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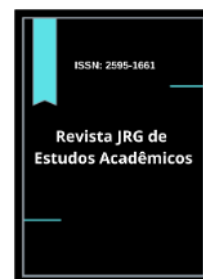
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Os impactos da rotatividade de funcionários na saúde dos trabalhadores nos Estados Unidos da América

The Impacts of Employee Turnover on Workers' Health in the United States of America

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Resumo

Esta revisão narrativa teve como objetivo avaliar os impactos da rotatividade de funcionários sobre a saúde dos trabalhadores nos Estados Unidos. Altas taxas de rotatividade têm se tornado cada vez mais frequentes, principalmente em ambientes pós-pandemia e economicamente instáveis, trazendo efeitos adversos não só à produtividade organizacional como também à saúde física e mental dos colaboradores remanescentes. A metodologia incluiu uma revisão qualitativa de artigos científicos, dissertações e teses de plataformas como Scielo, PubMed e Google Scholar. Os principais achados revelam que a rotatividade de funcionários contribui para o aumento do estresse, ansiedade, burnout e até condições físicas como doenças cardíacas e problemas musculoesqueléticos. Os trabalhadores mais velhos e aqueles em empregos inseguros são particularmente vulneráveis. A rotatividade também perturba o equilíbrio entre trabalho e vida pessoal e a dinâmica da equipe, aumentando a probabilidade de insatisfação e aumentando a agitação. Financeiramente, a alta rotatividade gera custos diretos e indiretos relacionados à contratação, treinamento e perdas de produtividade. A conclusão enfatiza que o gerenciamento efetivo da rotatividade é vital para preservar não apenas a saúde organizacional, mas também o bem-estar individual. Estratégias como práticas individualizadas de RH, promoção da saúde mental e análise preditiva são sugeridas. Em última análise, a rotatividade afeta não apenas os funcionários que partem, mas

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sobrecarrega significativamente aqueles que ficam para trás. Recomenda-se pesquisa adicional para explorar soluções de nível organizacional para mitigar os impactos na saúde e da alta rotatividade.

Palavras-chave: Rotatividade de funcionários. Economia. Pós-pandemia. Saúde Mental

Abstract

This narrative review aimed to assess the impacts of employee turnover on the health of workers in the United States. High turnover rates have become increasingly frequent, especially in post-pandemic and economically unstable environments, bringing adverse effects not only to organizational productivity but also to the physical and mental health of remaining employees. The methodology included a qualitative review of scientific articles, dissertations, and theses from platforms such as Scielo, PubMed, and Google Scholar. The main findings reveal that employee turnover contributes to increased stress, anxiety, burnout, and even physical conditions such as heart disease and musculoskeletal problems. Older employees and those in insecure jobs are particularly vulnerable. Turnover also disrupts work-life balance and team dynamics, increasing the likelihood of dissatisfaction and surge the agitations. Financially, high turnover generates direct and indirect costs related to hiring, training, and productivity losses. The conclusion emphasizes that managing turnover effectively is vital to preserving not only organizational health but also individual well-being. Strategies such as individualized HR practices, mental health promotion, and predictive analytics are suggested. Ultimately, turnover affects not just the departing employees but significantly burdens those who stay behind. Further research is recommended to explore organizational-level solutions to mitigate the health impacts of high turnover.

Keywords: Employee Turnover. Economy. Post-pandemic. Mental Health

1. Introduction

The goal of this study is to establish the impacts of employee turnover on workers' health in the United States. Nowadays, due to high levels of turnover, organizations are forced to spend their time, money, and energy to retain their workforce. Nevertheless, despite spending a lot of resources, employees quit their jobs all of a sudden and, as numerous studies indicate, turnover has a negative impact on workers' health. Environmental situations such as economies in structural transition, major reshufflings of organizations, and divestiture in the areas of health care, manufacturing, and financial services are correlated with the impact of turnover at the individual level, and evidence focuses on the psychological aspects of turnover. Financial and emotional experiences due to work loss are associated with stress related health issues. Higher levels of turnover increase the level of uncertainty related to organizational change that in turn increases reported health problems (MERCADO et al., 2022).

