

STRATEGIES FOR OVERCOMING EMPLOYEE TURNOVER: CASE-STUDY OF A TEA MANUFACTURING COMPANY

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This study explores the employee turnover of a tea manufacturing company in Sri Lanka (MND). This study identifies the factors that contribute to the labour turnover of MND and propose strategies to overcome the high employee turnover through incorporating a qualitative case study approach, adopting Person Environment Fit Theory (PEFT). The factors which affect labour turnover are: heavy work load and high work pressure, low wage rate, long working hours, unclear job roles, less appealing work environment, lack of opportunity for career development, lack of fringe benefits, weak relationship with supervisors and weak relationship with peers. Among the above factors the working environment; relationships with supervisors and team members did not have a major impact on triggering employee turnover. This study also illuminates the strategies that to overcome the high employee turnover: easing off the pressure put on employees to reach targets by hiring the required number of employees; paying an industry par wage rate; giving appropriate breaks for employees to ensure that they are not over worked; and offering a job role for employees specifying the tasks expected by them. To strengthen person organization fit, MND could improve the work environment, provide opportunities for employees to develop their career, providing more fringe benefits. However, our study identified that person team fit and person supervisor fit did not have a significant impact in the increase of labour turnover at MND.

Keywords: *Employee turnover; Tea manufacturing company; Tea industry; Person environment fit theory; Case study*
