

Business Sustainability Driven by Employee Turnover Trends: An IT Industry Perspective

LRK Krishnan, AV Raman & Poorani Sundarrajan

This article unpacks employee turnover in the AI age through a meta-analysis of high-impact journals. The literature on turnover highlights contextual factors, including power dynamics, toxic work environments, mental and emotional disconnection, limited career prospects, job monotony, and extrinsic motivators such as compensation. Consolidating the literature on turnover through a massive meta-analysis of A category in HRM-related journals, followed by a field study interpreting quantitative inputs, from a stratified random sample of 100 respondents from the leading IT industry software engineers from Chennai. Results reveal that a sense of purpose has a moderating influence on job satisfaction, but surprisingly, counterintuitively, job satisfaction alone cannot retain employees. A combination of several intrinsic and extrinsic motivators are required to enhance the employee's psychological con-

Introduction

This research examines the impact of various HR systems and subsystems interventions on HR outcomes, specifically employee turnover in the knowledge and service sectors. The complexities of the changing workplace have had a big impact on both organizational sustainability and personnel development. We analyze an organization's potential challenges and identify specific factors that affect employee turnover. Our focus is on understanding the triggers that positively or negatively correlate turnover to performance and conventional on-the-job metrics such as job satisfaction. We then present counterintuitive results through a unique quantitative meta-literature review analysis. This novel approach sets the stage for more specific, contextual ethnographic problematization in diverse workplace settings, thereby validating the results. In the current HRM literature, the understanding of the causal structural and behavioral

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antecedents underpinning turnover is fragmented. Our research aims to bridge this gap and provide a more comprehensive understanding. This article outlines various HR processes and systems that support ET in an organization. This is followed by a field study, which serves to validate the conceptual part of the research and provide real-world evidence to support our findings.

Literature Review

A competitive climate is evolving for both the local and external markets as a result of this revolutionary development. Church and Burke (2017) states that organizations are experiencing rapid changes at rates we have never seen before. Moreover, technological advancements drive much of this change either directly or indirectly. As a result, employees have access to new employment opportunities, but businesses face difficulties as the global turnover rate rises (Mumtaz & Hasan, 2018).

Research on a business's attrition rate and the evolving theories of employee turnover is crucial. It gives frontline people managers important information on employee perspectives, innovative retention strategies, and the cost of employee turnover. Organizations that want to succeed and use various resources must have this awareness. Unquestionably, people are an organization's most important resource and the factor contributing most to its success. However, the organization's efficiency may suffer for several reasons when individuals depart voluntarily.

AI plays a significant role in talent retention by automating hiring, employee engagement, and performance evaluation; AI and ML improve HR operations and enable data-driven decision-making. This reassures us about the future of HR operations. By using tailored learning initiatives and predictive analytics, they also increase talent retention. According to Chapman and Webster (2003), integrating technology into the hiring process reduces expenses and time, freeing up recruiters to focus on strategic tasks while lowering the total time and expenses associated with hiring. By utilizing these technologies, companies can enhance the efficacy, precision, and overall efficiency of their hiring and selection processes, ultimately leading to more informed hire decisions and improved applicant experiences, which in turn increase retention.

Impact on HR Outcomes

HR outcomes, which significantly influence employee engagement, performance, and overall organizational success, are significantly shaped by human resource (HR) policies, procedures, and systems. These policies ensure legal compliance and equity, laying the foundation for workplace norms, expectations, and benefits. Importantly, policies related to recruitment, compensation, performance management, and diversity have a direct and positive impact on employee morale and retention. HR processes, which encompass the systematic approach to executing HR functions, including recruitment, onboarding, training, performance management, and exit procedures, play a crucial role. Efficient HR processes

contribute to streamlined operations, improved workforce planning, and better talent management. The urgency of addressing employee satisfaction in retention strategies is clear, as it is a crucial factor in achieving successful HR outcomes.

Employee retention is significantly influenced by the work environment and how well employees align with their roles.

Importantly, elements of the work environment may play a significant role in employee retention. An individual is considered a good fit for the organization when his/her values, interests, and abilities align with the job's needs and attributes. Employee retention is significantly influenced by the work environment and how well employees align with their roles. Employees are less likely to leave their organization(s) when they have a psychological attachment to it, demonstrating a deep commitment to embeddedness and involvement in their jobs. When employees clearly understand their core competencies and the scope of their work, it ultimately enhances employee productivity, resulting in high job satisfaction and lower turnover rates (Boxall & Purcell, 2003a). Also, employee autonomy can improve job satisfaction and lessen work-related family issues (Krishnan, 2012).

