

## Achieving organisational excellence by reducing employee dissatisfaction and turnover

Dr. Jayalekshmi K.R.<sup>1\*</sup>

Received: 15 July 2023

Accepted: 30 July 2023

Published: 10 August 2023

<sup>1\*</sup> Associate Professor, NCRD'S Sterling Institute of Management Studies, Nerul, Navi Mumbai, Mumbai, India [dr.lekshmi\\_jaya2005@gmail.com](mailto:dr.lekshmi_jaya2005@gmail.com), [jayalekshmi\\_kr@ncrdsims.edu.in](mailto:jayalekshmi_kr@ncrdsims.edu.in), ID- <https://orcid.org/0009-0000-6150-4649>

### Abstract

This research investigates the impact of reducing employee turnover and dissatisfaction on achieving organizational excellence. The study utilized a quantitative methodology involving a structured questionnaire administered to a total of 243 HR managers, to collect comprehensive data on employee experiences and organizational performance. The primary objectives were to assess how reductions in employee turnover and dissatisfaction contribute to organizational performance, employee engagement, customer satisfaction, and overall organizational culture. The findings reveal that decreased employee turnover significantly enhances organizational performance, stability, and competitiveness, while lower levels of employee dissatisfaction lead to improved employee engagement, teamwork, and client relations. Statistical analysis, including one-sample tests, confirmed that the observed effects were both substantial and statistically significant, indicating that addressing these factors can lead to meaningful improvements in organizational outcomes. The results underscore the importance of strategic initiatives focused on minimizing turnover and dissatisfaction to foster a productive and positive work environment, ultimately contributing to organizational excellence. This study provides valuable insights for human resource practitioners and organizational leaders, highlighting effective strategies for managing employee-related challenges.

**Keywords:** Employee turnover, Employee dissatisfaction, Organizational excellence, Employee engagement, Customer satisfaction, Organizational performance, Human resource management

### Introduction

The capacity to cultivate a motivated and content staff is just as important, if not more so, than financial indicators or market share in today's competitive corporate environment. Organisational goals can be impeded by employee unhappiness and turnover, which impacts morale, productivity, and, in the end, the bottom line. Therefore, more and more companies are realising they need to make employee happiness a central part of their long-term goals. Low morale and disengagement are mild symptoms of employee unhappiness, whereas increasing absence and turnover are more serious consequences. Every complaint is a lost chance for the company to improve and become more stable. Companies that are trying to be the best have it bad already; high turnover rates make things worse because of all the money spent on recruiting, training, and lost productivity. Employee turnover has far-reaching consequences that go beyond just financial ones. As a result, team relationships are upset, institutional knowledge is lost, and company culture is weakened. High employee turnover rates are associated with worse service quality and operational efficiency in industries that rely on specialised knowledge or skills. Furthermore, when skilled workers leave, a company's competitive edge is typically lost since other companies might use the knowledge and experience of the departing workers to their benefit. In order to tackle these issues head-on, organisations need to take the initiative to identify and address the causes of employee discontent and turnover. This necessitates not just getting to the bottom of things, but also putting specific plans in place to improve morale and productivity on the job. Organisations may help their workers feel more connected to the company and their job by fostering a culture that values honesty, equity, and open dialogue. Employee happiness affects organisational results, so it's crucial to treat them as important stakeholders if you want your organisation to flourish. In terms of creativity, customer service, and profitability, companies that have happy employees often do better than their rivals, according to the research. As a result, there are long-term advantages to investing in programmes that boost employee happiness beyond just the bottom line. Focusing on tactics and interventions that boost employee happiness and retention, this research intends to delve into the complex nature of employee discontent and turnover within organisational contexts. This research aims to offer practical insights for organisational leaders and human resource professionals who are working to create a happy and productive work environment by combining existing literature and empirical studies. Finally, a comprehensive strategy that makes staff happiness and retention top priorities in strategic management is necessary for an organisation to achieve greatness. Organisations may create an environment where workers feel valued and secure enough to flourish and make long-term contributions to their success by tackling the reasons of discontent and turnover and putting successful policies into place. This introductory section lays the groundwork for the rest of the article, which will delve into the dynamics at work and possible approaches to achieve organisational excellence by making employees happier and reducing turnover.

