



## **Staff turnover: A study conducted in the operational sector of a water supply and sewage treatment company**

### **Rotatividade de pessoal: Um estudo realizado no setor operacional de uma empresa de abastecimento de água e tratamento de esgoto**

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#### **ABSTRACT**

Nowadays, a highly competitive market is perceived, and there is a need for companies to adopt an efficient management process to ensure their survival. It is observed that the organizational environment presents high levels of demands with complex objectives, which demand from employees a high degree of performance and productivity, which are challenged to maximum productivity in a climate of high pressure. In this case, knowing how to manage the psychological state and satisfaction of your employees is of great importance so that the work does not become exhausting and the desired productivity is achieved.

**Keywords:** Staff Turnover, Operational Sector, Company.

#### **RESUMO**

Hoje em dia, percebe-se um mercado altamente competitivo, havendo necessidade das empresas adotarem um processo de gestão eficiente para garantir sua sobrevivência. Observa-se que o ambiente organizacional apresenta níveis de exigências elevados com objetivos complexos, que exigem dos colaboradores alto grau de desempenho e produtividade, sendo estes desafiados à máxima produtividade em clima de elevada pressão. Nesse caso, saber gerir o estado psicológico e a satisfação de seus colaboradores apresenta grande importância para que o trabalho não se torne exaustivo e a produtividade pretendida seja alcançada.

**Palavras-chave:** Rotatividade de pessoal, Setor Operacional, Empresa.

## **1 INTRODUCTION**

Nowadays, a highly competitive market is perceived, and there is a need for companies to adopt an efficient management process to ensure their survival. It is observed that the organizational environment presents high levels of demands with complex objectives, which demand from employees a high degree of performance and productivity, which are challenged to maximum productivity in a climate of high pressure. In this case, knowing how to manage the psychological state and satisfaction of your employees is of great importance so that the work does not become exhausting and the desired productivity is achieved.

In this context, it is observed that more and more employees are required who are committed to their performance and organizational results. On the one hand, organizations seek to strengthen this commitment by offering incentives, such as material and social rewards, in return, employees, in turn, offer organizations



effort, dedication, knowledge and time. Thus, it becomes necessary that this process of exchange occurs in balance, so that there is the satisfaction of the parties involved.

Staff turnover is the rate of employees who leave the company as others join it in a given period of time, and the increase in this turnover becomes a major challenge for several organizations, in terms of the costs generated to the employer, especially in functions that require the provision of extensive training to employees. Therefore, monitoring and ensuring employee satisfaction is of great relevance to the company, as dissatisfaction at work can affect individual performance, as well as increase the level of turnover within the company.

## 2 OBJECTIVE

The objective of this study is to verify the main causes for turnover in the operational sector of a water supply and sewage treatment company and to propose measures to reduce this index.

## 3 METHODOLOGY

The present research is classified, in terms of the objectives as bibliographic and descriptive, as the way of approaching the study, as quantitative. And it still qualifies as a case study.

Demo (1996, p.34 *apud* Leal and Souza, 2006) Inserts research as a daily activity, considering it an attitude, that is, a "systematic, critical and creative questioning, or a competent intervention in reality, or the permanent critical dialogue with reality in a theoretical and practical sense.

According to Martins and Theóphilo (2016, p.51) bibliographic research to be reported as:

It is a necessary research strategy for the conduct of any scientific research. A bibliographic research seeks to explain and discuss a subject, theme or problem based on references published in books, periodicals, magazines, encyclopedias, dictionaries, newspapers, *websites*, CDs, conference proceedings, etc.

According to Sampieri, Collado and Lucio (2013) descriptive studies seek to specify the properties, characteristics and profiles of people, groups, communities, processes, objects or any other phenomenon that is subject to an analysis.

For Pereira (2019, p.86) in the qualitative method the research is descriptive, that is, the information obtained cannot be quantifiable. In turn, the data obtained are analyzed inductively. In this sense, the interpretation of phenomena and the attribution of meanings are basic in the qualitative research process.

For Yin (1989 *apud* Leal and Souza, 2006) case study is an empirical inquiry that investigates a contemporary phenomenon within a real-life context, when the boundary between the phenomenon and the context is not clearly evident and where multiple sources of evidence are used.



The company that was chosen for this research will not be identified to avoid exposure to it. To perform the organizational diagnosis in the company, an unstructured interview was conducted with its manager, in order to identify points of improvement within the organization. In the interview, it can be observed, according to the data presented by the company, that the turnover rate in the operational sector was at a considerably high level, in contrast to the other sectors of the company.

To verify the main causes of turnover in the company's operational sector, a questionnaire was constructed, based on the bibliographic review and applied to the company's employees in the operational sector, totaling a sample of 49 employees.