AI-powered onboarding and training tools transform how employees join companies and grow their careers. These resources significantly impact the speed,

customization, and engagement of the learning process. A well-run induction procedure influences their dedication to the company and long-term satisfaction. This, thus, has a favorable effect on staff retention. One way to describe a systematic induction process is as an "integration program." The quality of this integration program may directly impact a new hire's decision to stay on the job or, if circumstances permit, leave. In conclusion, a well-run induction process equips new hires with the necessary knowledge and resources to succeed. It creates the conditions for empowerment and a positive work experience (Wilkinson, 1988). Higher job satisfaction is a direct result of this favorable experience. Successful on-the-job training (OJT) is significantly influenced by an efficient induction program, which enables employees to take a proactive approach to skill development by informing them about the opportunities for learning available to them when they start the training process. On-the-job training provides positive learning experiences, improved job satisfaction, investment in employee growth, and clear pathways for skill development and career progression. According to Halbesleben and Wheeler (2008), "When employees have a psychological attachment to their organization, demonstrating a deep commitment to embeddedness, and involvement in their job, they are less likely to leave it." Employee productivity increases when workers clearly understand their core abilities and the scope of their work, leading to high job satisfaction and retention rates (Boxall & Purcell, 2003b). A substantial reward and recognition system,

in conjunction with efficient employee performance management, raises employee engagement and productivity, raising staff retention, according to Krishnan et al. (2013).

Human Performance Technology (HPT) & HR Research Classification (HRC)

Human Performance Technology (HPT) is a systematic strategy for improving organizational and individual performance through gap analysis, intervention design, and outcome monitoring. With its foundations in behavioral psychology and systems theory, HPT boosts productivity through instructional design, change management, and performance support (Pershing, 2006). The HR Research Classification (HRC) categorizes human resources research into areas such as organizational behavior, strategic Human Resource Management (HRM), and talent management. It supports evidence-based decision-making by incorporating empirical, conceptual, and applied research. HR professionals may use data-driven solutions for workforce development and operational efficiency by integrating HPT with HRC.

Competency-based HR Management (CBM)

By strategically aligning human resource procedures with an organization's key competencies, competency-based HR management ensures that workers possess the necessary skills, knowledge, and behavior to meet organizational goals. To incorporate skills into HR pro-

cesses, including hiring, training, performance management, and succession planning, CBM focuses on defining, evaluating, and enhancing competencies at the individual, team, and organizational levels (Dubois & Rothwell, 2004).

Through the identification of critical abilities necessary for success in specific roles, CBM improves worker effectiveness. Tying performance standards to corporate objectives fosters a results-driven culture and ensures that workers make a significant contribution to the company's success. By utilizing CBM, organizations can enhance leadership development, foster ongoing learning, and more effectively address skill gaps. Furthermore, competency frameworks promote workforce adaptability, allowing workers to adjust to changing job roles and technological improvements (Boyatzis, 2008). Specific competency models, efficient evaluation instruments, and ongoing feedback systems are crucial for implementing CBM. Organizations may increase employee engagement, lower attrition, and boost productivity by integrating skills into HR procedures, which will provide them a long-term competitive edge.

Knowledge Management (KM)

Knowledge management (KM), in addition to CBM, is the process of gathering, disseminating, and applying organizational knowledge to improve innovation and decision-making (Nonaka & Takeuchi, 1995). Since human capital is the primary asset in the service sector, knowledge management (KM) is crucial

in mitigating the detrimental impact of excessive personnel turnover on the company's long-term viability (Dalkir, 2017). In the service industry, high turnover rates lead to operational inefficiencies, knowledge loss, and a decline in service quality. Information repositories, mentorship programs, and digital information-sharing platforms are examples of effective knowledge management (KM) techniques that help firms maintain vital expertise in the face of workforce volatility (Argote, 2013).

Additionally, despite turnover issues, sustainable organizations utilize knowledge management (KM) to cultivate resilient workforces that foster ongoing learning and innovation (Grant, 1996). Strong knowledge management (KM) frameworks benefit businesses in the long run by increasing customer happiness, staff engagement, and profitability. In the service sector, KM and turnover management combined promote competitive advantage and business continuity.