## Review of Literature

The importance of engaged employees in achieving organisational excellence is discussed in depth by Stoyanova and Iliev (2017). Their study is centred around finding ways to make employees more invested in their work inside Bulgarian companies. In order to ascertain the effect of these initiatives on organisational and personnel performance, they evaluate approaches developed by renowned companies like as Gallup and Deloitte. The research emphasises the importance of management in fostering employee engagement, which is defined as going above and beyond expectations in terms of performance, creativity, and proactive behaviour. While there may not be a silver bullet for increasing engagement, the authors contend that results-oriented management strategies can cut down on employee discontent and attrition, leading to better business overall.

Talent management and its impact on organisational objectives including engagement, retention, and performance are explored by Mohammed (2015). The study finds that good personnel management strategies are associated with higher levels of employee engagement and retention after reviewing the relevant literature extensively. Organisations may boost employee happiness and performance, according to Mohammed's research, if they concentrate on acquiring, developing, and keeping important talent. This, in turn, contributes to better organisational performance and lower turnover rates. Strategic talent management is emphasised in the paper as a way to encourage employee dedication and propel the organisation to success.

Sukarela (2020) looks into the links between performance-based compensation, professional growth opportunities, and employees' intentions to leave their current positions. Using structural equation modelling and data from private organisations, the study discovered that work satisfaction plays a mediating role between performance rewards and training on turnover intention, whereas job discontent plays a mediating role between training specifically and turnover intention. Organisations that want to boost employee happiness and decrease turnover would do well to consider these findings. Companies may improve their retention management and strive for organisational excellence by tackling the variables that impact job happiness and discontent.

In their 2018 study, Aliyu and Nyadzayo zero down on the call centre business in Malaysia to determine how customer relationship management (CRM) tactics affect employee job satisfaction and turnover intentions. In order to put their theoretical model to the test, their research uses a two-pronged methodology, integrating qualitative and survey data. According to the findings, CRM tactics that are put into practice effectively increase work satisfaction, which in turn decreases intentions to leave the company. The writers stress that a happier and more dedicated staff is a direct result of well-managed CRM elements. The findings of this study highlight the significance of customer relationship management (CRM) in reducing employee discontent and turnover, which in turn boosts organisational performance by keeping more valuable employees.

In their study of workers in Iraq's Kurdistan area, Faeq and Ismael (2022) look at the connection between unhappiness and desire to leave the company through the medium of organisational culture. According to their research, there is a strong (albeit partial) mediation effect of organisational culture between employee discontent and plans to leave. According to the study's authors, a healthy company culture might lessen the impact of discontent and employee turnover. The study offers useful insights for organisations that want to increase employee happiness, decrease turnover, and improve organisational performance by focusing on the significance of organisational culture.

The impact of stress on work satisfaction and intention to leave at PT Bank Mandiri Regional X South Sulawesi is examined in a study by Ramlawati, Trisnawati, Yasin, and Kurniawaty (2021). According to their research, which used a Partial Least Square (PLS) model, work satisfaction has less of an effect on employees' intentions to leave their current position than market prospects do. Although job stress does not have a direct impact on either job satisfaction or turnover intention, the two most important factors in predicting turnover intentions are external alternatives and job satisfaction. Limiting employees' access to external employment prospects and improving job happiness by addressing workplace stressors like work overload and disputes are two strategies proposed by the authors to lower turnover. This research emphasises the need of managing stress and being aware of external market forces in order to reduce turnover and achieve organisational excellence.

Kurniawaty, Ramly, and Ramlawati (2019) investigate how factors including stress, job satisfaction, and work environment influence employees' intentions to leave Bank Mandiri. With the use of Path Analysis, they were able to determine that stress has a negative influence on job satisfaction and raises turnover intention, whereas a favourable work environment boosts job satisfaction and decreases turnover intention. According to the findings, reducing employee turnover is as simple as creating a more pleasant workplace and finding better ways to deal with stress. Organisational stability and excellence depend on addressing employee unhappiness and increasing retention via a focus on these aspects. Dwesini (2019) reviews the literature to find out why there is so much staff turnover in the hotel business and how to stop it. The report pinpoints insufficient pay, a lack of opportunity for advancement, and unpleasant working conditions as major causes of employee turnover. Better management practices, better training programmes, and more competitive remuneration packages are some of the techniques that are recommended for enhancing employee retention. In order to reduce turnover and achieve organisational excellence through better employee satisfaction, the research highlights the importance of customised retention strategies that address unique problems in the hospitality sector.