## **4 DEVELOPMENT**

### **4.1 ADMINISTRATION**

Management can be defined in several ways, but Chiavenato (2021, pg. 7) described that management consists of the process of planning, organizing, directing and controlling the use of resources and competencies in order to achieve the desired organizational objectives. Coltro (2015) reveals that management is art and science at the same time. It's the art of making people more effective than they would have been without an administrator, and it's science as it seeks to figure out how to do that.

Managing means leading an entire company towards the defined objectives, through creative and innovative strategies to achieve goals and obtain concrete results and with this, achieve success and sustainability over time. However, this cannot be done by just a single person, but rather by an integrated and cohesive group of people interconnected by a common goal, together with the leader of the organization. Management has to do with synergy, that is, they are efforts that come together so that the result is greater than the sum of the parties involved in the process (CHIAVENATO, 2020).

As described earlier, the management course is divided into framework major areas, people management, finance, production and marketing. The main axis of this study is focused on the area of people management, which is a theme of paramount relevance within all organizations. Given this, below we can understand more about this great area of administration.

### **4.2 PEOPLE MANAGEMENT**

Within companies we deal with people all the time, because without them, no enterprise, no organization can exist and thrive. Because the results, failures and successes are a consequence of their actions, and this is a permanent challenge for managers and executives (RIBEIRO, 2019). Mendes (2013 *apud* Reis, 2021) reveals that the context of people management is formed by people and their organizational relationships, each relationship depends on the other to achieve goals and objectives, with reciprocal benefits or losses.



Vergara (2012 *apud* Pinheiro, 2013) states that people management is a topic of greater relevance, first because it is within organizations that individuals spend most of their lives and, second, because companies can be everything, but nothing will be if, there are no people to define the vision and purpose, choose strategies, set goals, manage resources, among others.

For this to occur, organizations need motivated employees who are satisfied with their activities and the work environment, satisfaction or dissatisfaction can interfere in the organizational climate and consequently in the effectiveness of the work.

#### 4.3 ORGANIZATIONAL CLIMATE

According to Chiavenato (2008 *apud* Oliveira, Carvalho and Rosa, 2012) every organization has an Organizational Climate that is constituted by the internal environment, that is, a psychological atmosphere proper to each of them. The organizational climate is related to the morale and satisfaction of what the members have for needs. It is subject to the state in which each member of the company has a feeling towards the company.

The organizational climate is directly related to the collective perception that employees have in relation to their organization and the work environment, through practical, political, structural, cultural experiences, with the norms and values of the company. And, consequently, how it interprets and reacts to this perception, which can be positive or negative. The climate will reflect the image of the organization, considering financial elements, politics, leadership styles, organizational structure, as well as differences between the employees who are part of the company (ESPINDOLA AND OLIVEIRA, 2009).

According to Rachel and Solomon (2011) the organizational climate is a great influencer of productivity in the company. It refers to the degree of material and emotional satisfaction of people in the work environment. Therefore, it becomes extremely relevant the search to keep it favorable, in view of the influence on the motivation and interest of employees for the functioning of the organization.

The organizational climate needs to be treated as an element of great strategic importance within the company. It is he who often causes the greatest impact, whether positive or negative, on the motivation, the ability to achieve and the satisfaction of employees. In this way, it is necessary to understand the behavior styles of the members of each work team and their attitudes in the exercise of each function or activity, to identify the levels of motivation and satisfaction of these employees (RUSSI 2008 *apud* GONÇALVES E CRUZ, 2016).

The demotivation and dissatisfaction of employees with their workplaces generate several problems for the company, such as staff turnover, a subject that will be described below, becomes a major problem for organizations, mainly because it generates financial expenses.



#### 4.4 TURNOVER/ STAFF TURNOVER

Turnover or turnover can be defined as the rate of employees who leave the organization in a given period of time. Morales (2002 *apud* Gonçalves and Cruz, 2016) defines the term turnover as the fluctuation of personnel between an organization and its environment, this exchange being represented by the volume of people who join and leave the organization. Dessler (2015 *apud* Reis, 2021) says that staff turnover is the result of the departure of some employees and entry of others to replace them at work.

Marras (2011 *apud* Pinheiro, 2013) defines turnover (or turnover) as the number of employees disconnected from the company in a given period compared to the average headcount. Turnover is expressed by an index number, which is called the turnover index.

According to Chiavenato (2021) turnover can be voluntary (when the person decides to leave the company) or involuntary (when the company decides to fire the person, either by reduction of staff, or by insufficient performance). The increase *in turnover* necessarily implies the increase of admission costs, such as recruitment, selection and training, as well as the costs of dismissal, such as severance, anticipation of vacation and 13th salary

Staff turnover is a worrying factor within an organization, because the costs of the same can be significant, ranging from the fall in productivity to the loss of historicity of the company, which is also dismissed with the veterans who leave (FERREIRA AND FREIRE, 2001).

