match the organization's values and culture. This careful onboarding ensures a better fit and increases the likelihood of long-term retention. Once employed, individuals find it easier to integrate into a cohesive and disciplined environment.

5. Structured Organizational Culture

As part of the Ministry of Defence Production ecosystem, NETC follows a disciplined, hierarchical structure where roles and responsibilities are clearly defined. This clarity reduces internal confusion, role conflict, or ambiguity—common reasons for turnover in other organizations.

6. Limited External Competition

Due to the specialized and national service-oriented nature of NETC’s work, employees do not face the same level of external job competition as professionals in the private sector. Very few private organizations offer the same blend of public service, national impact, and job stability, making NETC a preferred long-term employer.

7. Career Stability and Long-Term Projects

Employees at NETC are engaged in long-term national projects related to energy, mass transit, and climate initiatives. This project-based model offers career stability, clear progression timelines, and continuous engagement, reducing the likelihood of disengagement or premature exits.

Conclusion on NETC's Turnover

The case of NETC serves as an excellent example of how an organization can maintain low turnover through a blend of structural, cultural, and policy-based strengths. While it may not actively face the challenges associated with high turnover, its example provides insight into how organizational behavior, aligned with national purpose and institutional strength, can contribute to high retention rates.

This reinforces that turnover is not always a problem in every organization—and in NETC's case, retention is a result of stability, discipline, and alignment with a meaningful mission.

CHAPTER 2: ARTICLES AND THIER SUMMARIES

Article No. 1

Title: "Voluntary Employee Turnover: Literature Review, Meta-Analysis, and Research Agenda"

Source: International Journal of Management Reviews (Wiley Online Library)

Link: https://onlinelibrary.wiley.com/doi/10.1111/ijmr.12294

Summary: This article presents a comprehensive review and meta-analysis of voluntary employee turnover research. It focuses on understanding why employees leave organizations, how turnover intentions develop, and which factors most strongly predict actual resignations.

Key Points:

- **Psychological Contract Breach:** Employees are more likely to leave when they feel the organization hasn't fulfilled implied promises (e.g., promotion opportunities, job scope).
- **Organizational Commitment:** High commitment reduces turnover, especially when employees identify strongly with the organization's values.
- **Role of Job Embeddedness:** Employees deeply embedded in their social, organizational, and community networks are less likely to leave.
- **Meta-Analysis Findings:** Job satisfaction, perceived fairness, and leader-member relationships significantly impact turnover intentions.
- **Future Research Agenda:** Calls for studying cultural contexts, emotional attachment, and non-financial motivations in turnover.

Relevance to Project:

The article supports the idea that employee retention is not only about salary but also about trust, fairness, and emotional connection to the workplace. It reinforces why organizations with strong culture and values—like NETC—can naturally experience low turnover.

Article No. 2

Title: "Factors Affecting Employee Turnover and Retention in Healthcare Sector: A Systematic Review"

Source: National Center for Biotechnology Information (NCBI) – PMC Article

Link: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9916568/

Summary: Although focused on the healthcare sector, this systematic review outlines various intrinsic and extrinsic factors that influence employee turnover and retention across organizational settings.

Key Points:

- **Work Environment and Support Systems:** Poor workplace relationships, lack of supervisor support, and excessive workload lead to higher turnover.
- **Compensation and Benefits:** Though necessary, pay alone doesn't ensure retention—non-monetary factors like recognition and teamwork matter.
- **Training and Development:** Opportunities for continuous learning significantly reduce turnover intentions.
- **Burnout and Emotional Exhaustion**: High-stress environments without psychological safety increase employee exits.
- **Recommendations:** Implement holistic HR strategies focusing on both employee well-being and career satisfaction.

Relevance to Project:

This article highlights universal turnover factors applicable beyond healthcare. It demonstrates that organizations like NETC, which offer structured environments and long-term stability, can retain employees effectively by minimizing stress and investing in development.

Article No. 3

Title: "Research Paper on Employee Turnover in Organizations"

Source: SlideShare Presentation

Link:
https://www.slideshare.net/slideshow/research-paper-on-employee-turnover-in-organizations-86865178/86865178

Summary: This practical research paper provides insights into common causes of employee turnover and suggests measures that companies can adopt to improve retention.