The effects of transformative leadership on contentment in the workplace and plans to leave are discussed by Gan and Voon (2021). Upon reviewing the literature, they came to the conclusion that transformational leadership styles greatly improve employee happiness on the job and decrease plans to leave. Higher job satisfaction and lower turnover rates are attributed, according to the authors, to leaders that inspire and motivate their people, provide a supportive work environment, and encourage professional growth. Leadership, as this analysis demonstrates, is critical to organisational success because it fosters an atmosphere that increases job satisfaction and decreases staff turnover.

The correlation between client satisfaction and staff turnover rates in banking centres is investigated by Woods (2015). Increased employee turnover is associated with lower customer satisfaction, according to the study's moderately significant negative correlation between the two variables. Based on this correlation, it appears that excessive staff turnover has an effect on both organisational efficiency and consumer satisfaction and loyalty. Organisations may enhance customer service and satisfaction while lowering the costs of personnel turnover by tackling turnover. This, in turn, contributes to organisational excellence.

A number of elements, including internal and external market forces, as well as employee happiness and stress levels on the work, interact in complicated ways to affect organisational performance and retention rates. Research by Ramlawati et al. (2021) and Kurniawaty et al. (2019) shows that the external factors like the job market and the workplace have a major influence on employees' intentions to leave their current positions, while research by Gan and Voon (2021) shows that transformational leadership can increase happiness at work and decrease turnover. Nevertheless, there is a clear lack of research that incorporates all of these elements into a holistic model that takes into account the complex aspects of employee discontent and retention tactics in many industries. To fill this knowledge vacuum, the present research takes a holistic look at the factors that contribute to employee turnover, including job satisfaction, work environment, leadership style, and external market forces. The overarching goal of this research is to help organisations achieve excellence by reducing employee unhappiness and turnover through a comprehensive examination and the application of these findings to real-world organisational settings.

### Objectives of the study

1. To study the impact of reduction in employee turnover on organisational excellence.
2. To study the impact of reduction in employee dissatisfaction on organizational excellence.

### Hypotheses

H1: There is a significant impact of reduction in employee turnover on organisational excellence.

H2: There is a significant impact of reduction in employee dissatisfaction on organizational excellence.

### Research Methodology

The research employed a quantitative methodology to examine the impact of reducing employee turnover and dissatisfaction on organizational excellence. Data were collected using structured questionnaires distributed to a sample of 243 HR managers within selected organizations. The research utilized statistical methods, including one sample T test analysis, to evaluate the relationships between employee turnover, dissatisfaction, and organizational excellence. The hypotheses were tested to determine the significance of these relationships. The data analysis aimed to quantify the effects of reduced turnover and dissatisfaction on various aspects of organizational performance and excellence.

**Table 1. Impact of reduced turnover**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N	Count	Row N	Count	Row N	Count	Row N	Count	Row N
		%		%		%		%		%
Our organization's overall performance has improved as a result of reduced employee turnover.	18	7.4%	12	4.9%	14	5.8%	45	18.5%	154	63.4%
Lower employee turnover has led to higher levels of customer satisfaction in our organization.	30	12.3%	22	9.1%	8	3.3%	36	14.8%	147	60.5%
The reduction in employee turnover has positively affected the stability and efficiency of our teams.	25	10.3%	22	9.1%	10	4.1%	33	13.6%	153	63.0%
Our organization has seen increased innovation and productivity following a decrease in employee turnover.	30	12.3%	11	4.5%	5	2.1%	47	19.3%	150	61.7%
Reduced turnover has enhanced the company's reputation and competitive advantage in the industry.	24	9.9%	25	10.3%	7	2.9%	29	11.9%	158	65.0%

The statement "Our organization's overall performance has improved as a result of reduced employee turnover" shows that a majority of respondents, 63.4%, strongly agree that decreased turnover has positively influenced the organization's performance. This high percentage indicates a strong consensus among the respondents that reducing employee turnover has had a significant beneficial impact on overall organizational performance. In contrast, a smaller percentage, 7.4%,

strongly disagree with this statement, suggesting that while most perceive a positive impact, there remains a minority who do not share this view.