There are numerous studies on techniques to reduce turnover, and some studies consider the impact of turnover on organizations, but investigation of the impact of turnover on worker health is almost nonexistent. Hence the intention of this study is to help fill this gap. The results demonstrate that the impact of turnover is significant for workers' health. There are three types of work health problems analyzed: accidents, mental health problems, and musculoskeletal disorders. High levels of turnover in an

organization increase the risk of reported accidents and mental health issues (MERCADO et al., 2022).

Furthermore, health problems are more serious for older workers. The results can be utilized to motivate organizations to put more effort and investment into the improvement of the retention policy, and to understand the motivation behind and needs of employees during organizational changes after a high level of turnover.

Turnover can be defined as voluntary employee separation from the organization or as the loss of workplace. Statistics relating to daily turnover volume show only part of the employee turnover phenomenon. Not only the employees leaving an organization but also the employees on a leaving list in agencies or the ones voluntarily declining substitutes create turnover. Employee turnover at macroeconomic level can broadly be explained as the total turnover of an economy and in a country (SURJI, 2013).

Therefore, this study of literary narrative review aimed to describe, based on the published works, the main impact of employee turnover on the health of workers in the USA.

1.1. Theoretical Framework

This narrative review aimed to assess the impact of employee turnover on the health of workers in the United States. High turnover rates have become increasingly frequent, especially in post-pandemic and economically unstable environments, bringing adverse effects not only to organizational productivity but also to the physical and mental health of remaining employees. The main findings reveal that employee turnover contributes to increased stress, anxiety, burnout, and even physical conditions such as heart disease and musculoskeletal problems. Turnover also disrupts work-life balance and team dynamics, increasing dissatisfaction and lowering morale. Financially, high turnover generates direct and indirect costs related to hiring, training, and productivity losses. Ultimately, turnover affects not just the departing employees but significantly burdens those who stay behind (Kalis, 2018).

1.2. Understanding Employee Turnover

In the United States, the issue of employee turnover in organizations has received increased attention from top management and human resource administrators. Employees have become increasingly dissatisfied with their jobs, resulting in increased turnover and increased health care costs. With the Baby Boomers reaching their age of retirement and Generation Y workers starting to enter the workforce, organizations will face extreme turnover rates in the next several years (Collini, 2012). Companies that effectively manage employee turnover are more likely to recruit, select, and retain the best talent possible. Conversely, organizations that experience high turnover rates suffer not only declines in productivity and performance, but also eroded organizational commitment and increased operating expenses associated with recruiting, selection, and training costs.

Understanding issues related to employee turnover is essential. In particular, explaining how to avoid excess turnover that is not advantageous to the organization and its employees is critical. Turnover is costly, not only for human resource professionals scrambling to replace employees, but also for employees left behind, who may incur decreased morale and productivity. Understanding the organizational factors that lead to turnover may enable organizations to improve retention rates and lessen the subsequent health care costs. Many organizations can successfully retain some employees while effectively attempting to remove others. However, it seems

that, in general, an excess of turnover has detrimental effects on an organization that are high enough to warrant attention. Furthermore, researchers have observed evidence suggesting that turnover is extremely high during economic recessions and substantial layoffs (Mabindisa; Legoabe, 2021).

The increasing consumerization of the Internet, coupled with rapidly accelerating technological development, has contributed to the most competitive job climate in history. In response, individuals have focused on cultivating a portable skill set for careers instead of lifetime employment with one company. Generation Y enjoys technological attributes that lead to evolving business environments and are notoriously known for job hopping. These factors portend a Black Plague of turnover, wherein employees' career search involves a job hop-brimming with a steady decline in workers' physical and mental health. This exacerbates U.S. incivility, hostility, and aggressiveness, which stifles productivity.