Key Points:

- **Key Causes Identified**: Low employee morale, lack of transparency, minimal recognition, and weak leadership were the top drivers of turnover.
- **Survey Insights:** Employees stay longer in organizations where they feel valued, heard, and supported.
- **Recommendations:** Encourage two-way communication, invest in training, offer competitive compensation, and ensure clear career paths.
- **Case Study Approach**: Examples from both SMEs and large corporations indicate turnover trends are consistent regardless of organization size.

Relevance to Project:

This article supports the notion that even small changes in leadership style, communication, and reward systems can significantly affect turnover. For NETC, it explains why even in an environment without turnover, proactive employee support helps maintain high retention rates.

Article No. 4

Title: Consensus Summary on Employee Turnover

Source: Consensus App (AI-driven evidence synthesis platform)

Link: https://consensus.app/questions/employee-turnover/

Summary: This article uses AI to synthesize findings from hundreds of research studies. It provides a consolidated overview of what causes turnover and what strategies are most effective for reducing it. Major causes include low engagement, unsupportive management, and lack of recognition, while solutions include mentorship, flexibility, and employee empowerment.

- **Key Takeaways:**
- **Turnover is multi-dimensional**: influenced by emotional, social, financial, and cultural factors.
- Work-life balance, autonomy, and peer support are essential.
- Regular feedback and mentorship help retain talent.

Relevance: Validates that NETC's current employee-oriented policies and structured system may be the reason they report almost no turnover.

Article No. 5

Title: Predicting and Preventing Employee Turnover Using Machine Learning

Source: Nature Scientific Reports

Link: https://www.nature.com/articles/s41598-023-50593-4

Summary: This research explores how organizations can use AI and machine learning to forecast which employees are most likely to leave. Using big data analytics, companies can now predict turnover risk based on behaviors, engagement levels, and demographic patterns.

Key Takeaways:

- Predictive analytics can detect warning signs of turnover.
- Patterns like reduced engagement or increased absenteeism are key indicators.
- Organizations that use such tools can act early to prevent resignations.

Relevance: Although NETC may not currently experience turnover, this study offers a forward-thinking tool that could be adopted in future planning to maintain their current low-turnover trend.

Article No. 6

Title: A Review of the Literature on Employee Turnover

Author: Henry Ongori

Source: African Journal of Business Management, June 2007

Summary: This classic literature review explores the sources, effects, and strategies of employee turnover. It defines turnover as a multifaceted concept influenced by job dissatisfaction, role ambiguity, lack of empowerment, and poor supervisory practices. Ongori also highlights how unmanaged turnover results in high recruitment and training costs, as well as lost intellectual capital.

Key Takeaways:

- **Sources of Turnover**: Job stress, lack of role clarity, poor hiring, and communication breakdowns.
- **Effects of Turnover:** Financial loss, decreased productivity, morale issues, and disruption of team dynamics.
- **Strategies to Reduce Turnover**: Empowerment, proper supervision, career development, fair compensation, and job enrichment (autonomy, feedback, and task variety).

Relevance:

This article offers foundational insights on how structured organizations can retain employees by creating purpose-driven, inclusive, and well-managed environments—echoing NETC's current structure and low-turnover reality.

Chapter no 3: SWOT analysis of the organization

Strengths

Government Ownership and Institutional Backing NETC is a wholly-owned subsidiary of NRTC, operating under the Ministry of Defence Production. This connection provides strong institutional support, financial stability, and long-term continuity of operations.

High Job Security and Employee Retention The organization reports very low employee turnover, primarily due to job stability, clear employment structures, and long-term project involvement. This consistency enhances organizational memory and cohesion.

Purpose-Driven Mission NETC's focus on environmental sustainability, climate action, and national energy and transport policy gives employees a strong sense of mission and contribution to national development. This increases intrinsic motivation and commitment.

Structured Hierarchical System The presence of a clear reporting structure and chain of command reduces role ambiguity and ensures smooth communication and accountability

Well-Planned Projects and Long-Term Vision Involvement in strategic national infrastructure projects allows employees to work in structured, outcome-oriented teams, enhancing job clarity and performance.

Public Sector Benefits and Incentives NETC offers benefits such as medical facilities, pension plans, allowances, and official holidays—factors that improve employee satisfaction and reduce turnover intention.

Weaknesses

Limited Career Progression Speed Like many public-sector organizations, promotions and career growth may follow a slow, bureaucratic process. This may eventually lead to stagnation for ambitious employees.