Business Cycles & Generational Workforce

Employment trends, job stability, and workforce expectations are all impacted by business cycles, which are defined by economic expansion and contraction (Burns & Mitchell, 1946). These cycles influence employee turnover patterns in the service sector; expansions increase voluntary turnover because they present better prospects, whereas economic downturns result in job insecurity (Schlicht, 2005). To ensure the longevity of their businesses, organizations must

modify their personnel plans in response to these swings.

Diverse work values and retention factors are displayed by a multigenerational workforce, which includes Baby Boomers, Gen X, Millennials, and Generation Z. Millennials look for employment that has a purpose, Gen Z prefers flexibility and technologically advanced settings, Boomers value stability, and Gen X places a higher priority on work-life balance (Lyons & Kuron, 2014). When HR tactics fail to meet these expectations, turnover increases, negatively impacting operational effectiveness and service quality.

Technology Trends Disrupting Workforce Practices

Workforce practices are being drastically altered by technological breakthroughs, especially automation, digital transformation, and artificial intelligence (AI). These disruptions alter employment patterns and impact the viability of businesses by causing retrenchment, downsizing, rightsizing, manpower optimization, and organizational restructuring (Brynjolfsson & McAfee, 2014).

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Repetitive jobs are being replaced by automation and AI-driven processes, which lower the demand for workers in

some industries and increase layoffs and downsizing (Frey & Osborne, 2017). Businesses benefit from cost savings and increased operational efficiency; however, abrupt job changes lead to higher employee turnover (ET), disrupt workplace dynamics and organizational norms, and foster resistance to change (Abolade, 2018). Although frequent restructuring can lower employee engagement, morale, and productivity, rightsizing and manpower optimization techniques aim to match worker capacity with company demands. Organizations must strike a balance between worker reskilling programs and technology adoption from a sustainability perspective to minimize adverse effects on employment. Companies that invest in re-deployment and upskilling techniques promote long-term personnel flexibility and reduce disruptions caused by turnover (Bessen, 2019). In a rapidly changing digital economy, a well-coordinated socio-technical approach to addressing technological disruptions enhances long-term sustainability, business continuity, and employee retention.

Workforce Planning, Implementation & Deployment

To ensure that companies have the right people in the right positions at the right time, workforce planning, implementation, and deployment are essential HR strategies. By reducing worker interruptions and ensuring service continuity, these tactics are crucial for maintaining corporate sustainability in the service sector, which has a high personnel turnover rate (Rothwell, 2010).

Forecasting talent requirements, identifying skill gaps, and developing proactive hiring and retention strategies are all essential components of effective workforce planning (Cascio & Aguinis, 2019). High turnover rates in the service industry can lead to reduced client satisfaction, decreased productivity, and knowledge loss. Organizations can enhance employee engagement and mitigate turnover risks by implementing strategic workforce deployment strategies, such as flexible staffing models, cross-training initiatives, and career development programs (Becker et al., 2001).

Upskilling, Training & Skill Development

Enhancing staff productivity, job satisfaction, and employee engagement requires upskilling, training, and skill development. This is especially true in the service sector, where high turnover rates make it difficult for businesses to remain sustainable (Celestin et al., 2024). Opportunities for ongoing learning help staff members stay current in changing roles, which reduces turnover intentions and fosters long-term workforce stability.

Effective training initiatives enhance staff self-esteem, productivity, and flexibility, ultimately boosting customer satisfaction and service quality. Employers who invest in skill development foster a sense of career advancement and job stability, which in turn raises employee satisfaction and reduces voluntary turnover (Saks, 2006). Furthermore, engaged workers who experience a sense of worth and ongoing development are more

likely to demonstrate organizational commitment, which in turn reduces the detrimental effects of excessive turnover on company operations.

Leadership Development & Building Talent Pipelines

Strategies for talent pipelines and leadership development are crucial for sustaining company success, particularly in the service sector, where high staff turnover can compromise organizational stability (Collins, 2021). By creating future leaders through organized programs, staff retention is enhanced, leadership gaps are mitigated, and continuity is ensured. According to Rothwell (2010), succession planning is facilitated by a robust leadership pipeline, which reduces the disruptions caused by turnover in key positions. Businesses that invest in leadership and employee safety in the workplace play a predominant role in enhancing work flexibility (Krishnan et al., 2021). Also development of internal talent, results in lower attrition rates and increased employee engagement and job satisfaction (Goleman et al., 2013). Additionally, leadership development programs directly affect the sustainability of businesses by imparting critical abilities, including strategic thinking, decision-making, and people management (Day, 2007).