1.3. Definition and Types of Employee Turnover

Employee turnover refers to the rate at which employees leave an organization and is an important and significant aspect of human resource management. Turnover may involve exit interviews or surveys to gather qualitative information related to current human resource strengths and weaknesses. Statistics related to turnover include how many employees leave the organization and why. Employee turnover raise questions about a specific way to define overturn. Some organizations consider 'over' to be the rate of employees leaving who do not return for work; however, this leaves an important issue unaddressed. Employee turnover should be a serious issue and it is important to have a definition of turnover that encompasses all the complexities and realities facing organizations today (Huang, 2019). The definitions of employee turnover generally include two key aspects: a specific rate and a specific type of employee movement. Specifically, a turnover rate is usually described as a ratio and is the total number of employees who leave an organization compared to the average number of employees in that organization.

Turnover can be distinguished as either voluntary turnover, in which an employee chooses to leave the organization, or involuntary turnover, in which the organization terminates the relationship. Either type of turnover can also be characterized as internal turnover; wherein the employee moves to another position within the organization or external turnover, in which the employee leaves an organization entirely. In other words, turnover can be viewed as a matrix, with voluntary versus involuntary turnover on one axis, and internal versus external turnover on another. Most turnover research has focused on voluntary external turnover (Bolt; Winterton, 2022).

1.4. Statistics on Employee Turnover in the U.S.

In April 2023, the Employee Benefits Research Institute released a research brief that outlines the profile and coverage of employer-sponsored defined benefit retirement plans, the potential impact of employee turnover on health care benefit coverage, and health care burden comparisons for various types of employee turnover. The brief uses the Health and Retirement Study (HRS) public use data files from 2010 – 2018. Based on the HRS interview year, it is estimated that 16% to 20% of U.S. adults ages 51 and older are unretired and experience employee turnover events in a three-year window. The lower estimate corresponds with a lower bound of the employee turnover rate from the Current Population Survey (CPS). Employee turnover can be voluntary firing, involuntary firing, business closings, quits, and retirements

(Surji, 2013). In this brief, employee turnover was defined as any unretirement event that corresponds with quitting, being laid off from, or closing a job. Coverage levels are compared using two measurement approaches: the proportion of individuals who have a coverage event and the number of months an event lasts. Characteristics are compared between employees when they are covered and not covered. Overall and unlike the employer retiree health coverage plan, employer-sponsored health coverage increased and stayed high after unretirement. However, health coverage changes after turnover events diverge when different turnover event types are examined. Following quits, the take-rate of coverage fell by 50%, and the penalty was comparable to business closings (Huang, 2019). Coverage after firing increased but remained low after a brief spell.

1.5. Causes of High Employee Turnover

High employee turnover has been a major concern for many large organizations. Employee turnover is defined as the rate at which an employer gains and lost employees. It is typically expressed as a ratio of the number of employees affected divided by the number of employees in the total organization. Fluctuations in levels of employee turnover can represent both opportunities and threats to an organization. Voluntary turnover can be quite costly to organizations, as it is often termed the "flight risk" (Ahmed; Ashraf, 2024). Understanding of the multiple causes of high employee turnover is crucial for large organizations to take effective measures to mitigate turnover cost and preserve human capital.

Throughout the last several decades, the understanding of employee turnover has involved a transition from early perspectives blaming employee turnover solely on job dissatisfaction to a contemporary understanding wherein a broader range of circumstances are considered as causes of employee turnover. Among the most widely examined causes of employee turnover are those related to organizational commitment. Broadly defined, organizational commitment refers to the strength of an individual's identification with and involvement in a particular organization. Commitment to an organization has been shown to adversely influence employee turnover.

