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Support from Superiors and Employee Turnover at a Manufacturing Company in Poland

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ABSTRACT

Objective: The aim of this paper was to analyse the impact of supervisor support, including the provision of appropriate induction training, on employees' decisions to leave their jobs at a Polish manufacturing company. It also undertook to show how socio-economic characteristics influence the reasons for leaving a job.

Research Design & Methods: The data was collected from people working in hazardous conditions at a manufacturing company. The company has been operating in Poland since 2016 and operates in the area of section C – industrial processing, division 10 – production of foodstuffs. 89 questionnaires were analysed. Data were collected over a period of 2.5 years. The following variables were controlled for: gender, length of service with the company, total length of service, supervisor support and provision of induction training. Subsequently, 14 reasons for leaving a job were identified and compared against the variables. The article used the chi-square statistical test and Cramér's V test.

Findings: Overwork and stress, as well as the need for change, were the most common reasons employees gave for leaving. The survey showed that the vast majority of respondents had received adequate induction training. Those who had not undergone adequate onboarding often left because they felt they had been undervalued, believed employees were treated unfairly, perceived

a poor team atmosphere and/or had poor relations with their manager. No confirmation was found that turnover was a consequence of inadequate onboarding. The article examined the relationship between the lack of support from a supervisor and the reasons for leaving a job. It has been shown that people who did not receive support cite unequal treatment of employees as a reason for resigning from work. However, men leave work more often than women due to a feeling of being undervalued and lack of promotion opportunities. No correlation was found between gender and other reasons for leaving.

Implications/Recommendations: Supervisor support can go a long way towards reducing employee stress and lowering turnover levels. Leaders actively supporting their employees can help them increase their sense of belonging and commitment to the organisation. Adapting motivation and development strategies to the specific needs of different groups of employees can help reduce turnover.

Contribution: The issue of employee turnover has attracted the attention of researchers and human resource management practitioners in companies throughout the world. Despite this, there remains a gap in the Polish literature that would indicate the relationship between supervisor support and turnover intention in manufacturing companies. This study is an important prelude to further research on Poland and in manufacturing enterprises that are struggling with high levels of employee turnover. The article makes a significant contribution to the literature by providing valuable new data that can be applied to management practice in Polish manufacturing companies.

Article type: original article.

Keywords: human resource management, perceived organisational support, superiors, turnover.

JEL Classification: J24, J53, J63.

1. Introduction

A volatile environment, fierce competition, rising operating costs, increasing customer expectations, and the need to protect key resources are all challenges companies must answer. One of the most valuable resources of any business is its people, and their commitment to their work and the knowledge they possess is the capital that allows businesses to thrive in a changing environment. To leverage this capital, business leaders face a dilemma in managing diversity and providing adequate support to prevent staff turnover. Rotation (Ozmen & Ozcan, 2022) is the process of losing employees and replacing them with new ones. It leads to high costs associated with losing skilled or long-standing employees with tacit knowledge (Van Der Laken, Van Veldhoven & Paauwe, 2018). In service firms, service quality declines as workers leave, and in manufacturing firms, productivity levels decline due to persistent labour shortages (Zhao *et al.*, 2022). The impact of turnover on business performance is discussed in almost every industry, as turnover is one of the most costly and topical management issues (Apostel, Syrek & Antoni, 2017;

Barkhuizen & Gumede, 2021) This leads organisations to look for ways to prevent staff turnover. Ilyas *et al.* (2020) argue that there is still a lack of research into turnover and its causes. They believe that the support of supervisors in small and micro enterprises is essential to reduce or eliminate stress in the work environment and that managers have an important role to play in preventing turnover. At the same time, there is a misconception in large manufacturing companies that jobs do not require advanced skills and knowledge, so high turnover is not a problem.

