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Part - I

Abstract

Turnover is a very vital concept when organisations are concerned. There has been a lot of studies on this topic by a lot of researchers. With the rise in globalization, it is very crucial for every organisation to be able to cope up with the turnover of its employees. It is always the main vision for them to have a minimum turnover rate of employees and focus on having high productivity. But adversely organisation fail to have a check on the employee leaving the organisation.

In part-I of this portfolio, a critical literature review on the voluntary employee turnover is presented. The portfolio discusses on the turnover of employees, types of turnover, the turnover intention in employees, factors that influence the turnover in an organisation with a pre-conceptual framework and consequences of the turnover.

The research gap was identified, and a proposed conceptual framework was designed. The gap identified was to understand if Gareth Morgan's Images of organisation or metaphors has an impact on the turnover in organisations. There are four images of the organisation namely the Machine, the Political System, the Psychic prison and the instrument of domination which might influence employee turnover. An employee who is subjected to such an environment may quit the organisation or decide to quit the organisation on the basis of the metaphors of organisation, though the employee might not be aware of the metaphorical impact.

Finally, approaches to minimize turnover, conclusion, and recommendations have been provided. The recommendations for future studies focus on the fact as to why an employee is dissatisfied with the compensation or the work, he/she is doing irrespective of the fact that they are very much aware of what they would get and how they need to perform their job before accepting the employment offer.

A Critical Literature review on Voluntary Employee Turnover in organisations

1.1 Introduction:

Productivity in an organisation is a vital concept, however, it is affected by various factors. Employee turnover is one such factor which affects the productivity in organisations irrespective of the sector or industry, also is it one of the most challenging problems when businesses are concerned. Turnover of employees always troubles and disturbs the organisations. And employers always consider maintaining a constant and successful business operation difficult. (Kwame, et al., 2017, p.116).

Ongori (2007, p.49) says that *“Organisations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organisation. Therefore, managers at all costs must minimize employee’s turnover”* (Ongori, 2007, p.49). It can also be said that there is no standard structure to understand turnover in organisations. There is always a necessity to recognize the factors and consequences of the employee turnover and steps followed by the management in an organisation to reduce it.

1.2 Employee Turnover Definition:

Hancock et al (2013, p.576) define turnover as *“the departure of an employee from the formally designed organisation”* (Hancock, et al., 2013, p.576).

Performance of an organisation is impacted by turnover as the process triggers continuous events. According to Kwame, et al. (2017, p.117) *“Employee turnover is the rotation of workers around the labor market, between firms, jobs, and occupations, and between the states of employment and unemployment”* (Kwame, et al., 2017, p.117).

According to Price (1989, p.462) *“entrance of new employees into the organisation and the departure of existing employees from the organisation”* (Price, 1989, p.462).

1.3 Types of Turnover

The turnover in organisation is mainly because of the employee's intention to leave. This kind of turnover where the employee decides to resign from the organisation on their own is voluntary turnover. The employee initiates their choice to get relieved from the organisation. Turnover which is Voluntary is risky for organisations as there is an increase in recruiting, selecting and training new staff and this also lessens the competitive advantage. The quitting of employees from one organisation decreases the competence and productivity of the organisation increases the burden on other existing employees. (Balogun, et al., 2013,p.11).

While involuntary turnover is the turnover where the organisation terminates the employee based on various grounds. Involuntary turnover may be of assistance to the organisation as the low performing employees can be removed. The consequences of involuntary turnover are less when compared to voluntary turnover. (Balogun, et al., 2013,p.11).

Hence the critical literature review focuses only on the voluntary turnover of an employee.

