

A Study on Employee Turnover in Ecube Private Limited

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Abstract—This study examines the causes and impacts of employee turnover in the IT industry, with a focus on ECube Private Ltd, Bangalore. Using a mixed-methods research design, data was collected from employees through surveys to analyze factors such as job satisfaction, work-life balance, and growth opportunities. Findings reveal that poor work-life balance, limited career advancement, and management-related concerns are key drivers of turnover, significantly affecting organizational performance. The study emphasizes the need for strategic HR interventions, including better career development, effective management practices, and supportive workplace policies, to enhance retention and reduce turnover.

Index Terms—Employee Turnover, Job Satisfaction, Work-Life Balance, IT Industry, Retention Strategies

I. INTRODUCTION

The electrical panels industry emphasizes the design, manufacturing, and installation of electrical panels, which are vital for handling and distributing electricity in numerous settings, from homes to industrial facilities. These panels are critical for controlling power flow, protecting equipment and personnel, and ensuring efficient and safe electrical systems. The industry is driven by factors like automation, increasing industrialization, and the adoption of Industry 4.0 technologies. The brain of the electrical distribution system is an electrical panel. It safely distributes power to all building circuits in residential, commercial, or industrial contexts after receiving it from the grid. It safeguards the electrical system in the event of an overload or short circuit. An electrical panel's performance is essential to the effective distribution of power. The distribution and administration of electrical power in a variety of contexts, such as homes, businesses, and industries, are greatly aided by the electrical panels sector. The design, production, and installation of electrical panels which operate as key hubs for managing and allocating

electrical power to various areas of a building or facility are at the heart of the business. The industry is driven by the growing demand for reliable and efficient electrical power distribution solutions. As urbanization and industrialization continue to advance, the need for robust electrical infrastructure becomes increasingly important. Additionally, the push for energy efficiency and sustainability has led to innovations in electrical panel design, such as the integration of smart technologies and renewable energy systems. Manufacturers in this industry focus on producing high-quality, durable, and safe electrical panels that meet stringent industry standards and regulations. The industry also relies heavily on advancements in technology, including digital monitoring and control systems, to enhance the functionality and efficiency of electrical panel

II. REVIEW OF LITERATURE

- Asokan Vasudevan (2024) Examined determinants of turnover intentions in Malaysia's manufacturing (semiconductor) sector. Found compensation, career development, work-life balance, and leadership style significantly influence intentions to leave. Implication: firms should address these HR levers to reduce turnover risk.
- Poorani, S. (2023) Studied employee turnover in the automobile industry (Chennai). Reported that frequent policy changes and shifting job profiles reduce job satisfaction and increase voluntary turnover. Implication: stable policies and clearer job roles can improve retention.
- Chandra, S. (2023) Investigated retail sector turnover, testing CSR and transformational leadership effects mediated by employer branding and organizational identification. Found CSR + leadership can strengthen identification and lower turnover intentions. Implication: CSR and

leadership development improve retention via stronger employer brand.

- Kanchana & Jayathilaka (2023) Analyzed psychographic and sociodemographic influences on turnover intentions (Sri Lankan startups). Used a Probit regression (stepwise) and highlighted that individual-level factors interact complexly with job outcomes. Implication: retention strategies must be tailored to workforce demographics and psychographics.
- Shikha Singh (2023) Explored remote/hybrid work's role in employee engagement and turnover intentions. Found hybrid/remote arrangements moderate engagement–turnover relationships; poor workplace design in hybrid setups may increase churn. Implication: design hybrid policies to sustain engagement and reduce attrition.
- Abhijeet Singh Chauhan (2023) Studied coping strategies (emotion-focused vs problem-focused) and their impact on turnover intention. Reported that resilience and problem-focused coping reduce intent to leave during organizational stress. Implication: training to build coping and resilience helps retain staff under pressure.
- Mohammad Shahidul (2023) Theoretical study on workplace bullying and turnover from an HRM perspective. Concluded bullying substantially raises turnover risk and called for responsible HR interventions. Implication: anti-bullying policies and supportive HR practices are essential for retention.
- Merituuli Tapola (2022) Examined effects of turnover on service quality and customer satisfaction in contact centres. Found high turnover harms service consistency and customer outcomes. Implication: reducing agent churn is critical for contact-centre performance.
- Santosh Kumar Gupta (2022) Reviewed evolution of turnover models and core constructs. Argued that models shifted from simple attitude-based frameworks to more complex, integrated theories incorporating motivation, culture, and institutional context. Implication: modern turnover analysis requires multi-factor models.
- Dr. Muhammad Kashif (2022) Empirical study of turnover in the hotel industry (Uttar Pradesh). Highlighted tourism growth context but stressed turnover's operational costs and need for HR interventions. Implication: hospitality firms must prioritize retention to capitalize on tourism growth.
- Kunal Kamal Kumar (2021) Discussed the global “war for talent” and its relevance to developing countries like India. Emphasized cultural and institutional influences on retention and advocated localized talent strategies. Implication: one-size-fits-all retention policies are ineffective across diverse national contexts.
- Raj Chakraborty (2021) Applied machine learning to predict employee turnover. Demonstrated predictive models can identify high-risk employees and inform proactive retention. Implication: HR analytics offers practical tools to reduce turnover through targeted interventions.
- Sourabh Kumar (2021) Studied talent management practices and their impact on turnover intentions. Found that robust talent-management (development, succession planning) lowers attrition. Implication: invest in talent pipelines to retain crucial employees.
- Meduri (2021) Investigated managers' role in turnover intentions during COVID-19 using constructs like MQPI and MPTP. Found strong managerial participation in talent planning reduced turnover intentions. Implication: managerial involvement in talent planning is a key retention lever, especially in crisis contexts.
- Rajan Duriraj (2021) Empirical study among nurses linking organizational structure and management practices to turnover. Concluded that structural and managerial improvements can reduce attrition in healthcare settings. Implication: organizational design matters for retention in service sectors.
- Batra, Neha V. (2021) Explored psychological contract changes due to digital transformation and its effect on turnover intention. Found broken expectations during digital shifts increased turnover risk. Implication: manage psychological contracts actively during technology-driven change.
- Vivek Raj, S. N. (2020) Used machine learning to predict turnover intentions in IT & ITeS industries. Showed that predictive analytics can