Management and quality sciences explain the reality organisations create and function in. The research conducted in this field should therefore be viewed through the lens of the demand for knowledge from the practice of business. Companies must strive to stay in business today. Employees are the backbone of efficient and effective organisations. Valuable knowledge can be lost if they leave or frequently change positions. Turnover is usually the result of causes that are within the employer's control, so the employer clearly has a role to play in preventing it. Common causes of turnover include a low or negative assessment of the employer or the organisation itself. This pertains particularly to employment conditions, job satisfaction, demands from superiors, and scope of duties (Cewińska, 2018). Given the impact of turnover on organisational success and productivity, these issues should be thoroughly examined (Chowdhury *et al.*, 2023).

While numerous studies have been done on employee turnover, there is still a lack of studies focused on Poland, especially in the manufacturing enterprise sector. In Poland, organisational culture and management structure can significantly affect employee turnover dynamics. However, there is a lack of studies analysing the impact of supervisor support on the reasons why employees leave Polish manufacturing companies. This article begins to fill this gap by conducting an analysis of the impact of supervisor support, including the provision of appropriate induction training (orientation or onboarding, in other words), on employee departure decisions in Polish manufacturing companies. It also shows how socio-economic characteristics influence the reasons for leaving a job. A review of the subject literature was conducted to indicate how providing employees with supervisor support affects turnover intentions. The article also refers to the theory of perceived organisational support (POS), as research (Eisenberger *et al.*, 2002) confirms that POS significantly increases employees' job satisfaction by making them feel valued and supported by the organisation. When employees feel that their organisation cares about their well-being and values their contributions, they are more likely to feel satisfied with their jobs and are less likely to leave. The article contributes to the literature by providing valuable new data that can be applied to management practice in Polish manufacturing companies.

The aim of this article is to identify the role of the manager in preventing staff turnover. To achieve this objective, research questions were formulated on the basis of the literature review:

Q1: What socio-economic characteristics determine the motives for leaving a job?

Q2: Does support from a supervisor affect the reasons for leaving a job?

Q3: Does the receipt of induction training (onboarding or orientation) have an impact on the reasons for leaving the company?

The research results can be used by human resource managers in developing plans to reduce employee turnover. The study was carried out on a single company, but the time span of the study and the comparison of its findings with those of other studies allows a basis to be established for further analysis of turnover and human resource management.

2. Literature Review

Employee turnover is inevitable and, when not too high, it can have a positive impact on an organisation. It prevents internal structures from ossifying and strengthens the company's capacity by replacing employees that lack commitment (Bednarska, 2015). High turnover, on the other hand, is a source of costs and slows development. Ju and Li (2019) showed that there is a link between employee turnover and lower productivity, which can lead to non-financial and financial problems for the organisation. Companies that take a proactive approach to managing staff turnover see greater employment stability and therefore lower recruitment and training costs.

A number of studies, across multiple industries, have documented the reasons employees resign. In most cases, financial rewards (Queiri *et al.*, 2015; Ogony & Majola, 2018) and lack of development opportunities are the leading factors (Zahra *et al.*, 2018). Krzyszkowska (2015) believes that inadequate induction training is also to blame. Other authors maintain that turnover is a consequence of supervisors being (too) demanding (Schaufeli & Bakker, 2004). Cewińska (2018) states that turnover is a result of poor relationships with superiors or colleagues, unsatisfactory working conditions, a mismatch between skills and responsibilities, and excessive workloads. Todorov (2017) holds that the causes of turnover are a lack of training and incorrect attitudes of supervisors.

Effective turnover management should focus on employees whose departure is most problematic (Skowron-Mielnik & Bor, 2015). As Baran (2015) points out, employees over the age of 50 are motivated to improve their qualifications. The company loses a valuable pool of knowledge and experience when such employees leave. Long-serving employees are a source of information about the

organisation, the industry and the work, as well as a vehicle for organisational culture. While these employees are often perceived as less effective, solutions do exist to support HR and diversity management. One quality to complements this toolbox is the attitude of leaders who can create positive relationships with their subordinates.