1.4 Turnover Intention:

Belete (2018, p.1) says *"Turnover intention of employees refers to the likelihood of an employee to leave the current job he/she are doing. Every organisation regardless of its location, size or nature of business has always given a key concern about Employees' turnover intention"* (Belete, 2018, p.1). When there is a serious consideration in the employees to quit the job, they are said to have the turnover intention. The turnover intention is said to be the ultimate stage in the course of an employee quitting the organisation. Employees with a higher intention to the quit are said to be present physically in the organisation whereas they are mentally thinking about other job openings. In such situation where the employees do not have the intention to give their full attention to the work they do in the current organisation, the employer might find it difficult to get work done by the employee which results in unfavourable competence and throughput. (Balogun, et al., 2013,p.11).

1.5 Factors influencing Voluntary turnover in organisations:

Traditionally researches on turnover focused only on a negative attitude towards the job which includes low satisfaction in jobs as the foremost purpose for employees to leave the organisation. However, it was later proposed that the turnover in employees is psychologically based which involves utility functions individually such as compensation or

career growth which are not as expected by the employee. In such a situation the employee is not satisfied and is inspired to quit the organisation. (Harman, et al., 2007, p.51)

Turnover in an organisation is because of dissatisfaction in the job. However, job dissatisfaction alone is not a reason for the workforces to quit the organisation.

The factors affecting the employee turnover in any organisation can be described under three basic headings namely

- Organisational factors
- Job-Related factors
- Psychological factors (Ongori, 2007, p.50)

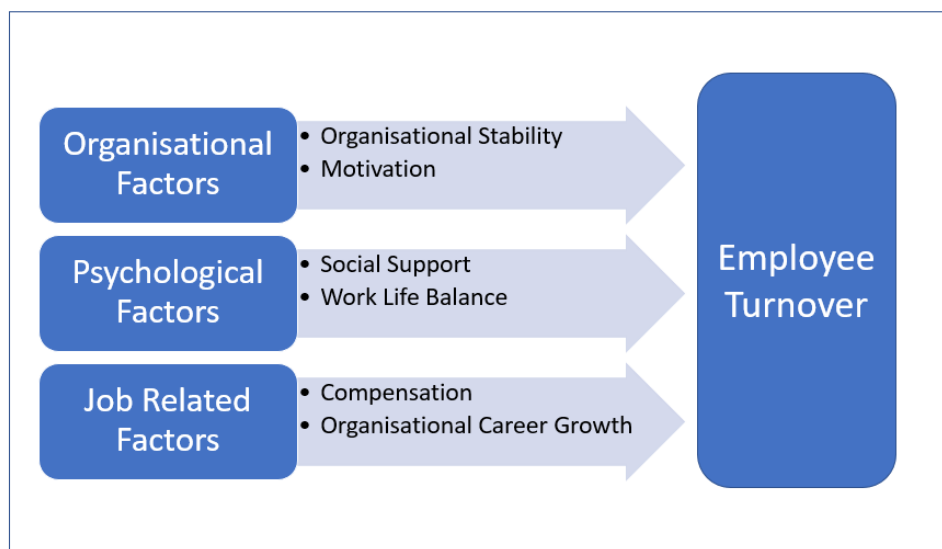


Figure 1: Conceptual Framework for Factor Influencing Employee Turnover Adapted from (Ongori, 2007, p.50)

1.5.1 Organisational factors :

The organisational factors have a significant role in the turnover of employees. Instability in the organisation is said to influence the employees to take the decision to quit. When an organisation is said to be inefficient to a greater level, then the percentage of employee leaving the organisation is more. Hence in conditions where there is no stability in the organisations the employees resign and search for better organisations which are stable as their career development in the organisation is can be predicted by the stability of the organisation. Imposing a quantifiable method to manage the employees leads to disappointment and hence it paves way for employee turnover. The management must not

be quantitative while managing the employee. On the other hand, management should not be following a cost-centric approach. The organisations should not be focussing on minimizing cost when it comes to expenditure related to employee wellbeing. Employee wellbeing includes taking time off work and spending a day out with colleagues or a dinner with colleagues. In such cases the management should be able to pay the cost for the expenses, else there would be a higher rate of an employee who is dissatisfied with the organisation resulting in a turnover (Ongori, 2007, p.50)