Other conventional outputs of turnover are those related to an employee's prior beliefs about the qualification of the organization and job alternatives. Job alternatives define the expected opportunity or expected value that an employee assigns to job offerings made by other employers (Huang, 2019). A better job alternative is often thought of as one offering a better salary, benefits, agent power, or fit than the current job. Job alternatives have numerous dimensions and, as mentioned earlier, job alternatives is a globally regarded cause of employee turnover. It is not surprising that many organizations see education as the best and effective method of retaining valued employee.

2. Methodology

A review of the narrative literature on the theme the main impact of employee turnover on the health of workers in the USA was conducted. The data materials used were articles, monographs, dissertations and theses published on platforms such as Scielo; Google Academic; PubMed; Biblioteca Virtual de Saúde (BVS).

3. Results and Discussion

A narrative literature review was conducted using scientific articles, monographs, theses, and dissertations found in databases such as Scielo, Google Scholar, PubMed, and the Virtual Health Library (BVS). The following table summarizes the main references used in the study.

Author(s)	Year	Study Type	Contribution
COLLINI, A.	2012	Opinion article	Turnover impact on organizations.
SURJI, K. M.	2013	Conceptual review	Concepts and causes of turnover.
KOINIS et al.	2015	Case study	Stress effects from turnover.
HUANG, Y. J.	2019	Descriptive study	Definitions and types of turnover.
MATTILA et al.	2021	Empirical study	Link between mental and physical health.
SCHRAM; SCHURING	2022	Longitudinal study	Chronic illness and turnover.
MAH et al.	2025	Cohort study	Turnover impact on healthcare performance.

3.1. Physical Health Implications

Employee turnover can have severe consequences on employees' physical health. Several studies have found that employees who have more coworker turnover rates are at higher risk of developing heart disease or experiencing heart attacks (Kalis, 2018). This happens for several reasons. High employee turnover creates businesses where employees are constantly in an unstable workplace filled with changes. Existing employees then feel disconnected from their work environment and coworkers, and they feel like they cannot make lasting friendships. This creates a lack of social support and increases feelings of loneliness among workers. Many studies have shown that decreased social support and feelings of loneliness can drastically increase the risks of developing heart disease. Employees who feel disconnected from their coworkers are less likely to engage in shared physical activities, such as going on walks on breaks, decreasing their physical health.

Through interviews conducted with employees who have recently switched jobs, many reported experiencing and still experiencing high levels of stress and anxiety concerning their work and job security. Participants expressed worry over not making enough money to support themselves or a family in the future, which led to constant fear over workloads, causing them to feel burned out and exhausted. It is understandable how working in a fast-paced, rapidly changing environment can put a drain on one's mental energy, and this would be further amplified in the case of workers feeling unsatisfied with their work. If a job is undesirable, a large turnover will lead to constant worry that one will also soon be out of a job, leading to greater stress levels. Furthermore, recent employees expressed concerns over their ability to adapt. Employees are aware of how a rapid change in environment can be difficult to adapt

to, and in their eyes, they may not understand the processes well enough to succeed. This should review research focusing on how employee turnover can negatively impact mental health, and how mental health affects physical health, since it is important to understand how turnover rates can impact an employee's physical health (Mattila et al., 2021).