Supervisor support is crucial in discouraging employees from leaving their jobs (Ilyas *et al.*, 2020). Bose, Hussain and Dey (2020) point out that employees are often not informed about their performance, so feedback is lacking. Lack of feedback affects job satisfaction and often creates a sense of injustice. Kurniawaty, Ramly and Ramlawati (2019) showed that to reduce employee turnover, tools that enable employees to achieve job satisfaction must be implemented. The leader plays a key role in the creation of the organisational climate. Their role is also to provide employees with working conditions that are conducive to their development (Kopacka, 2015). Managing human resources well boosts efficiency, productivity and engagement (Lizak, 2019).

A concept that describes the positive behaviour of a leader is that of authentic leadership. Hassan and Ahmed (2011) pointed out that an authentic leader helps to align employees between professional roles and personal goals, thereby influencing their level of commitment. Engagement is linked to productivity and turnover. Alok and Israel (2012) found that an authentic leadership style increases the sense of affiliation and responsibility to the organisation. Macik-Frey, Quick and Cooper (2009) believe that positive emotions are transferred from the leader to the employees. This has an impact on their health and well-being, and also helps reduce stress.

Managers tend to retain employees who perceive their workplace as positive, i.e. low stress and where they receive support from management (Cewińska, 2018). According to Milczarek, Schneider and Gonzales (2009), one of the reasons for high turnover in companies is stress. Thai and Turkina (2013) studied the work environment and its impact on stress levels, which when high, according to Lee *et al.* (2014), reduce innovation at work. Support from managers plays a significant role in reducing employee stress levels. Kim *et al.* (2023) found that supervisor support moderates employees' emotions and behaviour and helped them develop coping mechanisms to deal with stress. Supervisors should provide both instrumental and emotional support to employees when they are experiencing work-related problems (Tews, Michel & Ellingson, 2013). Exchanges between managers and employees help reduce stress and job burnout (Dorta-Afonso, Romero-Domínguez & Benítez-Núñez, 2023).

Organisational support theory is also relevant to the questions addressed in this study. According to the theory, a high level of organisational support, and thus support from the supervisor, can increase employee loyalty and commitment, reducing the propensity to leave the organisation. In manufacturing companies,

supervisor support is a key component of this process (Stańczyk, 2018). Wang and Wang (2020) conducted a study on frontline workers in Chinese manufacturing companies. The pair hypothesised that confronting high pressure and performing repetitive tasks lead to job burnout and turnover. This led them to investigate the effect of POS on job burnout and turnover. The study showed that POS has a significant impact on mitigating burnout and turnover. In a study in the technology industry, Wu, Yuan and Yen (2023) showed that POS was effective in reducing employees' turnover intention. When employees' perceptions of organisational support are poor, there is an increase in turnover intention. Newman, Thanacoody and Hui (2012) conducted a study of Chinese multinational companies. It showed that strong supervisor support, mediated by POS, plays a key role in reducing turnover. The study suggests that employees often perceive support from their supervisors as representative of the organisation's support, which strengthens their commitment and reduces the likelihood that they will leave.

3. Materials and Methods

The data for this study were collected from people working in hazardous conditions in a manufacturing company. The work is highly stressful. The company has been operating in Poland since 2016 and operates in the area of section C – industrial processing, division 10 – production of food products. The company had a high rate of employee turnover (36% over a period of 2.5 years), providing a starting point for considering the role of the supervisor in potentially preventing turnover. The sampling was purposive; and though participation in the survey was voluntary, the questionnaire was completed by all leavers. Employees in production positions were surveyed. Due to the long period of data collection at the company (from January 2021 to June 2023), it was decided to publish the results of the pilot study. While the study concerned only this one company, it can nonetheless be a starting point for further research and a comparative tool for the results obtained. I intend to expand the study to employees of other manufacturing companies with harmful conditions.

Employees took part in the survey on a voluntary basis. They were assured that the data would be treated anonymously. Just over 100 responses were received from participants. Of those, only 89 were accepted for further analysis due to the lack of fully completed questionnaires. Data were collected in Polish. Data collection was handled by the company's HR department. 64% (57 persons) were women and 36% (32 persons) were men. This result is due to the gender structure of the company's employees. Approximately 80% of all production employees are women. According to Altahtoo (2018), turnover is a replacement process that recruits and trains new employees when a position becomes vacant due to voluntary or involuntary retire-

ment. This notion led me to include in the analysis employees who left the company upon reaching retirement age.