The other organisational factor that influences turnover is motivation. Motivation plays an important role in the performance of the employee and productivity of an organisation. Motivation at work comprises of wish to perform the job from within referred to as Intrinsic factors and extrinsic factors which comprises of factors which are from external forces that are not related to the work they perform. (Ertas, 2015, p.406). In any organisation motivation which are intrinsic focuses on rewards that are received from the work and by other means such as appreciation and recognition. Extrinsic motivation focusses on rewards from the organisation such as bonuses, characteristics in the workplace which includes a relationship with co-workers and managers. (Ertas, 2015, p.406). When an employee fails to get the motivation from the organisation or the management there are chances that he/she may quit the organisation. Especially for employees who are serving with the organisation for a longer duration, feel demotivated when the management does not assist them whenever required.

1.5.2 Psychological factors :

The psychological factors that influence employee turnover are because of social support and the work-life balance.

Social support according to Balogun & Olowodunoye (2012, p.84) *"It refers to the degree to which employees perceived that co-worker offer them support, encouragement, and concern"* (Balogun & Olowodunoye, 2012, p.84). Support from colleague plays a vital role especially in cases where there is a need to interact with them to complete the task successfully. Social support can be in various forms at work like emotional support, approval of actions and decisions, and straight forward assistance (Balogun & Olowodunoye, 2012, p.84). An employee receiving social support like to stay with the organisation for an extended time period with their colleagues. This is because the support they get socially from their counterparts make them understand their emotional needs and provides the confidence that there is always assistance available when needed. The support provided always carries positive energy. Researches also confirm that when there is support from

colleague or manager, an employee provides high productivity and hence little or fewer chances of turnover intention. (Balogun & Olowodunoye, 2012, p.84).

The other psychological factor that influences employee turnover in an organisation is work-life balance. It is said to be an interesting topic in the field of human resource management and plays a vital role in the wellbeing of an employee. Oosthuizen, et al (2016, p.448) describes work-life balance as *“as the degree to which an individual is engaged in an equally satisfied with his or her work role and family role consisting of the following three dimensions of work-family balance: time balance, involvement balance and satisfaction balance”* (Oosthuizen, et al., 2016, p.448). Balancing time is spending an equivalent amount of time for work and for family. While involvement balance is equally involving oneself in family and work. On the other hand, satisfaction balance is the same amount of satisfaction by work and with family, (Oosthuizen, et al., 2016, p.448).

Work-life balance does not only denote balancing amid family and work but however, it also depicts the balance between work and other extracurricular activities in an employee's life. (Sturges & Guest, 2004,p.6). Hence when the employee is unable to maintain a positive balance amid their work and personal life, they have the intention to quit the organisation irrespective of their designation and experience. According to (Doble & Supriya, 2010,p.333) irrespective of the gender both men and women prefer working in an organisation where they can balance work and life. However it can be said that women mostly prefer to quit their jobs when they are unable to have work-life balance, especially in situation where they are not able to take care of their children and when the organisation they work for are not flexible, they intend to leave the organisation and either stay at home or look for better option like take a part-time job which allows them to have a proper balance among work and family.

1.5.3 Job-Related Factors :

When job-related factors for turnover are considered, compensation given to the employee plays an important role. According to Parashakti, et al. (2017, p.118) “ Compensation is an award or reward - directly or indirectly, a financial or non-financial – that are eligible to employees, in return for contributions or service to the achievement of organisational goals “(Parashakti, et al, 2017, p.118). About ninety percent of the organisations accept the fact that salary is the vital cause for the employees to quit the organisation. Issues in compensation influences to resign and search for a job where there are better prospects in terms of salary. (Chan & Kuok, 2011, p.425). Employees expect that the compensation package should reflect the skillset, qualification, and experience. (Long, et al., 2012, p.631).

It is also believed that the pay compensation always motivates employees and negates the turnover intention.