Regarding "Lower employee turnover has led to higher levels of customer satisfaction in our organization," 60.5% of respondents strongly agree that reduced turnover has enhanced customer satisfaction. This reflects a broad belief that lower turnover contributes to better customer experiences. However, 12.3% of respondents strongly disagree, indicating that not all participants are convinced of the link between reduced turnover and improved customer satisfaction. The statement "The reduction in employee turnover has positively affected the stability and efficiency of our teams" is supported by 63.0% of respondents who strongly agree that reduced turnover has improved team stability and efficiency. This suggests that a significant portion of the respondents acknowledges the advantages of reduced turnover in creating more stable and efficient teams. Nonetheless, 10.3% of respondents strongly disagree, revealing some disagreement regarding the effectiveness of reduced turnover in enhancing team stability and efficiency. For the statement "Our organization has seen increased innovation and productivity following a decrease in employee turnover," 61.7% of respondents strongly agree that reduced turnover has led to greater innovation and productivity. This indicates that a majority believe that less turnover contributes to enhanced creative and productive capacities within the organization. Conversely, 12.3% of respondents strongly disagree, showing that there is some skepticism about the direct link between reduced turnover and improved innovation and productivity. Finally, the statement "Reduced turnover has enhanced the company's reputation and competitive advantage in the industry" has a strong agreement from 65.0% of respondents, who believe that decreased turnover has positively impacted the company's reputation and competitive standing. This reflects a general consensus on the positive effects of reduced turnover on organizational reputation and industry positioning. However, 9.9% of respondents strongly disagree, indicating a divergence in opinion regarding the impact of turnover reduction on the company's competitive advantage and reputation.

**Table 2. Impact of reduced dissatisfaction.**

	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
Decreased employee dissatisfaction has led to improved overall organizational performance.	24	9.9%	18	7.4%	21	8.6%	52	21.4%	128	52.7%
Reducing employee dissatisfaction has positively impacted employee engagement and commitment.	29	11.9%	19	7.8%	9	3.7%	39	16.0%	147	60.5%
Lower levels of employee dissatisfaction have resulted in more effective teamwork and collaboration within the organization.	17	7.0%	35	14.4%	18	7.4%	59	24.3%	114	46.9%
Efforts to reduce employee dissatisfaction have contributed to better customer service and client relationships.	26	10.7%	18	7.4%	13	5.3%	48	19.8%	138	56.8%
Reduced dissatisfaction among employees has enhanced the organizational culture and work environment.	20	8.2%	25	10.3%	20	8.2%	25	10.3%	153	63.0%

The statement "Decreased employee dissatisfaction has led to improved overall organizational performance" reveals that 52.7% of respondents strongly agree that reduced dissatisfaction has positively affected organizational performance. This substantial majority suggests that a majority of participants recognize the link between lower dissatisfaction and enhanced performance. Conversely, 9.9% of respondents strongly disagree, indicating that some participants do not see a direct correlation between dissatisfaction reduction and overall performance improvement. Regarding "Reducing employee dissatisfaction has positively impacted employee engagement and commitment," 60.5% of respondents strongly agree that addressing dissatisfaction has improved employee engagement and commitment. This indicates a strong consensus that reducing dissatisfaction contributes to higher levels of employee engagement. However, 11.9% of respondents strongly disagree with this statement, showing that not everyone agrees on the effect of dissatisfaction reduction on engagement and commitment. The statement "Lower levels of employee dissatisfaction have resulted in more effective teamwork and collaboration within the organization" has 46.9% of respondents strongly agreeing that reduced dissatisfaction improves teamwork and collaboration. This reflects a significant portion of respondents who believe that addressing dissatisfaction enhances team dynamics. On the other hand, 7.0% of respondents strongly disagree, suggesting some skepticism about the impact of dissatisfaction reduction on teamwork. For the statement "Efforts to reduce employee dissatisfaction have contributed to better customer service and client relationships," 56.8% of respondents strongly agree that reducing dissatisfaction leads to improved customer service and client interactions. This indicates a general belief that tackling employee dissatisfaction positively influences customer relations. However, 10.7% of respondents strongly disagree, implying that there is some disagreement about the effect of dissatisfaction reduction on customer service. Finally, the statement "Reduced dissatisfaction among employees has enhanced the organizational culture and work environment" shows a strong agreement from 63.0% of respondents, who believe that lower dissatisfaction has improved organizational culture and work environment. This reflects a clear consensus on the benefits of reduced dissatisfaction for creating a better work environment. Nonetheless, 8.2% of respondents strongly disagree, indicating that some participants do not perceive a significant impact of dissatisfaction reduction on organizational culture and work environment.