The following variables were controlled for: gender (Rangus *et al.*, 2020), length of service with the company, and total length of service. These variables were chosen on the basis of research (Groeneveld, 2011; Bednarska, 2015) suggesting that job tenure is related to motivation to leave a job. Cewińska (2018), on the other hand, believes that the reasons for turnover are different for women than for men, while Antonucci and Akiyama (1987) believed that this is due to, among other things, managers supporting women and men differently.

The average length of service was 5.04 years, with half of respondents having worked for less than a year. The total time spent working ranged from one month to 50 years, averaging 12 years.

The article uses the chi-square statistic test and Cramér's V test. The chi-square statistic test was used to evaluate whether there is a relationship between two variables. The Cramér's V coefficient allowed us to assess the strength of the relationship. When using χ^2 , the minimum sample size should be no less than 5 people. As this criterion was not met, continuity corrections were therefore applied to the test used (Kwasiborski & Sobol, 2011). In the empirical section, the following notations are used: χ^2 – chi-square statistic, Cramér's V strength of association, $p < 0.05$. The survey questionnaire was designed by the HR department of the surveyed enterprise and then adapted based on the literature review presented in Table 1.

Table 1. Description of the Variables

No.	Description	No.	Description
1	Underpayment (Santhanam <i>et al.</i> , 2017)	8	Excessive workload (Cewińska, 2018)
2	Feeling undervalued (Todorov, 2017)	9	Characteristics-skills mismatch on the part of the employee for the position (Cewińska, 2018)
3	Workers treated unequally (Bose, Hussain & Dey, 2020)	10	Lack of sense of purpose/purpose of the work being done (Searle, 2020)
4	Bad team spirit (Chiat & Panatik, 2019)	11	The need for change
5	Poor relations with immediate supervisor (Ilyas <i>et al.</i> , 2020)	12	Excessive workload, stress (Milczarek, Schneider & Gonzales, 2009)
6	Lacking opportunities to develop and grow	13	Personal situation/family concerns (Soomro, 2020)
7	Lack of communication and feedback from supervisor (Bose, Hussain & Dey, 2020)	14	Retirement (Altahtooth, 2018)

Source: the author.

4. Results

4.1. Assessment of the Motives for Leaving the Company in Relation to the Assessment of the Relationship with One's Line Manager – Distribution of Responses

The respondents were asked why they had left their job. The most common reasons given were excessive workload and stress (49.4%), the need for a change (34.8%), being underpaid (16.9%), unequal treatment from staff (12.4%), poor working atmosphere (12.4%) and feeling undervalued (11.2%). A small percentage of respondents cited a lack of communication and feedback from their manager (7.9%) and a poor relationship with their line manager (5.6%). Only 33.7% of respondents said that someone tried to discourage them from leaving, while 66.3% said that no one tried to keep them on the job. Those surveyed also rated what they liked most about working for the company. Respondents most frequently cited close proximity to their place of residence (59.6%), followed by relationships with colleagues (31.5%). More rarely, it was their relationship with the immediate supervisor (10.1%).

Respondents were asked whether they felt they had received adequate induction training and whether they had received adequate support from their line manager. 76.4% reported having been supported and helped at work by a line manager.

4.2. Seniority, Gender and the Reasons for Leaving

The impact of length of service and gender on the reasons for departure was assessed. Firstly, a comparison was made between women and men in terms of why they left the labour market. For this purpose, an analysis of Pearson's χ^2 test was carried out, the results of which are presented in Table 2. The result of the analyses showed that the gender of the respondent was statistically significant with regard to quitting due to feeling undervalued ($\chi^2 = 4.13$; $p < 0.05$; $V = 0.25$). Men (21.9%) were more likely than women (5.3%) to leave their job because of feelings of underappreciation. Regarding the other reasons for leaving, there were no statistically significant differences between men and women.