The other job-related factors that influence employee turnover is that of organisational career growth or promotion. Career is referred to as the sequence of job experiences in a person's life. And career growth is referred to the probabilities of progress and development in the career. Similarly, organisational career growth is the opportunity to have a growth in career within the organisation an individual is presently working. (Biswakarma, 2016.p.12) Career progression is a foremost concern and motive an employee. Development prospects given by an organisation is of prime importance as they can flourish in their career. The chances of moving high on hierarchy push the employee to give their best in order to reach topmost of their career. When the employee feels that there is no or less scope to grow within the organisation then there is a tendency for turnover and look for better career prospects. (Biswakarma, 2016.p.12)

1.6 Consequences of Employee Turnover :

According to any organisation turnover of employees is always expensive. According to Ongori (2007, 51) “ *Voluntary quits which represent an exodus of human capital investment from organisations*” (Ongori, 2007, p.51). Replacement of employees involves a crucial cost to the organisations. The cost includes selecting, recruiting, induction, and training for new employees. And during the hiring process, the pressure will be built on other employees who are working. Also, productivity will be affected when there is high employee turnover. In case the organisation wishes to maintain the standard of productivity it would need to be by means of other employees working overtime and there will a cost for the overtime that needs to paid to the employees as well. Hence it is very important that organisations pay important attention to the turnover of employees. (Lavanya, 2017, p.42). Study indicates that appointment and training a new workforce for an employee who has resigned from the organisations is said to cost almost to half the annual compensation of an employee (Johnson, et al., 2000, p. 401) However the expenses for an organisation would not stop here.

According to Stovel & Bontis (2002, p.304) “ Each time an employee leaves the firm, we presume that productivity drops due to the learning curve involved in understanding the job and the organisation. Furthermore, the loss of intellectual capital adds to this cost, since not only do firms lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets.” (Stovel & Bontis, 2002, p.304). Hence

it is very clear that in case the turnover of an employee is not managed it would have an adverse effect on the organisation by means of cost in the hiring of the new workforce and in the long term would affect the position of the organisation in terms of liquidity.

1.7 The Research Gap - Applying Gareth Morgan's Images of the organisation as a factor for Turnover

The previous researches on the employee turnover in an organisation focused on factors like organisational factors, job-related factor, and psychological factors. However, the researcher identified the research gap on the topic on which there has not been any study projecting Gareth Morgan's Images of organisation.

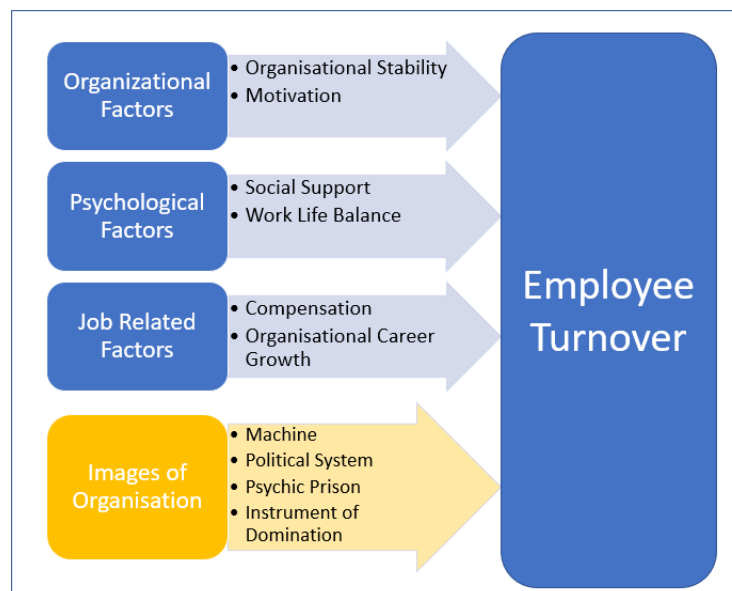


Figure 2 : Proposed Conceptual Framework for factors influencing employee turnover.