Businesses in the service sector can build resilient workforces and guarantee long-term operational efficiency by combining retention tactics with leadership development. Organizational agility is strengthened by a well-structured talent pipeline, which enables companies to

adjust to changing workforce dynamics and market conditions while maintaining a competitive edge.

Impact of the Non-Work Domain

The employee turnover (ET) process in the service sector is significantly influenced by the non-work domain, which encompasses personal life elements such as work-life balance, family obligations, financial stress, and overall well-being. Burnout and voluntary turnover are frequently caused by conflicts between work and personal life that arise from high job demands, long hours, and emotional labor (Greenhaus & Powell, 2006). Higher attrition rates impact service continuity and commercial sustainability for organizations that ignore these considerations (Allen et al., 2000).

Employees who struggle with personal responsibilities may seek other jobs that offer more flexibility and support, making work-family conflict (WFC) a significant predictor of turnover intentions (Byron, 2005). Furthermore, stressors like unstable finances and mental health issues lead to disengagement, which lowers productivity and raises absenteeism (Hobfoll, 1989).

Organizations can enhance their long-term sustainability and competitive advantage by incorporating non-work domain factors into their workforce plans.

Improving work-life balance fosters a stable and dedicated staff by reducing

turnover and enhancing job satisfaction and employee engagement (Kossek & Lautsch, 2018). Organizations can enhance their long-term sustainability and competitive advantage by incorporating non-work domain factors into their workforce plans.

High-performance Work Culture

In the service sector, where employee turnover (ET) presents operational changes, a high-performance work culture nurtured through advanced Performance Management System (PMS) practices is crucial for corporate sustainability (Armstrong, 2020; CIPD, 2025). Continuous feedback, goal alignment, and customized development plans are examples of modern performance management systems (PMS) techniques that enhance employee engagement, job satisfaction, and retention while reducing the risk of turnover (Pulakos et al., 2015).

On the other hand, progressive PMS practices prioritize coaching, development-oriented assessments, and real-time feedback, which promotes employee engagement and a high-performance culture (Denisi & Murphy, 2017). Employee loyalty is increased, and voluntary turnover is decreased when employees receive regular feedback and opportunities for advancement (Gruman & Saks, 2011).

To recognize turnover patterns and proactively address personnel shortages, companies must integrate workforce analytics with performance management systems (PMS) for long-term economic viability (Sparrow, 2015). Service qual-

ity, operational effectiveness, and long-term organizational resilience are all improved by a high-performance culture based on equitable, open, and progressive PMS practices.

Compensation & Total Rewards

Compensation and total rewards play a critical role in driving business performance by influencing employee motivation, job satisfaction, and retention (Milkovich, Newman, & Gerhart, 2019). A well-structured compensation strategy, encompassing base pay, performance incentives, and benefits, has a direct impact on workforce productivity and organizational success (World at Work, 2021). By affecting employee motivation, job satisfaction, and retention, compensation, and total rewards are important factors that drive business performance (Milkovich, Newman, & Gerhart, 2019b). A well-designed compensation plan that includes base pay, performance incentives, and perks has a direct impact on employee productivity and organizational success. Beyond pay, the incentives approach encompasses non-cash benefits, including work-life balance, career advancement, and recognition initiatives, which enhance employee engagement and reduce attrition (Armstrong & Taylor, 2020). Because engaged employees can contribute more effectively to company objectives, organizations that align their compensation plans with employee expectations tend to achieve higher performance levels (Gerhart & Fang, 2014).

Diversity, Equity & Inclusion

A diverse staff contributes to long-term corporate performance by bringing a range of perspectives that improve decision-making, problem-solving, and market flexibility (Cox, 2001). Businesses that incorporate diversity, equity, and inclusion (DEI) into their culture experience improved brand reputations, reduced employee attrition, and increased employee satisfaction—all of which are crucial for business continuity (Roberson, 2019). By ensuring that every employee has access to opportunities, impartial treatment, and just compensation, equity, fairness, and justice (EFJ) support diversity, equity, and inclusion (DEI). Employee engagement increases when employees believe there is equity in the workplace, which in turn lowers attrition and promotes a positive work environment (Colquitt et al., 2001). Procedural and distributive justice in decision-making enhances organizational loyalty, trust, and morale, which have a direct impact on employee stability and corporate resilience (Greenberg, 1990).