Table 3 shows the results of the analyses using Pearson's χ^2 tests for the relationship between the length of service in the company and the reasons for leaving the company. The results were found to be statistically insignificant ($p > 0.05$), meaning no such relationship existed. A statistically significant relationship was found only between length of service and leaving due to retirement ($\chi^2 = 26.76$; $p < 0.001$; $V = 0.55$), with those with more than 10 years of service (50%) or up to 10 years (25%) leaving due to retirement. However, this correlation is obvious and has no effect on the conclusions of this study.

Table 2. Relationship between Gender and Reasons for Leaving the Company

Variable	Gender				χ^2	p	V
	Women ($N = 57$)		Men ($N = 32$)				
	N	%	N	%			
1	8	14.0	7	21.9	0.90	0.343	0.10
2	3	5.3	7	21.9	4.13	0.042*	0.25
3	7	12.3	4	12.5	0.00	1.000	0.00
4	7	12.3	4	12.5	0.00	1.000	0.00
5	2	3.5	3	9.4	0.45	0.501	0.12
6	1	1.8	4	12.5	2.67	0.102	0.22
7	4	7.0	3	9.4	0.00	1.000	0.04
8	14	24.6	7	21.9	0.08	0.775	0.03
9	2	3.5	0	0.0	0.11	0.744	0.11
10	1	1.8	1	3.1	0.00	1.000	0.04
11	19	33.3	12	37.5	0.16	0.692	0.04
12	12	21.1	11	34.4	1.90	0.168	0.15
13	9	15.8	2	6.3	0.95	0.329	0.14
14	10	17.5	4	12.5	0.10	0.746	0.07

Notes: χ^2 – chi-square statistic, * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$, V – Cramér's V test.

Source: the author.

Table 3. Relationship between the Length of Service in the Company and the Reasons for Leaving the Company

Variable	Length of Service in the Company								χ^2	p	V
	Month ($N = 23$)		Up to one year ($N = 28$)		Up to 10 years ($N = 20$)		Over 10 years ($N = 18$)				
	N	%	N	%	N	%	N	%			
1	2	8.7	4	14.3	5	25.0	4	22.2	2.54	0.468	0.17
2	1	4.3	4	14.3	3	15.0	2	11.1	1.64	0.650	0.14
3	2	8.7	3	10.7	2	10.0	4	22.2	2.07	0.557	0.15
4	4	17.4	4	14.3	1	5.0	2	11.1	1.66	0.646	0.14
5	0	0.0	2	7.1	2	10.0	1	5.6	2.22	0.529	0.16
6	0	0.0	1	3.6	2	10.0	2	11.1	3.34	0.342	0.19
7	0	0.0	3	10.7	2	10.0	2	11.1	2.67	0.446	0.17
8	7	30.4	8	28.6	2	10.0	4	22.2	3.05	0.384	0.19
9	0	0.0	2	7.1	0	0.0	0	0.0	4.46	0.216	0.22
10	0	0.0	2	7.1	0	0.0	0	0.0	4.46	0.216	0.22
11	7	30.4	10	35.7	10	50.0	4	22.2	3.49	0.322	0.20

Table 3 cont'd

Variable	Length of Service in the Company								χ^2	p	V
	Month ($N = 23$)		Up to one year ($N = 28$)		Up to 10 years ($N = 20$)		Over 10 years ($N = 18$)				
	N	%	N	%	N	%	N	%			
12	7	30.4	7	25.0	4	20.0	5	27.8	0.66	0.884	0.09
13	3	13.0	4	14.3	2	10.0	2	11.1	0.24	0.972	0.05
14	0	0.0	0	0.0	5	25.0	9	50.0	26.76	***	0.55

Notes: the same as for Table 2.

Source: the author.