Turnover is a problem for many companies, due to the costs generated for the employer, especially in those jobs that require the provision of extensive training to their employees. The main problem of replacement costs with personnel was one of the factors that stimulated the development of related research for the analysis of turnover in organizations. Many factors try to explain the main reason for employees to stay in organizations or leave, but job satisfaction is perhaps one of the factors most related to turnover (CAMPOS AND MALIK, 2008).

As noted, staff turnover generates several problems within organizations, but in order to be able to find effective solutions to this problem, we first need to understand the main causes of this turnover.

#### 4.5 FACTORS INFLUENCING STAFF TURNOVER

The main causes of staff turnover can be related to several factors, such as compensation, opportunity for promotion and growth in the company, balance and personal life, stress in or out of work, career development, health benefits, length of commute from home to work, retirement benefits, nature of work, organizational culture, relationship with managers, among others (DESSLER 2015 *apud* Reis, 2021).



Table 1: Factors that influence turnover rates.

Factor	Definition	Authors
Wages	It is considered as the common cause of the high turnover rate in companies. Employees look for jobs where compensation meets their expectations, and when they don't, they don't hesitate to migrate to other organizations.	Cotton and Tuttle, (1986); Ferreira and Freire (2001); Lopes, Moretti and Alejandro (2011);
Benefits	Employees tend to migrate to companies that offer them the best benefits.	Cotton and Tuttle, (1986); Ferreira and Freire (2001); Lopes, Moretti and Alejandro (2011);
Advances and Promotion Policies	With the lack of potential opportunity for growth or promotions, employees prefer companies that offer positions of more responsibility and better compensation packages.	Cotton and Tuttle, (1986); Ferreira and Freire (2001); Lopes, Moretti and Alejandro (2011);
Work Environment	It can also be considered one of the main causes for employee turnover. Employees give preference to jobs that have a suitable environment for them. If they find a motivating work environment in the company, they can stay in it for several years.	Campos and Malik (2008); Ferreira and Freire (2001); Lopes, Moretti and Alejandro (2011); Pinheiro and Souza (2013)
Work Procedures	It is important that companies analyze and adapt their procedures in a way that encourages their employees to use their full potential. For there are cases in which employees leave the organization because they are unmotivated, or do not receive incentives to give their best to the organization.	Brannick (1999); Campos and Malik (2008); Cotton and Tuttle, (1986); Lopes, Moretti and Alejandro (2011);
Job Change	The dynamism of the market is fierce, organizations must meet the changes and seek to keep employees in their companies, before they lose their skilled labor to a market competitor.	Cappi and Araújo (2015); Pinheiro and Souza (2013).
Social and Corporate Responsibility	A company can undertake actions related to corporate social responsibility, which can positively influence the employees of organizations. Similarly, companies with dubious values, from an ethical point of view, can repeat people who are not aligned with this positioning.	Cohen et al. (2016); Luppi (2007); Rosolen and MacLennan (2016).

Source: Fonseca et al. (2019 *apud* Reis 2021).

## 5 FINAL CONSIDERATIONS

The present study allowed us to investigate the main causes for the turnover of personnel in the operational sector of the works in the water supply and sewage treatment company. From the results raised in the study, it is concluded that the company obtained good results in front of points of greater relevance in the research, but three points of the same need to be observed. Regarding demographic data, it was possible to verify that the vast majority of employees in the sector, about 46.9% have incomplete elementary education, 98% would like to have more opportunities within the company and 97.9% of them would like the company to offer more courses and training for them.



According to factors that influence staff turnover, mentioned above, the lack of advances and promotion policies within organizations become items of great relevance to job dissatisfaction and consequently becomes a factor for staff turnover. Based on this principle, it is suggested to the company, based on the results presented by the study, to adopt a career plan for employees, as well as offer more courses and training to them, making employees develop and grow within the organization, thus generating greater job satisfaction.

According to Sebrae, the career plan is a structured program that stipulates the path that each employee will take within an organization. It determines the competencies required for each hierarchical position and also the company's expectation regarding that position. On the other hand, it will be formulated to attract and retain talent already existing in the organization. Given this context, as described, the company must make clear the path that each employee can take within the institution, how they can grow and advance within the sector and also in other sectors, through internal recruitment.

It is advised that the organization encourages its employees to complete their studies and that it also provides help in this process for those who are interested in returning to study, because as was observed in the survey the vast majority of employees in the operational sector have not completed elementary school. The company should also offer more courses, lectures and training to employees, aimed at their development within the organization, thus increasing their performance at work.

The company that uses the 180-degree evaluation every six months is reviewed, as it is an important tool for the performance analysis of employees and managers within an organization. The evaluation should be applied to the leaders and the led, where they must inform their impressions about the person evaluated, that is, each employee evaluates his manager and each manager evaluates his subordinates. With this, the company can more accurately evaluate the performance of each employee.



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