Dynamics of Work Culture & HR climate

Firm, supportive workplace cultures encourage motivation, teamwork, and shared ideals, which boosts output and job satisfaction (Schein, 2010). Employee trust, commitment, and psychological safety are all increased when companies foster a welcoming and inclusive HR environment, which lowers turnover and boosts long-term productivity (Edmondson, 1999). Employee perceptions and work attitudes are directly impacted by

the HR climate, which is characterized by policies, leadership practices, and workplace norms (Schneider et al., 2013). Fairness, ongoing learning, and employee appreciation are hallmarks of a high-performance HR environment that encourages discretionary effort and creativity, thereby boosting competitive advantage (Bowen & Ostroff, 2004). Because they feel appreciated and supported, employees in organizations with a favorable HR climate also have lower burnout rates (Ariani, 2015).

HR Analytics & Scorecards Aiding Leadership Decision Science

According to Davenport, Harris, and Shapiro (2010), companies can use HR analytics to find trends in employee engagement, attrition, productivity, and skill gaps. This information enables leaders to make well-informed decisions about talent management. A formal framework for assessing HR effectiveness and its impact on organizational performance is provided by HR scorecards, which align HR activities with business objectives (Becker, Huselid, & Ulrich, 2001). These scorecards enable leaders to assess the return on investment in HR interventions by monitoring key performance indicators (KPIs), including employee satisfaction, diversity metrics, training efficacy, and retention rates (Boudreau & Ramstad, 2007).

Liberalization, Privatization & Globalization

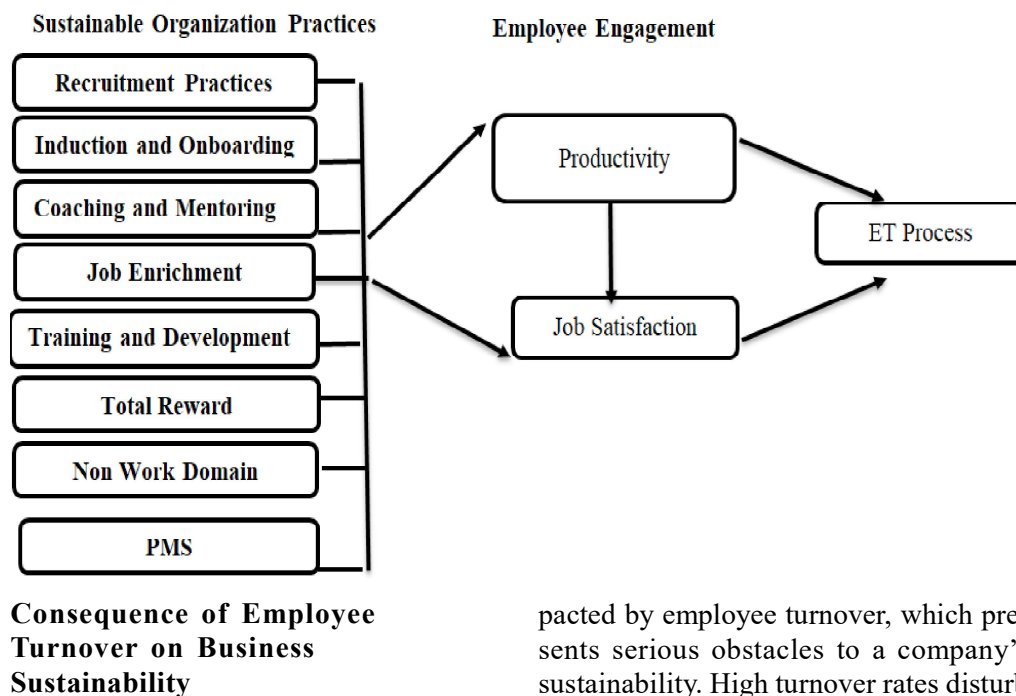
As a result of market-driven changes, businesses have switched from traditional