H1: There is a significant impact of reduction in employee turnover on organisational excellence.

**Table 3. One-Sample Test**

	TV=3					
	t	df	Sig.	Diff	95% CI	
Our organization's overall performance has improved as a result of reduced employee turnover.	15.993	242	.000	1.25514	1.1006	1.4097
Lower employee turnover has led to higher levels of customer satisfaction in our organization.	10.928	242	.000	1.02058	.8366	1.2045
The reduction in employee turnover has positively affected the stability and efficiency of our teams.	12.243	242	.000	1.09877	.9220	1.2755
Our organization has seen increased innovation and productivity following a decrease in employee turnover.	12.779	242	.000	1.13580	.9607	1.3109
Reduced turnover has enhanced the company's reputation and competitive advantage in the industry.	12.421	242	.000	1.11934	.9418	1.2969

The hypothesis H1 posits that there is a significant impact of the reduction in employee turnover on organizational excellence. The one-sample test results provide robust support for this hypothesis across several dimensions. Firstly, for the statement "Our organization's overall performance has improved as a result of reduced employee turnover," the test statistic ( $t = 15.993$ ) with a p-value of .000 indicates a statistically significant impact. The mean difference (Diff) of 1.25514 is significantly higher than the test value (TV) of 3, with a 95% confidence interval (CI) ranging from 1.1006 to 1.4097. This suggests that respondents strongly believe that reduced employee turnover has led to noticeable improvements in the organization's overall performance, validating the positive effect of turnover reduction on organizational excellence. Regarding the statement "Lower employee turnover has led to higher levels of customer satisfaction in our organization," the test statistic ( $t = 10.928$ ) and p-value of .000 also reflect a statistically significant result. The mean difference (Diff) of 1.02058, with a confidence interval between .8366 and 1.2045, confirms that lower turnover is associated with increased customer satisfaction. This further supports the hypothesis by indicating that reduced turnover positively affects customer-related outcomes, which contribute to organizational excellence. For the statement "The reduction in employee turnover has positively affected the stability and efficiency of our teams," the test statistic ( $t = 12.243$ ) and p-value of .000 demonstrate a significant impact. The mean difference (Diff) of 1.09877, with a confidence interval ranging from .9220 to 1.2755, shows that reduced turnover enhances team stability and efficiency. This result reinforces the hypothesis by highlighting the role of reduced turnover in improving team dynamics, a key aspect of organizational excellence. The statement "Our organization has seen increased innovation and productivity following a decrease in employee turnover" yields a test statistic ( $t = 12.779$ ) and a p-value of .000, which further support the hypothesis. The mean difference (Diff) of 1.13580, with a confidence interval of .9607 to 1.3109, indicates a significant positive effect of reduced turnover on innovation and productivity. This suggests that turnover reduction contributes to higher levels of creativity and operational effectiveness within the organization. Lastly, the statement "Reduced turnover has enhanced the company's reputation and competitive advantage in the industry" shows a test statistic ( $t = 12.421$ ) and a p-value of .000, signifying a significant impact. The mean difference (Diff) of 1.11934, with a confidence interval between .9418 and 1.2969, indicates that reduced turnover improves the company's reputation and competitive positioning. This aligns with the hypothesis by demonstrating that a reduction in turnover positively influences the organization's standing in the industry. Overall, the results from the one-sample test strongly support the hypothesis H1, confirming that a reduction in employee turnover has a significant and positive impact on various dimensions of organizational excellence.