In any organisation when an employee is working daily there are a lot of factors that could affect them in the organisation or externally that might influence them to quit the organisation. Images of organisation proposed by Gareth Morgan also referred to the organisational metaphors may also influence an employee to quit the organisation as most of the organisations fall under any one of the organisation metaphors

Gareth Morgan proposed eight organisational metaphors which incorporate the organisational theories. The researcher focuses on four metaphors namely Organisations as

Machine, Political System, Psychic prison and instrument of domination which might influence employee turnover.

The four Metaphors are discussed in detail.

1.7.1 The Machine Metaphor :

The machine metaphor of organisation has its roots from Taylors principles of management. The organisations are like machines. In such an organisation it is believed that there is a guarantee that efficiency and productivity are maintained and there is less wastage of resources and there will be proper organisational culture. Work is done by employees in an orderly manner. However, these organisations find it difficult to accept change. According to Digha (2014,p.202), “ it creates an undemocratic and unquestionable bureaucracy, with readymade responses, a short-sighted approach (Digha, 2014,p.202). Employees working in such an organisation face a monotonous lifestyle within the organisation and work like machines. Hence employee may tend to leave the organisation due to the machine lifestyle they experience.

1.7.2 The Political System Metaphor

An organisation is referred to as a political metaphor due to the existence of competition in interests and influence of power in the organisational structure. Digha (2014,p.202) suggests that “The understanding of the organisation’s political terms will enable one to realize that politics is an inevitable feature of corporate life” (Digha,2014,p.202). The existing politics in the organisation may give rise to further politics and create an unwelcoming atmosphere due to the disparity in power. Employees working in such organisations tend to dislike their work due to internal politics and the influence of power in the hierarchy of the organisation structure. Thereby intend to leave the organisation.

1.7.3 The Psychic Prison Metaphor

The psychic prison metaphors refer to organisations that are according to Digha (2014,p.203) “ entangled in their own thoughts and actions. Obsessions, mind traps, latent sexuality, narcissism, fear of death, strong emotions, illusions of control and anxieties, where defense mechanisms become the focus of attention. It involves conscious & unconscious processes, repression & regression, ego, denial, projection, coping & defense mechanisms, pain & pleasure principle, dysfunction and

workaholics” (Digha, 2014,p.203). Employees in such organisations tend to be in constant fear and become a victim of emotional labor. Employees always have a conflict between their thoughts and are always under pressure. This makes them leave the job and look for better prospects where they can have a better career growth.

1.7.4 The instrument of Domination Metaphor :

The instrument of domination metaphor is used for an organisation which works only for their personal gains by exploiting their employees. They not only exploit their employees but also exploit the surrounding and the global market for their exhibiting selfishness. As rightly said by Digha (2014,p.203) “Generally, it involves alienation and repression of imposing values, compliance, charisma, maintenance of power, force, exploitation, divide and rule, discrimination and corporate interest (Digha, 2014,p.203). As a result, the organisation portrays dominance in their culture which may cause division among the work groups. Obviously, employees who are exposed to such a level of dominance in an organisation may naturally have the intent to leave.

1.8 Approaches to Minimise Employee Turnover in Organisation

As discussed previously the consequence of employee turnover might be adverse for any organisation in the long term. Hence it is always necessary for organisations to undertake the necessary approach to minimize employee turnover.

Engagement of employees is a significant approach to make sure that the employees stay with the organisation. Management should ensure that the employees are provided with the necessary support they need, make them feel motivated at the workplace and ensure their skills are been utilized.