The results of the analysis of the relationship between the total length of service and the reasons for leaving the company are presented in Table 4. There was a statistically significant association between total length of service and leaving due to the need for a change ($\chi^2 = 13.57$; $p < 0.01$; $V = 0.39$) and due to retirement ($\chi^2 = 36.11$; $p < 0.001$; $V = 0.64$).

Table 4. Relationship between Total Years Worked and Reasons for Leaving

Variable	Total Length of Service								χ^2	p	V
	Up to six months ($N = 22$)		Up to 10 years ($N = 32$)		Up to 20 years ($N = 17$)		Over 20 years ($N = 18$)				
	N	%	N	%	N	%	N	%			
1	1	4.5	8	25.0	5	29.4	1	5.6	7.45	0.059	0.29
2	1	4.5	5	15.6	2	11.8	2	11.1	1.61	0.657	0.13
3	2	9.1	3	9.4	3	17.6	3	16.7	1.23	0.746	0.12
4	3	13.6	4	12.5	2	11.8	2	11.1	0.07	0.996	0.03
5	0	0.0	2	6.3	1	5.9	2	11.1	2.36	0.501	0.16
6	0	0.0	2	6.3	2	11.8	1	5.6	2.55	0.467	0.17
7	1	4.5	2	6.3	2	11.8	2	11.1	1.07	0.785	0.11
8	8	36.4	5	15.6	6	35.3	2	11.1	5.96	0.113	0.26
9	1	4.5	1	3.1	0	0.0	0	0.0	1.45	0.695	0.13
10	1	4.5	1	3.1	0	0.0	0	0.0	1.45	0.695	0.13
11	7	31.8	18	56.3	5	29.4	1	5.6	13.57	0.004**	0.39
12	5	22.7	10	31.3	5	29.4	3	16.7	1.50	0.681	0.13
13	4	18.2	3	9.4	2	11.8	2	11.1	0.98	0.805	0.11
14	0	0.0	1	3.1	2	11.8	11	61.1	36.11	***	0.64

Notes: the same as for Table 2.

Source: the author.

4.3. Relationship between Supervisor Support and Training Provided and the Reasons for Leaving the Company

Whether there was a link between support from a supervisor and the provision of training and reasons for leaving was explored. The results of the Pearson's χ^2 analysis are presented in Table 5. Those who did not feel supported by their manager were more likely to leave due to feeling undervalued, receiving unequal treatment, a poor team atmosphere and a poor relationship with their manager. The strongest relationship was between lack of support from the supervisor and leaving the job due to unequal treatment of employees.

Table 5. Correlation between Supervisor Support and Reasons for Leaving the Job

Variable	Did the Immediate Supervisor Provide Support and Assistance?				χ^2	p	V
	No ($N = 21$)		Yes ($N = 68$)				
	N	%	N	%			
1	2	9.5	13	19.1	0.48	0.488	0.11
2	5	23.8	5	7.4	4.35	0.037*	0.22
3	7	33.3	4	5.9	8.77	0.003**	0.35
4	6	28.6	5	7.4	6.10	0.010*	0.27
5	5	23.8	0	0.0	12.96	***	0.44
6	2	9.5	3	4.4	0.12	0.728	0.09
7	5	23.8	2	2.9	6.98	0.008**	0.33
8	7	33.3	14	20.6	1.45	0.229	0.13
9	0	0.0	2	2.9	0.00	1.000	0.08
10	1	4.8	1	1.5	0.00	0.962	0.09
11	7	33.3	24	35.3	0.03	0.869	0.02
12	9	42.9	14	20.6	4.15	0.042*	0.22
13	0	0.0	11	16.2	2.53	0.112	0.21
14	1	4.8	13	19.1	1.53	0.216	0.17

Notes: the same as for Table 2.

Source: the author.

The relationship between receiving adequate induction and reasons for leaving was examined (Table 6). Those who did not receive adequate induction were more likely to leave due to feeling undervalued, receiving unequal treatment, a poor team atmosphere and a poor relationship with their manager. The strongest relationship was found between the lack of adequate induction training and the departure of employees due to excessive workload and stress.