H2: There is a significant impact of reduction in employee dissatisfaction on organizational excellence.

**Table 4. One-Sample Test**

	TV=3					
	t	df	Sig.	Diff	95% CI	
Decreased employee dissatisfaction has led to improved overall organizational performance.	11.553	242	.000	.99588	.8261	1.1657
Reducing employee dissatisfaction has positively impacted employee engagement and commitment.	11.514	242	.000	1.05350	.8733	1.2337
Lower levels of employee dissatisfaction have resulted in more effective teamwork and collaboration within the organization.	10.585	242	.000	.89712	.7302	1.0641
Efforts to reduce employee dissatisfaction have contributed to better customer service and client relationships.	11.864	242	.000	1.04527	.8717	1.2188
Reduced dissatisfaction among employees has enhanced the organizational culture and work environment.	12.502	242	.000	1.09465	.9222	1.2671

The hypothesis H2 suggests that there is a significant impact of the reduction in employee dissatisfaction on organizational excellence. The results from the one-sample test offer strong evidence supporting this hypothesis. For the statement "Decreased employee dissatisfaction has led to improved overall organizational performance," the test statistic ( $t = 11.553$ ) with a p-value of .000 indicates a statistically significant effect. The mean difference (Diff) of .99588, with a 95% confidence interval ranging from .8261 to 1.1657, suggests that a reduction in employee dissatisfaction significantly contributes to enhanced organizational performance. This result underscores the positive impact of addressing employee dissatisfaction on overall performance metrics. The statement "Reducing employee dissatisfaction has positively impacted employee engagement and commitment" shows a test statistic ( $t = 11.514$ ) and a p-value of .000, reflecting a significant

result. The mean difference (Diff) of 1.05350, with a confidence interval from .8733 to 1.2337, indicates that lower employee dissatisfaction markedly improves engagement and commitment levels. This finding highlights how effective dissatisfaction management can lead to increased employee dedication and involvement, essential components of organizational excellence. Regarding the statement "Lower levels of employee dissatisfaction have resulted in more effective teamwork and collaboration within the organization," the test statistic ( $t = 10.585$ ) and p-value of .000 further support the hypothesis. The mean difference (Diff) of .89712, with a confidence interval between .7302 and 1.0641, demonstrates that reducing dissatisfaction fosters better teamwork and collaboration. This result illustrates the crucial role of employee satisfaction in enhancing cooperative work environments, which are vital for organizational success. For the statement "Efforts to reduce employee dissatisfaction have contributed to better customer service and client relationships," the test statistic ( $t = 11.864$ ) and a p-value of .000 confirm a significant effect. The mean difference (Diff) of 1.04527, with a confidence interval ranging from .8717 to 1.2188, suggests that addressing employee dissatisfaction positively affects customer service and client relationships. This finding emphasizes that reducing dissatisfaction can lead to improved external interactions and service quality, which are integral to organizational excellence. Finally, the statement "Reduced dissatisfaction among employees has enhanced the organizational culture and work environment" provides a test statistic ( $t = 12.502$ ) and a p-value of .000, indicating significant results. The mean difference (Diff) of 1.09465, with a confidence interval from .9222 to 1.2671, shows that efforts to reduce employee dissatisfaction significantly improve the organizational culture and work environment. This result confirms that a positive work environment and culture are crucial outcomes of addressing employee dissatisfaction, aligning with the hypothesis that these factors contribute to overall organizational excellence. In summary, the one-sample test results robustly support hypothesis H2, demonstrating that a reduction in employee dissatisfaction has a significant and beneficial impact on various aspects of organizational excellence.

## Findings

The findings from the study provide compelling evidence that reducing employee dissatisfaction significantly enhances organizational excellence. The results from the one-sample tests indicate a strong positive relationship between decreased employee dissatisfaction and various aspects of organizational performance. Specifically, the significant mean differences observed for improved overall organizational performance, increased employee engagement and commitment, more effective teamwork and collaboration, better customer service and client relationships, and enhanced organizational culture all underscore the crucial impact of addressing employee dissatisfaction. The high t-values and low p-values across these measures confirm that these effects are statistically significant, suggesting that efforts to mitigate employee dissatisfaction can lead to substantial improvements in organizational outcomes.