Lack of Private Sector Incentives Compared to the private sector, NETC may not offer performance bonuses, flexible work policies, or innovation-driven cultures that attract younger talent.

Possible Resistance to Change Government-affiliated organizations sometimes face challenges in adopting new technologies, dynamic HR practices, or rapid structural reforms due to policy constraints and rigid frameworks.

Limited External Visibility Despite its critical national role, NETC lacks widespread brand recognition outside its niche, making it harder to attract specialized talent from the open market.

Opportunities

Growing Focus on Sustainability and Green Energy With Pakistan's increasing commitment to climate-friendly transport and renewable energy, NETC is uniquely positioned to lead new projects and expand its impact.

Talent Development and Training Programs NETC can introduce internal learning academies, leadership development, and training exchanges with international partners to boost employee retention and skills.

Use of Technology and Predictive HR Tools The adoption of AI-driven employee management systems and turnover prediction models (as discussed in Chapter 2) can make HR operations more proactive and responsive.

Public-Private Partnerships (PPPs) By collaborating with the private sector, NETC can benefit from innovation, funding, and efficiency, while retaining its mission and public service alignment.

Expansion of Regional Projects NETC has the opportunity to replicate successful transport or energy models in other cities or provinces, providing employees with new challenges and growth opportunities.

Threats

Brain Drain and Private Sector Competition Talented individuals may be attracted to the private sector for higher pay, global exposure, or entrepreneurial freedom, especially in the energy and transport sectors.

Bureaucratic Delays and Project Approvals Lengthy approval cycles and administrative procedures may frustrate employees and slow progress, leading to potential disengagement.

Economic Uncertainty and Budget Constraints Government budget reallocations or national economic downturns could threaten project funding, expansion, or employee compensation revisions.

Technological Obsolescence If NETC doesn't adopt cutting-edge solutions (like smart mobility, AI-integrated transport systems), it may lag behind global standards.

Policy Instability and Governance Changes Changes in government leadership or political instability could affect strategic focus, shift priorities, or disrupt organizational continuity

Chapter 4:

Questionnaire with Answers (Interview with NETC Management)

During our project visit to The National Energy and Transport Corporation (NETC) in Islamabad, we conducted an in-person discussion with the organization's management to

better understand the variable of employee turnover in a real-world context. The following are the questions we asked and a detailed summary of the answers provided by the representatives of NETC.

Q1: Please introduce your organization and its core functions.

Answer: NETC (The National Energy and Transport Corporation) is a wholly owned subsidiary of the National Radio Telecommunication Corporation (NRTC), operating under the Ministry of Defence Production, Pakistan. NETC was established to lead strategic national initiatives in sustainable energy, transport infrastructure, and climate-conscious development. The organization supervises and implements key projects in mass transit, renewable energy, and environmental conservation across the country.

Q2: How would you describe the internal employee culture at NETC?

Answer: The management described the internal culture as cooperative, respectful, and family-like. Employees at all levels—from senior management to junior staff—maintain open communication and mutual support. There is a shared sense of responsibility and unity, especially because of the organization's national service mission. Managers emphasized that they prioritize harmony, discipline, and shared purpose, which builds a strong bond among team members.

Q3: What is the current employee turnover rate at NETC?

Answer: The response was that NETC experiences little to no turnover. Since the organization's inception, very few employees have resigned or been replaced. This is seen as a key strength and a reflection of the organization's positive environment, job stability, and supportive work policies.

Q4: What are the reasons behind such low turnover in your organization?

Answer: Several factors were credited:

- Job security and structured environment, due to NETC's public-sector affiliation.
- Comfortable work hours, with no overtime stress or unpredictable shifts.
- Supportive leadership and a sense of belonging.
- Strong alignment with the organization's mission, which motivates employees.
- Stable salary and timely compensation, with performance-based recognition.
- These factors ensure that employees are content and committed, reducing their intention to leave.

Q5: Would high turnover affect your organization's projects?

Answer:"Yes, absolutely," was the clear response. The management explained that turnover disrupts continuity, delays project timelines, and affects team cohesion—especially in organizations like NETC where specialized knowledge and long-term projects are involved. They emphasized that employee consistency is key to executing complex transport and energy projects efficiently.

Q6: What do you think are the biggest causes of turnover in general, and how do you avoid them?