3.2. Stress and Physical Health

Research shows that the turnover of employees is associated with increased stress among the remaining employees. The exodus of trusted colleagues creates instability, new connections of trust need to be established, and established collaboration has to be reconstructed. There is a lack of knowledge about what this stress is doing to the health of the coworker buffer, how severe the induced symptoms are, and what coping strategies are used. Researchers investigated stress-induced health impairments, their severity, the coping strategies, or interventions used to mitigate these impairments in the coworker buffer of an American restaurant chain whose center managers reportedly left en masse. Two independent data sets were analyzed, consisting of a combined 11,188 usable responses from employees ($n=1,373$) - those remaining after turnover of colleagues-and customers ($n=9,815$). In both studies, coworkers reported increased stress levels and health problems based on these stress-induced impairments. Almost 50% of the remaining coworkers showed signs of burnout and PTSD-like symptoms directly after turnover. Attempts to cope were on conflict-focused avoidance strategies. This, in turn, yielded an increase in health problems and further detrimental coping. Employees positioned middle in the social dynamic turned out to be most at risk. Consequences and intervention strategies are discussed (Koinis et al., 2015). Labor turnover has short term indirect effects on employees' physical health (Brunner et al., 2019). Many studies indirectly examine the role of job characteristics, the preceding employee turnover process (i.e., work conditions), and health-related measures (changes in absenteeism) as moderating or mediating variables in other contexts. Research suggests that declining levels of worker productivity can be caused by employee turnover in other contexts, thus affecting the health of remaining employees. A detailed analysis of how employee turnover affects workplace and health-related productivity is missing in the literature. It is discussed how work environment and health-related measures could potentially lead to productivity losses disclosing the relevance of a public health perspective in this context. Future research directions are suggested.

3.3. Increased Risk of Chronic Illness

Job turnover is considered an inherent part of any labour market system, and even if employees are satisfied with their jobs, there are numerous reasons why they quit (Fleischmann et al., 2018). Previous literature has identified the positive aspects of job turnover on individual wellbeing and health. The mechanisms behind this positive relationship could include job search, work-life-balance, or return to schooling. However, workers often do not leave voluntarily. They may need to suddenly quit and can find themselves in a precarious employment situation as unemployed or in poor jobs. In these cases, job turnover could have adverse effects on health. Hence, it is essential to differentiate between voluntary or involuntary job turnover, as well as between type of exit.

Work-related outcomes for chronic illness include occupational exit (involuntary job turnover). Previous literature has shown that chronic disease increases the chances of both voluntary and involuntary work exit among male civil servants in the

UK, independent of age, sex, and socio-economic position (SEP). The prevalence of chronic disease increased across the follow-up period, although the incidence of chronic disease was low among those at work at all time points. Chronic disease prevalence in the Whitehall II cohort was lower than in comparable cohorts of the general population in the UK. Specifically, self-reported prevalent coronary heart disease and diabetes were lower, but prevalence for stroke and cancer was higher in the Whitehall II cohort than in the general population (Schram; Schuring, 2022).

There is concern that the occupational health of the working population is at risk due to changes in society and the work environment. An ageing workforce, changing work patterns, and socio-demographic changes can expose workers to chronic and severe health and social problems. Ill health not only jeopardizes the functioning of individuals and organizations but also compromises the public health of communities (Mchugh et al., 2018). Chronic diseases cause the largest burden of disease in the USA, but epidemiological evidence is lacking on how it affects employees. Where data exist, it is often collected from smaller samples, excludes important chronic conditions, or considers only one health outcome or work outcome at a time. Burden of disease is typically considered one-dimensional and binary. However, chronic disease not only threatens the survival of individuals, but also their health-related quality of life and work ability. A multidimensional measure of chronic disease can therefore contribute to a deeper understanding of the mechanisms at work.

3.4. Impact on Work-Life Balance

As companies are working to attract and retain employees, getting a handle on employee turnover has never mattered more to the bottom line. We used to worry about employee turnover. Now we just worry about the impact of turnover. The movement of employees throughout the workforce is, in many ways, a good thing. Hard-to-fill jobs are filled by employees from other industries and organizations. Employees find better jobs. New employees come into the organization, spreading knowledge, skills, and influences. The churn and shake-up keeps organizations lively and up to date (Tanner, 2018). However, there are also challenges to employee turnover. Organizations are disrupted, and productivity is lost during employee departures and arrivals. Knowledge and skills leave with departing employees and often are hard-to-replace. Relationships become uncertain and insecure as employees depart and new employees arrive. Employees may choose to leave or may be involuntary separated for various reasons including treatment by supervisors or co-workers, job dissatisfaction, and medical issues. Employee turnover has always been a pressing concern for workplace health professionals and employers alike. For workplace health professionals, turnover is a reminder that the nature of work often changes, and worksite health promotion practitioners are faced with both opportunities and challenges to develop programs in the new work environment and to promote programs effectively. For employers, turnover often represents a lost investment. Not only does recruitment cost money, but losing employees also tends to leave the firm short-staffed temporarily, upset other employees, interfere with operations, and run the risk of customer disappointment.