Furthermore, the confidence intervals for each measure consistently support the reliability of these findings. For instance, the reduction in employee dissatisfaction not only improves performance and engagement but also fosters a more collaborative work environment and better client relations, which are pivotal for organizational success. The comprehensive impact on organizational culture and work environment also highlights the broad benefits of reducing dissatisfaction. These findings suggest that organizations should prioritize addressing employee dissatisfaction as a strategic approach to achieving excellence. By focusing on reducing dissatisfaction, organizations can enhance overall performance, strengthen employee commitment, and create a more positive and productive work environment, thereby achieving higher levels of organizational excellence.

## Conclusions

The study confirms that both reducing employee turnover and minimizing employee dissatisfaction are pivotal to achieving organizational excellence. The analysis reveals that reductions in employee turnover lead to significant improvements in organizational performance, customer satisfaction, team stability, innovation, and the company's competitive advantage. Similarly, decreasing employee dissatisfaction has a profound impact on overall organizational performance, employee engagement, teamwork, customer service, and organizational culture. The significant t-values and low p-values across various measures underscore the reliability of these findings, highlighting the importance of strategic efforts to manage employee turnover and dissatisfaction. By addressing these factors, organizations can enhance their operational effectiveness and foster a more positive workplace environment.

The implications of these findings are substantial for organizational practice and human resource management. For practitioners, the results emphasize the necessity of developing and implementing comprehensive strategies aimed at reducing employee turnover and dissatisfaction. Effective measures may include enhancing employee engagement programs, improving job satisfaction through better work environments, and offering competitive compensation and benefits. Organizations should focus on creating supportive work environments that address employee needs and concerns to maintain high levels of satisfaction and retention. Additionally, the findings suggest that organizations that actively work on these areas are likely to experience improved performance metrics, higher levels of customer satisfaction, and a stronger competitive position in their industry.

Future research should explore the specific mechanisms through which reduced employee turnover and dissatisfaction translate into organizational excellence. Investigating the direct causal relationships and identifying mediating variables could provide deeper insights into how these factors interact and influence various aspects of organizational performance. Longitudinal studies could be particularly valuable in understanding the long-term impacts of turnover and dissatisfaction reduction strategies. Additionally, research could examine industry-specific practices and their effectiveness in different organizational contexts. Exploring these aspects will help refine strategies for managing turnover and dissatisfaction, offering tailored solutions for diverse organizational settings and contributing to a more nuanced understanding of the factors that drive organizational excellence.

## References

1. Aliyu, O. A., & Nyadzayo, M. W. (2018). Reducing employee turnover intention: A customer relationship management perspective. *Journal of Strategic Marketing*, 26(3), 241-257.
2. Dwesini, N. F. (2019). Causes and prevention of high employee turnover within the hospitality industry: A literature review. *African Journal of Hospitality, Tourism and Leisure*, 8(3), 1-15.
3. Faeq, D. K., & Ismael, Z. N. (2022). Organizational culture as a mediator between employee dissatisfaction and turnover intention. *International Journal of English Literature and Social Sciences*, 7(5), 95-108.
4. Gan, E., & Voon, M. L. (2021). The impact of transformational leadership on job satisfaction and employee turnover intentions: A conceptual review. In *SHS Web of Conferences* (Vol. 124, p. 08005). EDP Sciences.
5. Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6), 877-886.
6. Mohammed, A. (2015). The impact of talent management on employee engagement, retention, and value addition in achieving organizational performance. *International Journal of Core Engineering & Management*, 1(12), 142-152.
7. Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). External alternatives, job stress on job satisfaction and employee turnover intention. *Management Science Letters*, 11(2), 511-518.
8. Stoyanova, T., & Iliev, I. (2017). Employee engagement factor for organizational excellence. *International Journal of Business and Economic Sciences Applied Research (IJBESAR)*, 10(1), 23-29.
9. Sukarela, L. H. P. S. (2020). Analyzing the mediating effects of job satisfaction and dissatisfaction on employee voluntary turnover intention. *Jurnal Pengurusan*, 59, 53-64.
10. Woods, K. (2015). Exploring the relationship between employee turnover rate and customer satisfaction levels. *The Exchange*, 4(1).