permanent employment models to fixed-term contracts (FTCs) and gig-based work arrangements to reduce labor costs and increase operational agility (Kalleberg, 2011). Businesses' need for workforce flexibility in unstable international markets has led to the rise in popularity of fixed-term contracts, or FTCs. FTCs give businesses cost savings and scalability, but they also cause people's careers and jobs to be unstable, raising questions about the sustainability of long-term employment (Davidov, 2016). In a similar vein, people are increasingly participating in freelance, temporary, and project-based jobs as the gig economy,

fueled by digital platforms and on-demand services, has grown internationally (Friedman, 2014). Gig work raises regulatory and labor rights issues since, although it offers flexibility and freedom, it also lacks social security, benefits, and job permanence (Berg, 2016).

Policy actions are necessary to strike a balance between worker security and labor market efficiency because of the interaction of LPG and employment patterns. In order to protect gig and contract workers and preserve economic competitiveness, governments and organizations must create inclusive labor laws.

Fig. 1 Conceptual Framework



Long-term growth, operational effectiveness, and financial stability are all im-

pacted by employee turnover, which presents serious obstacles to a company's sustainability. High turnover rates disturb workforce continuity and lower organizational performance by raising the costs of hiring and training new employees

(Hancock et al., 2013b). Particularly in service industries where employee expertise directly affects service quality, frequent talent loss erodes institutional knowledge and client connections (Hausknecht & Holwerda, 2013). Employee engagement and morale are also impacted by turnover, as the remaining staff may face increased workload and uncertainty, which in turn lowers output and job satisfaction (Hom et al., 2017). Businesses struggle to maintain competitive advantages in dynamic markets when there is excessive turnover, as it disrupts team relationships and innovation capacity (Park & Shaw, 2013).

Proactive retention tactics, such as competitive pay, professional development programs, and a positive work environment, are crucial for long-term viability.

Proactive retention tactics, such as competitive pay, professional development programs, and a positive work environment, are crucial for long-term viability (Allen et al., 2010). Organizations therefore monitor their workers' satisfaction, commitment, engagement, work-life balance, and training and adjust their policies as necessary (Poorani & Krishnan, 2021). Businesses can ensure resilience and sustainable growth by addressing the factors that contribute to employee turnover and maintaining a steady and motivated workforce.

Research Methodology

A stratified random sample of 100 respondents from the leading IT industry

software engineers based in Chennai, India, was selected for the study. The data collected were analyzed using SPSS for descriptive and inferential statistics, and SmartPLS for structural equation modeling.

Key Research Question

Changing business imperatives can impact employee productivity and job satisfaction, leading to increased turnover intentions.

This leads to three objectives

- 1- Investigate the role of human resource practices in retaining critical and high-potential employees
- 2- To understand the impact of sustainable business practices on employee turnover
- 3- The study aims to understand employee turnover trends at various levels in the organization

Based on the study's objectives, the following research hypotheses were developed.

- H1 – There is a positive and significant relationship between human resources practices and the retention of high-potential employees
- H2- There is a positive/significant relationship between sustainable business practices and employee turnover
- H3 - There is a positive and significant relationship between job satisfaction and the employee turnover process.

H4- There is a positive and significant relationship between employee productivity and the employee turnover process

Measurement scales that were widely accepted and standardized were implemented. Mobley et al. (1978) established the first employee turnover intention measure, which assesses an employee's propensity to leave the company voluntarily. The Job Satisfaction Survey (JSS), one of the most widely validated tools in organizational research, was created by Paul E. Spector in 1994 and was used to measure job satisfaction. The study used Jorin

Zeebregts's (2022) framework, which combines the qualitative and quantitative dimensions of productivity in knowledge-based organizations, to quantify employee productivity. The Utrecht Work Engagement Scale (UWES) was developed by Schaufeli et al. (2002) to measure employee engagement. Additionally, a few items from Huselid's (1995) HRM effectiveness scale were used to support engagement-related organizational practices that improve employee performance and retention. Likert scales of five points, from 1 (meaning "strongly disagree") to 5 (meaning "strongly agree"), were used to rate each item.