Table 6. Relationship between Induction Training and the Reasons for Leaving the Job

Variable	Do You Think You Received Adequate Induction Training?				χ^2	p	V
	No ($N = 21$)		Yes ($N = 68$)				
	N	%	N	%			
1	4	19.0	11	16.2	0.00	1.000	0.03
2	6	28.6	4	5.9	6.16	0.013*	0.31
3	7	33.3	4	5.9	8.77	0.003**	0.35
4	6	28.6	5	7.4	6.67	0.010*	0.27
5	4	19.0	1	1.5	6.33	0.012*	0.32
6	2	9.5	3	4.4	0.12	0.728	0.09
7	4	19.0	3	4.4	2.94	0.087	0.23
8	10	47.6	11	16.2	8.80	0.003**	0.31
9	1	4.8	1	1.5	0.00	0.962	0.09
10	1	4.8	1	1.5	0.00	0.962	0.09
11	6	28.6	25	36.8	0.48	0.491	0.07
12	11	52.4	12	17.6	10.10	0.001**	0.34
13	0	0.0	11	16.2	2.53	0.112	0.21
14	0	0.0	14	20.6	3.69	0.055	0.24

Notes: the same as for Table 2.

Source: the author.

4.4. Relationship between Reasons for Departure and Attempts to Keep the Employee

Pearson's χ^2 test analyses were used to examine the relationship between reasons for leaving and attempts to stay, to see if employees who left for different reasons were encouraged to stay to different degrees. Based on the results of the analyses presented in Table 7, it can be seen that there was no statistically significant relationship between the reasons for leaving and the attempt to retain the employee. The only relationship found was between the attempt to keep an employee and the departure of an employee due to the need for change ($\chi^2 = 4.59$; $p < 0.05$; $V = 0.24$). Those who left because of a need for change were more likely to have experienced retention attempts (48.4%) than those who left for other reasons (25.9%).

Table 7. Relationship between Reasons for Departure and Attempts to Keep the Employee

Variable		Did Anyone Try to Persuade You Not to Leave?				χ^2	p	V
		No ($N = 59$)		Yes ($N = 30$)				
		N	%	N	%			
1	Yes	10	66.7	5	33.3	0.00	0.973	0.00
	No	49	66.2	25	33.8			
2	Yes	7	70.0	3	30.0	0.00	1.000	0.03
	No	52	65.8	27	34.2			
3	Yes	7	63.6	4	36.4	0.00	1.000	0.02
	No	52	66.7	26	33.3			
4	Yes	6	54.5	5	45.5	0.78	0.379	0.09
	No	53	67.9	25	32.1			
5	Yes	2	40.0	3	60.0	0.63	0.428	0.14
	No	57	67.9	27	32.1			
6	Yes	3	60.0	2	40.0	0.00	1.000	0.03
	No	56	66.7	28	33.3			
7	Yes	4	57.1	3	42.9	0.01	0.907	0.06
	No	55	67.1	27	32.9			
8	Yes	15	71.4	6	28.6	0.33	0.569	0.06
	No	44	64.7	24	35.3			
9	Yes	1	50.0	1	50.0	0.00	1.000	0.05
	No	58	66.7	29	33.3			
10	Yes	2	100.0	0	0.0	0.07	0.792	0.11
	No	57	65.5	30	34.5			
11	Yes	16	51.6	15	48.4	4.59	0.032*	0.24
	No	43	74.1	15	25.9			
12	Yes	19	82.6	4	17.4	2.78	0.096	0.20
	No	40	60.6	26	39.4			
13	Yes	6	54.5	5	45.5	0.78	0.379	0.09
	No	53	67.9	25	32.1			
14	Yes	11	78.6	3	21.4	0.56	0.453	0.11
	No	48	64.0	27	36.0			

Notes: the same as for Table 2.

Source: the author.