Employees should have access to the knowledge about the organisation this means that they are involved in any important decision-making process in the organisation or at least they are made aware of the information when decisions are made by top management. This would also include any profit or loss that the organisation encounters. By this, the employees feel much appreciated and involved. This ensures that there is less chance that the employee leaves the organisation. (Price, 1989, p.475)

Rewards and recognition to employees also play a substantial role in retaining an employee in the organisation. Whenever an employee surpasses the expectation of the management it was always worth to recognize their achievement and reward them accordingly. They will feel committed to the work that they do for the organisation. Thereby the loyalty of the employee towards the organisation increases. This ensures that they stay with the organisation and will not have any intention to leave. (Price, 1989, p.469)

1.9 Conclusion:

Thus, the researcher has discussed the factors that affect voluntary turnover in the organisation. Also, the gap in research has been analysed based on Gareth Morgan's images or Metaphors of organisations as also the factor for employee turnover. The organisation should know that employees are their backbone irrespective of the sector or industry and the success totally relies on employee performance. Hence it is necessary that the employees are contented with the job that they are doing and motivated by the management.

Management should work on analyzing the reasons for employee turnover and put forth practices or approaches to ensure that it is minimized. They should also formulate policies to retain employees by providing them with better career change within the organisation.

Pay or compensation has a greater impact when employee turnover is considered. (Griffeth, et al., 2000,p469). Hence management should also be instrumental in ensuring that the employee is compensated well for the work they do. Following all these approaches will surely ensure that the voluntary turnover of the employee in an organisation can be reduced to a greater extent.

1.10 Recommendations for further studies

Though employee turnover affects the organisation to a greater extent, the employee on the other hand also faces a lot of issues when they voluntarily leave the organisation. In case an employee quits the organisation hoping to get a better prospect and fail to get a new job, he/she is affected because of the turnover decision that they took. Though the employees sign the job acceptance offer before joining the organisation there is always a dissatisfaction among them when related to pay and the compensation. Also, a person who is specialized in a field gets a job in the same field of interest. In such cases, it is seen that the employees are not satisfied with the job and leave the organisation. It is recommended that further studies on employee turnover be concentrating on why employee leave organisation knowing what they will gain from the organisation especially in terms of pay and the nature of the job.

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Part – II

Abstract

Research is referred to as a method to gain knowledge in a particular area of interest. The entire process of research follows various steps which involves understanding the problem statement, formulating the research question based on which the entire research will be carried out and collecting the data from various sources and evaluating them and providing conclusions. Research philosophy is a section of the research methods process which helps the researcher to choose the correct approach that can be used for the research purpose and why it should be used. (Saunders, et al., 2009, p.108)

According to (Research Methodology, 2019) “ Research philosophy deals with the source, nature, and development of knowledge. In simple terms, a research philosophy is a belief about the ways in which data about a phenomenon should be collected, analyzed and used. (Research Methodology, 2019). The research philosophy that the researcher adopts contains important assumptions about how the world is viewed (Saunders, et al., 2009, p.108). The assumptions can be studied under three different or rather important headings of Ontology, Epistemology and Axiology.

The part II of the portfolio comprises of a detailed discussion on one of the journal article that was used in part I for the critical literature review and the research philosophies, ethics in research reliability and validity of the research are discussed.

For the purpose of the discussion, the article “ **Employee turnover rate and organisational performance in South Africa** “ by author **Rasoava Rijamampianina** published in the journal **Problems and Perspectives in Management Vol 13 Issue 4** in the year **2015** will be focussed

In the portfolio, the term author refers to the author of the journal article Prof Rasoava Rijamampianina and researcher refers to any researcher in general for better understanding.

2.1 Research Philosophy

According to Saunders, et al (2009, p124) *“The term research philosophy refers to a system of beliefs and assumptions about the development of knowledge”* (Saunders, et al., 2009, p.124). It is exactly what the researcher is doing on the research topic. It involves the development of knowledge in the field of the interest of the researcher. Hence it is very vital to adopt appropriate philosophy as the main idea of any research is to answer the questions which are specific for the research.

There are various research philosophies and they are different from each other based on their assumptions. Ontology, Epistemology, and Axiology are the important assumptions which distinguish various research philosophies. (Saunders, et al., 2009, p.127)

In the article, the author is focusing on employee turnover and its effect on organisational performance in South Africa.