Table 1 KMO & Bartlett's Test Results

KMO & Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.774
Bartlett's Test of Sphericity	Approx. Chi-Square	1335.371
	Df	136
	Sig.	.000

With a modest level of adequacy indicated by the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy value of 0.774, the dataset appears to be suitable for factor analysis. While values below 0.5 would suggest unsuitability, a KMO value of around 1.0 suggests that the variables share enough variance in common for factor analysis to be acceptable. This noteworthy outcome supports the use of factor analysis for data reduction or structure detection, as it confirms that the variables have meaningful relationships with one another.

Each component's contribution to the dataset's variance is displayed in Table 2 which displays the findings of Princi-

pal Component Analysis (PCA). According to the Initial Eigenvalues column, the first four components account for a substantial amount of the variation because their eigenvalues are greater than 1.

The Rotated Component Matrix validates the validity and dependability of the measured constructs. These results show that the study's constructs are highly valid and reliable, which qualifies them for additional statistical analysis and hypothesis testing.

By evaluating discriminant validity, the Heterotrait-Monotrait Ratio (HTMT) values make sure that the constructs are different from one another. Values be-

Table 2 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.558	26.812	26.812	4.558	26.812	26.812	3.598	21.164	21.164
2	3.450	20.292	47.105	3.450	20.292	47.105	3.553	20.898	42.062
3	2.362	13.893	60.998	2.362	13.893	60.998	2.698	15.869	57.932
4	1.952	11.485	72.483	1.952	11.485	72.483	2.474	14.551	72.483
5	.824	4.845	77.329						
6	.757	4.453	81.782						
7	.607	3.571	85.352						
8	.534	3.139	88.492						
9	.473	2.785	91.277						
10	.354	2.084	93.361						
11	.278	1.633	94.994						
12	.240	1.414	96.408						
13	.214	1.258	97.666						
14	.188	1.107	98.773						
15	.143	.841	99.615						
16	.055	.325	99.939						
17	.010	.061	100.000						

low these thresholds validate discriminant validity; a typical HTMT threshold is 0.85 (strict) or 0.90 (liberal). Since all of the HTMT values in this analysis are significantly lower than 0.85, each construct is sufficiently different from the others. Strong discriminant validity, which indicates that each component adds distinctively to the study model without undue overlap, is confirmed by these findings.

Performance and Job satisfaction had the largest correlation (0.282), suggesting that improved Performance has a major impact on job satisfaction. Similarly, Performance had little effect on Turnover (0.121), suggesting that other variables like organizational culture or possibilities for career advancement may still cause high-performing individuals to quit.

Through latent variables and observed indicators, the structural equation model (SEM) illustrates the relationships between Sustainable Organization Performance (SOP), Performance (P), Job Satisfaction (JS), and Employee Turnover (ET). Performance has a significant impact on job satis-

Table 3 Rotated Component, Reliability & Validity

	Rotated Component Matrix				Reliability and Validity			
	Component				Cronbach alpha	Composite Reliability (rho_a)	Composite Reliability (rho_C)	AVE
	ET	JS	SOP	P				
ET-1	.974				0.959	0.981	0.97	0.892
ET-2	.961							
ET-3	.971							
ET-4	.819							
P-5				.702	0.776	0.81	0.857	0.602
P-6				.768				
P-7				.655				
P-9				.911				
JS-10		.858			0.889	0.896	0.919	0.696
JS-11		.705						
JS-12		.877						
JS-13		.912						
JS-14		.752						
SOP-15			.818		0.831	0.706	0.816	0.545
SOP-16			.840					
SOP-18			.789					
SOP-19			.780					

Table 4 Heterotrait-monotrait Ratio (HTMT)

JS <-> ET	0.108
P <-> ET	0.171
P <-> JS	0.355
SOP <-> ET	0.233
SOP <-> JS	0.185
SOP <-> P	0.132

Performance has a significant impact on job satisfaction, as indicated by the path coefficient of 0.282, suggesting that improved Performance leads to higher levels of Satisfaction.