3.5. Mental Health Consequences

The detrimental effects of high employee turnover on health systems have been demonstrated in many developed countries. However, the understanding of this issue in the context of the United States, especially with respect to the health of the remaining staff, remains insufficient. This study addresses this research gap by analyzing both the mental health consequences faced by those staying and other socioeconomic effects following employee turnover in the U.S. Also, as the composition of the health system's workforce changes, there may be external factors influencing the mental health of the remaining employees such as economic downturn or community level health issues. Like other mental health issues, such influences are difficult to account for explicitly. Therefore, the analysis focuses on the relative difference in change in mental health in the residually affected counties before and after the turnover event compared to that in a matched control group not affected by turnover. This can conceivably lead to an overestimate of the turnover effect. Performance was estimated from all patients seen by the health systems that were assigned to a control group before the turnover event, adjusted by the characteristics of both patients and health systems, using the difference-in-difference approach. Because staffing adjustments cannot be measured, performance of the affected health system directly before the turnover event was considered as the counterfactual. Performance of the control group health systems during this period is unlikely to be influenced by turnover effects. It is often hypothesized that turnover has a comparatively immediate negative effect on health system operations but that following adjustment it may lead to higher performance because of a more appropriate staffing level. The effects of turnover on performance are therefore evaluated by comparing performance in the years immediately before the turnover event with that following the event, using a matched control group of health systems that did not experience turnover during this period. Regressions as previously described can be applied, but are restricted to the periods immediately before and after the turnover event. The training and test samples used must similarly retain the all-pre-event health systems split (Mah et al., 2025).

3.6. Anxiety and Depression Among Employees

Employee turnover in various organizations is known to affect worker's overall health. According to (Pedersen et al., 2023), depressive and anxiety disorders among employees link to reduced labor market affiliation by significantly changed transitions probabilities between the labor markets states, viewed as reduced working time, increased time in sickness absence, and unemployment when compared to employees without depression or anxiety disorders. The results were most pronounced for women employees and for employees with both depression and anxiety disorders. To some extent, turnover is a natural feature of all organizations. Workers enter an organization through hiring and promotion. However, at the same time, they leave it via termination, layoff, resignation, and retirement. Among common reasons for turnover are such motives as the search of deeper, higher-paying, or otherwise more attractive jobs and the search for jobs closer to home, with better working conditions agreement, with the preferred level of feedback and support from those in authority, the search for organizations with a culture or values better aligned with one's. Yet it disregards those situations when turnover occurs involuntarily, when it is precipitated by management action to terminate a worker's employment. The retirement or voluntary quitting decisions of better older workers are to some extent an admission of failing managerial responsibility. People shovel the lawn to unearth and individual joins the organization. Keeping them satisfied is important not only for new hire retention but for retention of

all less senior employees and all population segments within it. Employment is not an isolated event and those predominantly with turnover intentions signal and disclose their inclination to quit (Song et al., 2020). With this caution in mind, it should be added that assuming person spillover processes between turnover intention and exclusionary behaviors is a bold step.

3.7. Burnout and Job Dissatisfaction

Job burnout is gradually regarded as an emotional state of mental exhaustion, self-doubt, decreased performance, detachment from work, and a cynical view of one's job. It is a gradual process that can initially occur as a mild emotional response to specific job conditions but subsequently tip into a broader syndrome. Employees who experience burnout can encounter a number of withdrawals, such as increased tardiness, decreased quality of work, increased absenteeism and intention to leave their jobs. Job dissatisfaction represents an important personal and social issue. It can affect individuals' behaviors, feelings, and beliefs about their jobs, as well as their health, well-being, and psychological adjustment to various changes over time. Job dissatisfaction not only relates to employees' resignation, abandonment, or discharge, but also leads to various outcomes and reactions (Huhtala et al., 2021).