flag flight risks and that job satisfaction, appraisal, and workload are important predictors. Implication: predictive HR tools benefit high-turnover sectors like IT.

- Varadharaj (2019) Studied causes and effects of turnover in the construction industry. Identified operational pressures, low morale, and management practices as leading causes. Implication: sector-specific interventions (safety, career paths) are needed to curb turnover.
- Bhupendra Kumar Verma (2019) Investigated morale's impact on turnover intention in the Indian steel industry. Found a strong link between employee morale and intention to leave, with managerial actions affecting morale. Implication: boosting morale through leadership and recognition reduces churn.
- David G. (2021) Edited volume addressing turnover across global institutional contexts. Argued human capital flows differ by culture/institution and advised context-aware turnover theories. Implication: comparative studies improve the applicability of turnover models worldwide.

III. OBJECTIVES OF THE STUDY

- To study the reason for employee turnover in its industry
- To know the job satisfaction level of the employee working in the it industry
- To Analyze the impact of employee turnover on the company's performance

IV. RESEARCH METHODOLOGY

Research is the process of systematic and in-depth study of any particular topic, subject or any are of Investigation backed by Collection, Compilation, Presentation and Interpretation relevant data in detail. The quantitative component will involve collecting data through surveys or questionnaires from a sample of employees who have left or are currently working at ECube Private Ltd, Bangalore. This will provide numerical data on turnover rates, demographic characteristics, and employee perceptions.

V. DATA ANALYSIS AND INTERPRETATION

1. Age of the respondents?

Particulars	No of respondents	Percentage
Under 18	07	07%
18-24	73	73%
25-34	14	14%
above 45 years	06	06%
Total	100	100%

Interpretation: majority (73%) of respondents are between 18-24 years old, while 14% fall within the 25-34 age range, 7% are under 18, and 6% are above 45 years old.

2. What factors contribute to your job satisfaction?

Particulars	No of respondents	Percentage
Compensation and benefits	10	10%
Work-life balance	30	30%
Job security	23	23%
Opportunities for growth and development	24	24%
Other	13	13%
Total	100	100%

Interpretation: job satisfaction are work-life balance (30%), opportunities for growth and development (24%), job security (23%), and compensation and benefits (10%)

3. What reasons would make you consider leaving your current job?

Particulars	No of respondents	Percentage
Lack of growth opportunities	16	16%
Poor work-life balance	27	27%
Unhappiness with management	14	14%
Compensation and benefits	13	13%
Other	30	30%
Total	100	100%

Interpretation: 27% of employees would consider leaving their current job due to poor work-life balance, 16% due to lack of growth opportunities, 14% due to unhappiness with management, and 13% due to compensation and benefits.

4. What do you think are the key drivers of employee turnover at Ecube Private Ltd?

Particulars	No of respondents	Percentage
Lack of growth opportunities	20	20%
Poor work-life balance	37	37%
Unhappiness with management	14	14%
Compensation and benefits	10	10%
Other	19	19%
Total	100	100%

Interpretation: 37% of respondents believe poor work-life balance is a key driver of employee turnover at Ecube Private Ltd, followed by lack of growth opportunities (20%), unhappiness with management 14%, and reward and benefits 10%.

To enhance employee satisfaction and growth, organizations should provide training, mentorship, and clear career paths while ensuring competitive compensation and benefits. Promoting work-life balance through flexible arrangements, reasonable workloads, and wellness initiatives is equally important. Recognizing and rewarding contributions, along with fostering open communication and transparency, strengthens management-employee relationships. Regular feedback through surveys helps identify improvement areas and boost engagement. Additionally, clear communication channels and team-building activities create a positive, motivated, and connected workplace.

VI. CONCLUSION

According to the findings, the organization has made an attempt to put employee well-being first and sustain a great workplace culture, but there are still some areas that need focus, such offering possibilities for advancement, promoting work-life balance, and strengthening bonds between management and staff. Ecube Private Ltd must address these issues and put policies in place that meet the various demands of its workers if it hopes to lower staff turnover and raise general job satisfaction.

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