5. Discussion and Conclusions

The issue of employee turnover has attracted the attention of researchers and human resource management practitioners in companies throughout the world. Despite this, there remains a sizeable gap in the Polish literature that, if filled could shed light on the relationship between supervisor support and turnover intention in manufacturing companies. The study was also extended to verify the relationship of selected socio-economic factors with specific reasons for leaving a job. The pilot study performed is an important prelude to further research in the Polish context and in manufacturing enterprises that are struggling with high levels of employee turnover today.

The departure of an employee involves not only the loss of human capital, but also the risk of disclosure of secrets and loss of tacit knowledge. High levels of staff turnover undermine competitiveness and are an obstacle to companies' strategic objectives. A high turnover rate also leads to rising recruitment and training costs, high stress levels among the remaining staff and a reduction in overall productivity.

In the sample analysed for this paper, overwork and stress, as well as the need for change, were the most common reasons given by those who decided to leave their jobs. The literature shows that stress can be reduced and commitment developed when leaders support employees and endow them with a greater sense of belonging. The concept of authentic leadership, on the other hand, suggests that positive emotions are transferred from leader to followers, thus reducing stress, which many studies have shown to be one of the main causes of employee turnover. Those surveyed mostly reported that nobody tried to discourage them from leaving or to influence their decision to leave. This may be an indication that the assumptions of positive leadership were not in place. The study's findings on the manager's role in reducing stress and its impact on preventing turnover can therefore be confirmed and applied to further research focusing on other manufacturing companies. These will typically be characterised by low-skilled, low-social-status jobs, where turnover is high. It has been confirmed that a leader's attitude can contribute to employee retention.

The vast majority of respondents received adequate induction training, the study found. People who did not receive proper onboarding often left their jobs due to feelings of not being appreciated, unfair treatment of employees, a poor team atmosphere, and bad relations with their superior. No confirmation was found for the studies conducted by Krzyszkowska (2015), Cewińska (2018), and Todorov (2017), who suggest that rotation is a consequence of improper job induction. In light of this, it can be concluded that a lack of induction training does not translate to employee turnover.

The article examined the relationship between the lack of support from a supervisor and the reasons for leaving a job. It has been shown that people who did

not receive support cite unequal treatment of employees as a reason for resigning. Although the studies described in section 3 have proven the link between length of service and reasons for leaving, this relationship could not be confirmed in the selected research sample. However, it has been shown that men leave work more often than women due to a feeling of being undervalued and lack of promotion opportunities. No correlation was shown between gender and other reasons for leaving.

Based on the findings, key implications for the company under study were also identified:

- supervisor support can be crucial in reducing employee stress and lowering turnover levels. If leaders actively support employees, they can help increase the sense of belonging and commitment to the organisation;
- implementing authentic leadership can help reduce turnover by transferring positive emotions from the leader to the employees, which reduces stress levels;
- employees intending to leave their jobs were often not discouraged from doing so. This suggests that the company lacks communication mechanisms and retention strategies;
- the lack of support from superiors often resulted in employees feeling they were being treated unfairly, causing them to resign. Improving relationships and fairness in the treatment of employees are key to the intention to leave;
- although the majority of respondents received adequate initial training, those who did not experience this often left due to feelings of non-recognition and poor team relations. An effective induction process can reduce these negative feelings and reduce turnover;
- providing ongoing training and professional development opportunities can increase employee loyalty and a desire to remain with the organisation;
- the study found that men were more likely than women to leave their jobs due to feelings of being undervalued and lack of promotion opportunities. Adapting motivation and development strategies to the specific needs of different groups of employees can help reduce turnover.

Despite meaningful results, the study is not without limitations. First, the poll was conducted on a small sample size, and selected purposefully, which reduces the ability to generalise conclusions. This wider-scale research worth undertaking, broadening the number of respondents and the location of businesses. Exploring the reasons members of Generation Z would likely yield interesting and useful results, particularly as this generation is to become the largest group in the labour market. Undoubtedly, a more extensive study will paint a fuller picture of the reasons employees quit their jobs and the role leaders play in stemming such flight.

Conflict of Interest

The author declares no conflict of interest.

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