Job dissatisfaction has long been understudied by organization and management researchers, despite its significant impact on employee turnover and organizational performance. Employees with a high intention to switch jobs have a high level of job dissatisfaction and a high level of burnout. Job turnover intention leads to an increase in negative job engagement, a decrease in positive job engagement, an increase in job dissatisfaction, and a decrease in job effectiveness. Job dissatisfaction has a positive impact on employee turnover intention. Job burnout leads to a decrease in job satisfaction, thus incurring a turnover risk. The antecedents and consequences can differ across occupations. As for COVID-19, frontline health workers felt a great deal of worrying in workplace discrimination, job burnout, job dissatisfaction, work-life imbalance, spare time planning, and missing loved ones to death (Shakoor et al., 2023).

3.8. Effects on Team Dynamics and Morale

Frequent turnover can create increased frustrations, infighting and moral problems among remaining employees. Less obvious is how turnover could result in disciplinary problems, including arrests and increased substance abuse. This study is designed to investigate those possibilities. (Surji, 2013) acknowledges a variety of consequences of turnover, both direct and indirect. They estimate that 60% of all turnover is voluntary. In these cases, a company's effort to retain an employee may pose more of a challenge than the actual loss of that employee. The remaining workforce may view turnover as evidence of potential limits to future organizational growth. Reasons why regular turnover might affect those remaining in jobs include fear by remaining employees of possible layoffs and/or general reductions in benefit packages.

What others have seen fit to examine is how and why this might lead to decreased productivity and increased probability of employee infractions. hypothesized the negative impact of turnover rates on co-authors remaining at a staff-intensive organization. examined an academic library that relied heavily on personnel in various types of staff positions, an apt comparison given the focus on group dynamics and communications inherent in the analysis of that organizational group. concluded that higher turnover rates can indirectly lead to greater infractions against

organizational rules and regulations, culminating in a perception, if not an actual conclusion, that work is becoming less and less enjoyable. state individual employees' attitudes and traits play a key role in predicting withdrawal. When employees' jobs do not provide sufficient intrinsic and extrinsic rewards, they may withdraw in some form. postulate a relationship exists between turnover and retention and the level to which remaining employees' attitudes change after turnover. Fifty-five self-contained 19-item surveys were distributed to blue-collar employees in a large plant closed to the business of a Fortune 500 company in Worcester, MA. Participants were questioned on attitudes before and after turnover, as well as about personal characteristics (Karadag; Near, 2024).

3.9. Economic Impact of Turnover on Health

Analysis of the cost of health turnover is a relatively new area in the United States. So far, only very few studies have attempted to address this issue. However, several sources exist that provide estimates of turnover costs in general, and this literature primarily arises from academic and management research outside of health care. Although each source estimates turnover costs differently, all agree that turnover is costly to organizations while generally narrowing down this estimate to one, or more, consistent components costs/phases. The breadth of the notion makes a coherent summary of this cost category difficult. The composition of turnover cost refers to the analysis of how turnover, once it occurs, costs an organization. Most studies assume that turnover generates five standard costs for health organizations. First, the organization incurs exit costs prior to or upon turnover, e.g., exit interviews, finance costs, and documentation. Second, vacancy costs arise when the former employee leaves a position open, e.g., overtime and agency fees. Third, replacement costs account for hiring a new employee, e.g., advertising, recruiting, and screening averages. Fourth, training costs are incurred as the newcomer learns the sticking knowledge and skills, e.g., formal training and mentoring. Finally, the ex-employee raises additional replacement costs due to additional turnover (Brandt et al., 2016). The first two types of costs impact the organization directly while the latter three collectively influence productivity. These costs make turnover cutting desirable because costs can differ between the type of turnover cut, both in direction and order of magnitude. Quality cuts are generally more costly to organizations than quantity cuts. Additional cuts often lead to adjunctive cost savings per exit probability, e.g., from advertising to unemployment compensation. Additionally, while halting would end the generation of a cohort's entrance and exit costs, productivity-related costs would persist several years longer. However, the organization may be forced to remove lower-quality employees in order to have sufficient resources left to maintain the quality of remaining employees. Since many of these costs depend on the cohort size and composition, they cannot be readily generalized (Surji, 2013).