2.2 Ontology

Saunders, et al (2009, p127) *“Ontology refers to assumptions about the nature of reality”* (Saunders, et al, 2009, p127). It mainly focuses on the way the researcher sees and studies the objects of research.

In the article taken for the purpose of the study the ontological stance, the author believes that there will be a considerable effect on the organisational performance when there is a high degree of turnover in the organisations. The author quotes that there has been quite a lot of substantial research in the area of employee turnover. Also, the author projects the employee turnover independently rather than a dependent variable.

There are two main aspects of the ontological assumption, which is related to the central question is how about the social entities are perceived. Whether they are perceived in an objective or subjective way. (Research Methodology, 2019). According to Saunders, Lewis, & Thornhill (2009, p.110) *“Objectivism represents the position that social entities exist in reality external to social actors and the subjectivist view is that social phenomena are created from the perceptions and consequent actions of social actors”* (Saunders, Lewis, & Thornhill, 2009, p.110).

The author Rasoava Rijamampianina, in the article, portrays turnover as an entity of **objectivism**. According to Research Methodology (2019) *“Objectivism portrays the position that social entities exist in reality external to social actors concerned with their existence”*.

Alternatively, objectivism “is an ontological position that asserts that social phenomena and their meanings have an existence that is independent of social actors”.(Research Methodology, 2019) And thus the author has adopted stance of an objectivist in order to study the turnover rate in South Africa. He has substantiated his view by discussing the types of turnover, consequences of turnover and focussing on the employee turnover models. This portrayal stresses on the aspects of employee turnover structurally and assumes employee turnover is the same in all organisations. Turnover is different in different organisations and it is also a function of diverse objective facets.

2.3 Epistemology :

According to Saunders, Lewis, & Thornhill (2009, p.112) *“Epistemology concerns what constitutes acceptable knowledge in a field of study.”* (Saunders, Lewis, & Thornhill, 2009, p.112).

In the article, the author takes the position equivalent to that of the natural scientist who is considered to be comfortable in collecting and analyzing the facts about the employee turnover in an organisation. For the author the variables which are the real namely financial performance, operational performance, innovation, employee engagement, sales. Productivity or RONA, organisational performance is representing reality. The variables exist separately when the author is considered and hence it can be pointed out that the collected data or information by the author is unbiased and hence they are more objective.

The five major research philosophies suggested by various authors which are suitable for research are **Positivism, Interpretivism, Critical Realism, and Pragmatism.**

The article that has been taken for the purpose of study reflects the philosophy of **positivism**. According to Research Methodology (2019) *“As a philosophy, positivism adheres to the view that only “factual” knowledge gained through observation (the senses), including measurement, is trustworthy. In positivism studies, the role of the researcher is limited to data collection and interpretation in an objective way. In these types of studies, research findings are usually observable and quantifiable.”* (Research Methodology, 2019)

The author has taken the position of the natural scientist as mentioned earlier. The author has worked on the social reality that is the concept of turnover in an organisation which is observable and has concluded through the research findings that total turnover rate of an employee does not have any significance on the performance of the organisation. However, negative linear relationship between the employee turnover and operational and financial

performance of an organisation is obtained. In the positivist approach, the research strategy has to be generated by the researcher to collect data and they may need to utilize the existing theory in order to develop the hypothesis and test them. (Saunders, Lewis, & Thornhill, 2009, p.113). Similarly the author has formulated hypotheses and tested them using the correlation and multiple regression methods and had proposed that the organisation should formulate their specific optimal turnover rate, based on which how the organisational performance can be increased. Saunders, Lewis, & Thornhill (2009, p.114) says that “another important component of the positivist approach to research is that the research is undertaken, as far as possible, in a value-free way” (Saunders, Lewis, & Thornhill, 2009, p.114).