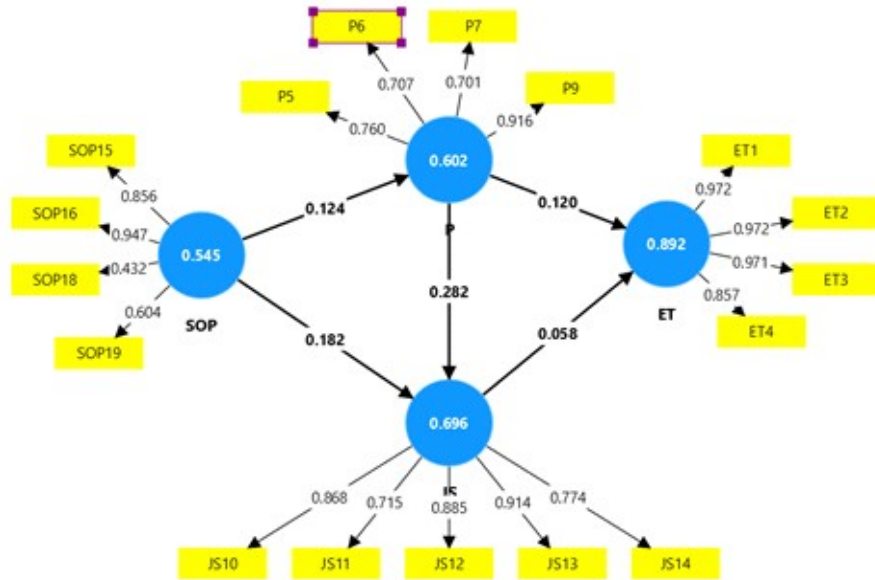
faction, as indicated by the path coefficient of 0.282, suggesting that improved Performance leads to higher levels of Satisfaction. Furthermore, a sense of purpose has a smaller effect on Performance

Table 5 Path Coefficients

JS -> ET	0.058
P -> ET	0.121
P -> JS	0.282
SOP -> JS	0.182
SOP -> P	0.124

(0.124) and a modest effect on Job Satisfaction (0.182), indicating that employees who find meaning in their work tend to perform better. Nonetheless, Job Satisfaction has a negligible impact on Turnover (0.058), suggesting that employee retention requires more than just job pleasure. Likewise, Performance has a negligible impact on Turnover (0.120), indicating that corporate culture and career advancement may be more important variables. Overall, the model emphasizes that both Job Satisfaction and Sustain-

Fig. 2 The Model



able Organizational Performance influence engagement.

Based on their original sample values (O), sample means (M), standard

Table 6 P-Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	t statistics (O/STDEV)	P values
JS -> ET	0.258	0.258	0.104	3.561	0.005
P -> ET	0.312	0.221	0.137	2.877	0.001
P -> JS	0.282	0.292	0.102	2.768	0.006
SOP -> JS	0.282	0.223	0.202	4.709	0.008
SOP -> P	0.224	0.208	0.194	3.641	0.002

deviations (STDEV), t-statistics, and P-values, the path analysis results shed light on the relationships between the variables and the variables are statistically significant.

The survey provided important new insights into the workplace and the use of disruptive technologies like AI and ML robotics, which are opening up new avenues for job happiness, productivity im-

provement, and employee upskilling. In order to determine the facts on the ground, we were able to observe, interview, analyze, and cross-verify data using a questionnaire as part of the mixed-method study. Cutting-edge technologies are unavoidably opening the door for new work practices that help workers improve their performance, upskill, and maintain high levels of job satisfaction.

Conclusion

A complex web of interrelated causes, including toxic work environments, bullying, fatigue, and the desire for improved career opportunities, can contribute to employee turnover. Although turnover may cause disruptions, not all turnover is bad. The departure of poor performers from the company due to functional turnover enhances the overall caliber of the workforce (Abelson & Baysinger, 1984; Youngblood et al., 1983). New hire turnover is frequently associated with anticipatory and individual socialization effects, where early departures are influenced by behavioral intentions to stay, low job satisfaction, and high perceived usefulness of other positions. Turnover is directly preceded by behavioral desire to leave (Mobley et al., 1979). Turnover is commonly used in organizational research as an objective indicator of employee departure, as it is relatively easy to assess (Charles & Paul, 1982).

High Turnover rates, however, have a detrimental effect on businesses, as they reduce customer satisfaction, productivity, long-term growth, and profitability (Suprasith & Michela, 2018). Therefore, to maintain Performance and long-term success, companies must strike a balance between natural attrition and effective retention tactics, even though some Turnover can be beneficial. The findings indicate that Performance and Job Satisfaction have a significant impact on employee retention, and that having a sense of purpose is crucial for enhancing both. In addition to addressing external reten-

tion variables beyond Job Satisfaction, organizations seeking to retain top personnel should concentrate on creating purpose-driven work environments.

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