3.10. Healthcare Costs Associated with Turnover

Unretained hospital employees incur direct and indirect costs for the organization. The first cost type is what directly connects turnover to the recruiting firm's losses. Key direct costs are: - Hiring costs: Newspaper advertisements, Employee referrals, Internet, Agencies, Campus recruiting, Other. - Selection costs: Job analysis, Interviewing, Psychological testing. - Training costs: Orientation, Job training, Costs of overtime and temporary help. - Exit costs: Terminal pay, Replacement costs (Muir et al., 2022).

Other than marketing/agency fees; tools costs; and compensation analyses, other indirect costs are organizational losses. It is thought that throughout the staffing process, organizations incur substantial losses. From the perspective of the employing organization, these costs include: - Loss of knowledge, including tacit knowing-the-unwritten rules of the organization as well as general know-how. - Loss of productivity. - Loss of service or breach of confidentiality. - Loss of client goodwill and seniority-based client selection. - The effect of personal pressures and the snowball effect of the disequilibria associated with turnover (Brandt et al., 2016).

A rapid turnover rate will lead to serious disorientation, depressing morale and subsequently hastening desertion of others. These costs indirectly affect employer losses, but they can still be significant if turnover operates in disequilibrium. Some large organizations did not tally up indirect costs because their ostensible amounts are difficult to gauge and they would remain partially indefinite. Organizations with large turnover rates, unsteadiness, and residual fluctuations, etc. would incur substantial indirect costs. Absent the tallying up of both direct and indirect costs, turnover costs would likely remain underestimated, and understanding of any efforts to curtail turnover would be stunted.

3.11. Lost Productivity and Its Health Effects

Workplace turnover is a primary component of productivity loss in the United States. A lack of employee engagement and participation in decision-making varies within companies. Consequences of excessive turnover would include burnout among non-leavers, loss of knowledge or experts, and a negative impact on remaining workers' morale, health, commercial positioning, and performance. Health effects would arise from a new work culture, unanticipated changes in basic working relations, and a wave of resignation. Individual disparities associated with turnover would include not only across-group differences but also significant within-group variation. Women typically have lower turnover intentions and rates among countries and occupations. Attendance-related behavior demonstrates the role of stressors in mediating individual actions. Other than type of turnover, priority should be given to specific turnover management targeting specific job and organizational characteristics.

Another frame of reference among managers is that turnover costs are large, encompassing both real resource costs, such as those associated with recruitment or loss of economic performance, and opportunity costs associated with knowledge loss or work disruption after an employee leaves. In scenarios where they do respond to turnover costs, attention tends to be focused on the costs related to accumulating turnover. Employees who voluntarily leave their job are taken into account somewhat less than others lost involuntarily, and even positively. Those voluntarily leaving necessarily were engaged and invested; turnover in this regard is a form of double loss (Bialowolski et al., 2020).

4. Conclusion

Employee turnover has direct consequences for the health of employees who remain in the company. High turnover rates result in increased workload, stress and decreased team cohesion and knowledge. This imbalance negatively affects both the subjective health and the number of days of absence due to illness. Organizations need to develop effective strategies, promote mental health and use data analytics to predict and mitigate turnover risks. Measures at the organizational level are essential, especially in sectors such as health, where employee stability is vital. Additional

research should investigate specific qualitative and quantitative factors of turnover that influence the health of workers.

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