Based on the article it can be said that the author Rasoava Rijamampianina is not dependent and not affected by the research subject which is the turnover in the organisation. As the researcher has carried out the quantitative approach by means of administering a web-based questionnaire the feelings of the participants may not have any personal involvement of the author. If the author has collected data by means of interviewing the participants, then it can be argued that there can be a personal feeling shown by the author in formulating the questions and it would have a personal touch when the interviewing the participants and the results would be been more consistent.

2.4 Axiology :

Saunders, Lewis, & Thornhill (2009, p.116) defines “*branch of philosophy that studies judgments about value.*” (Saunders, Lewis, & Thornhill 2009, p.116). It is also said that for the research to be credible, the values of the researcher play an significant role in each of the research process stages. Choosing the area of research also suggest that the topic is of more importance to the researcher. The author’s idea to administer web-based survey could also be associated with the importance of the data collection as the author may have thought that the respondents could do the survey in their feasible time and could do it at their own pace, contrasting to that of the interview where there are chances that the respondent could exhibit the Hawthorne effect in providing their responses. Also, the author has carried out the research in South Africa he valued that focussing on the country would benefit the organisation to decrease the turnover over the rate of employees. The author carried out the research based on two sampling methods on convenience sampling and that of the snowball sampling. The convenience sampling method was incorporated as the author wanted to have access to the large frame of sampling by using the South African Board for peoples

Practice. Finally, the author has concentrated on getting responses of employees of all sectors in the South African economy which includes the industrial and the services sector thereby valuing the organisation performance of both the sectors.

2.5 Research Approach :

The author has followed a deductive approach by deducing a hypothesis from the available theories.

The deductive approach comprises of the more or less a scientific approach, involving theory development and then subjecting it to continuous test. The deductive approach is considered to be the dominant approach.

The deduced hypothesis have been expressed in operation terms that is a cross-sectional study for which he has used quantitative data by means of administering a web-based questionnaire to respondents. The hypothesis based on the responses from the participants has been tested using ANOVA, t-test, correlation, multiple linear regression testing. Based on the test results the author has concluded that there exists a curvilinear association which managers and business leaders would not be able to make an assumption that a lower employee turnover rate is advantageous to the organisation. The development value propositions for the employee, retention policies and opportunities to focus voluntary employee turnover rates need to be aware of the circumstance that any deviation in employee turnover rate will impact the performance of the organisation financially.

2.6 Credibility of the research findings :

Research finding always has the issue of credibility which puts forth the question of whether conclusions and evidence are in closest proximity. It has been found that literally, the researcher would not know the credibility of the research findings, however, the least a researcher can do it reduce the probability of getting a wrong solution. (Saunders, Lewis, & Thornhill 2009, p.156). To minimize the possibility of getting erroneous solutions or answers the researchers have to focus on the reliability and the validity of the research design.

Reliability and Validity :

According to Saunders, Lewis, & Thornhill (2009, p.156 & p.157) *“Reliability refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings. and Validity is concerned with whether the findings are really about what they*

appear to be about. Is the relationship between two variables a causal relationship” (Saunders, Lewis, & Thornhill 2009, p.156 & p.157).

The author has used the method of convenience sampling in order to obtain access to a large frame of sampling. The authors feel that though the sampling was supported by means of snowball sampling would have an effect on the generalizability which is the external validity. of the overall research. Hence the author has not produced any theory for the study that could be generalizable for all organisations. Also, the size of the data set has reduced the types of analysis statistically by using the controlled variables which are related to the various subordinate groups. Also, the author has done studies empirically, which limits the validity of the study was conducted across all industrial sectors in South Africa.

2.7 Research Ethics:

The research ethics has implications which are important in terms of negotiating with people and organisations for access and also the collecting data for the research. (Saunders, Lewis, & Thornhill 2009, p.160).The author has maintained ethical consideration in the research. The author claims that 164 responses were collected and out of which only 83 were in acceptable standard though there were minor missing data. The author followed the ethics in the research by not pressurising the remaining respondents to provide the required information. It has been left to the discretion of the respondents on their willingness to respond to the questionnaire. And has used the imputation techniques to replace the data for missing information.

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