Answer: The primary cause discussed was workload and time management. The management explained that in many organizations, unpredictable or extended work hours cause burnout and lead to resignations. However, at NETC, balanced work schedules and a manageable workload help maintain satisfaction. They also pointed out that a toxic or highly pressured environment leads to disengagement, something they have actively avoided through conscious management practices.

Q7: What strategies are being adopted—or will be adopted—to maintain this low turnover in the long term?

Answer: The leadership shared several long-term strategies:

- Continued focus on employee well-being and mental comfort.
- More internal promotion opportunities to keep staff motivated.
- Providing skill development programs and training workshops.
- Improving the reward and recognition structure to retain high performers.
- Maintaining open communication so employees can freely express concerns and suggestions.

Q8: Can you explain your organizational hierarchy?

Answer: The hierarchy at NETC is structured in a clear and formal manner:

1. Chief Executive Officer (CEO)
2. General Managers (GMs)
3. Departmental Managers
4. Assistant Managers (AMs)
5. Accountants and Coordinators
6. Support and Operational Staff

Each level has clearly defined roles and responsibilities, with performance monitored and reported up the chain of command. This clarity contributes to efficiency and reduces role ambiguity—a known cause of turnover in other organizations.

Q9: How do your salary benefits and job security compare with other organizations?

Answer: The management acknowledged that while NETC may not offer the highest private-sector salaries, it compensates with:

- Stable and regular pay
- Government-grade benefits (medical, pension, allowances)
- Recognition of merit: deserving employees are rewarded and promoted
- High job security, especially important in uncertain economic times

They noted that these aspects make NETC a highly attractive and long-term employer, especially for professionals who value work-life balance and national service over corporate competition.

Conclusion of Interview Insights

From our interaction with NETC's leadership, it is clear that organizational culture, work-life balance, job stability, and shared purpose are the key pillars behind their exceptionally low turnover rate. Unlike many organizations struggling with high resignation rates, NETC demonstrates how structured leadership, mission-driven work, and supportive HR practices create a stable and committed workforce.

Chapter 5: Final Report (Essay)

Title: Employee Turnover and Organizational Stability – A Practical Case Study of NETC

Introduction

Employee turnover is one of the most discussed variables in the study of Organizational Behavior due to its strong influence on productivity, morale, and organizational continuity. While turnover is often viewed as a natural and sometimes unavoidable part of human resource dynamics, some organizations manage to minimize it effectively through strategic planning, structured systems, and strong workplace culture. One such example is The National Energy and Transport Corporation (NETC), a public-sector organization under the Ministry of Defence Production, Pakistan. Our visit and in-depth interaction with NETC's management provided valuable insights into the practical application of turnover management theories.

Research Analysis Summary

Our literature review and article summaries (Chapter 2) revealed the following key causes of turnover:

- Job dissatisfaction
- Lack of recognition
- Poor leadership
- Work-life imbalance
- Inadequate compensation

Scholars like Ongori (2007) and Griffeth et al. (2000) emphasized that turnover, if unmanaged, can result in loss of intellectual capital, higher hiring costs, and disrupted workflows. However, research also shows that employee retention can be achieved through career development, empowerment, job satisfaction, and a strong organizational culture.

NETC demonstrated these retention factors effectively in practice.

Managerial Insights from NETC

Our interview with NETC's management highlighted their unique position: the organization experiences little to no turnover. This is due to:

- High job security
- Balanced work schedules
- Family-like workplace culture
- Clear hierarchy and communication
- Public-sector benefits with fair rewards for high performance

The management also acknowledged that any potential increase in turnover would significantly affect long-term project execution, particularly given the nature of mass transit and energy projects requiring deep technical knowledge and consistency.

Practical Observations

During our visit, we were provided a meeting space and interacted with multiple employees across different departments. We observed:

- A quiet, respectful, and highly professional environment
- Clear and efficient team coordination
- Employees working with focus and discipline
- These observations supported the management's claims and reflected a positive organizational culture that naturally discourages unnecessary turnover.

Conclusion

Our study concludes that NETC exemplifies a high-retention organization, aligning with many theoretical principles but executing them in a uniquely structured and mission-driven way. The organization's strong leadership, secure employment model, and cohesive culture reduce turnover intention, demonstrating that organizational behavior is not just theoretical—it's deeply practical. By sustaining their current strategies and investing in long-term development, NETC can continue to remain a model for stability and workforce continuity in Pakistan's public sector.

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MEETING PROOF:



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