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EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE TURNOVER INTENTION

Case study

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ABSTRACT

The purpose of this study is to investigate whether the organizational culture has influenced the intention of employees as to leave or stay, and which motives stimulate or normalize the rate of turnover recurrence. Despite the importance of employees as a driving force for corporate, their presence in the fulfillment of company's culture has not been addressed thoroughly. The practices and the effectiveness of organizational culture have been inconsistent as the company experience undulated employee turnover. To address this gap, the study delves into the degree of organizational culture on employee behavior with a critical look from company's perspective.

Based on the related concept, a comprehensive review of the literature on the subject was assembled. The research utilizes a qualitative approach to collect the employee opinion of the workplace culture and labor turnover intention. The briefing discovered critical connecting factors between the current culture and exit intentions: derogatory affairs; excessive workload; insufficient training; and disengagement of employees are few of the themes revealed in the investigation. Even though replacement plan ensures quick employee restoration, the results certainly recall that a more strategic to employee retention should be approached.

The study attempt to offer suggestions in developing effective company culture which would improve employee retention – especially those with high potentials and high performers. The findings of the study observed that organizational culture without a doubt plays an essential role in the decisional behavior of an employee.

1. INTRODUCTION

As organizations strive to accomplish the global competition agenda, they are compelled to battle on excellence human resources. Thus, the pressure to continually manage talented employees more efficiently in the workplace on a local, regional, national or international level. The need to be proactive to anticipate changes and initiate timely and appropriate action has led to mutual interest, shared beliefs and values within companies. These assumptions have a strong influence on employees' behaviors as well as the overall company performance.

The totality of presenting a safe working condition, reasonable pay, and benefits in an economical way is tenacious and especially burdensome for managers as they are required to meet the organization's goal which is not an exception to profitability, productivity, and employee commitment. The need to achieve these goals relates critically to turnover analysis as Cho and Lewis discussed in their paper that, a varied approach to factors prompting decision on organizational values determines the employee intention about how and when to leave their job (Cho & Lewis 2012: 4).

As organizational culture becomes confrontational with consultants, practitioners and academicians in the early 1980's, another conceptual thinking, that of employee turnover (ET), emerged and increasingly linked to culture (Liu, Li, Shi, & Fang 2013:310). No doubt that companies that aim to stay competitive in today's turbulent business environment seek answers to improve organization's culture, and creates a learning environment to increasingly innovate in employees and keep them motivated to get the best out of them.

An increase in turnover signifies a lack of commitment by operatives or management, i.e., either an employer enacts to the outcome or occurs because of a challenging situation (Davidson, Timo, & Wang 2010). The frequent occurrence of turnover may create a self-reinforced succession as well as a highly immediate secondary cost. It has come to the notice that employee turnover cannot be entirely averted in this current shaky job environment where workers love to change profession, addicted to migration and seeks higher

wages in their tenure of work. Therefore, companies' executives and managers must seek knowledge to connect every possible dot that will help to secure workers and lower the rate of employee turnover.

1.1. Background and significance of this research

Employee turnover remains a natural part of a business in any enterprise. However, an excessive number of employee turnover decreases the overall performance of a company and result in a high price tag. Increasingly, it has become necessary for organizations to retain and develop its human resources and for that matter, organizations are developing its workforce toward creating a learning environment. Any organization failing to maintain engaged employees faces understaffing and consequently result in routines of recruitment that ultimately limits a company's ability to remain competitive. Knowing the effect of losing a high number of workforce serves as a motivator to plan toward reducing the turnover percentage for a higher profit and a more engaging work environment. The need to understand the factors of a learning culture is essential because those elements also create a perfect environment that encourages employees to share their thoughts with one another. These determinants of learning environment and culture of an organization contribute to the turnover intentions and level of satisfaction of the employees.

A recent analysis by Hay shows rising turnover worldwide, with average employee turnover predicted to increase from 20.6 percent to 23.4 percent. Also, a study conducted in 142 countries on employees' engagement at work was found to be only 13 percent (Hay 2014, & Gallup 2013). Additionally, earlier research by Kessler-Ladelsky & Catana (2013), mentioned the following as organizational causes of turnover intention: Organizational culture, Human Resource Management related, leadership and internal marketing related, job-related.

This study will emphasize on a potential reason for employee turnover, i.e., the effect of organizational culture on employee turnover intention. Schein (2004) discussed culture to this uncertain working environment as a stabilizer, a traditional force, and a way of

making things right and predictable. Understanding the effect of organizational culture on the intention of employees during these challenging times could improve the ability of a company to manage and retain talented workforce successfully.

1.2. Research aim and research questions

The purpose of this study is to investigate the relationship that exists between the system of shared values that a company design towards its people and their intentions to either remain or leave their job. Likewise, being studied is the influence that a corporate culture (culture typology) has on individual beliefs and behavior. The theory of organizational culture and employee turnover were select for study because, it identifies a set of morals that might be used to designate an organization's ethos to assist in categorizing, quantifying, and manage culture more effectively. Owusu (2012: 443) reported that the level of learning culture that a company adopts influences its performances. Additionally, the result aims to define the impact of level of organizational culture on turnover intents and the management of labor turnover occurrences.

In line with the primary purpose of the study, the main research question of the thesis is therefore framed as follows:

RQ*: Whether and how organizational culture influence employees' intentions to quits or stays at their workplaces?*

To answer this question, an individual must first prove and demonstrate, both in theory and in practice what does the concept of organizational culture represent. Secondly, one ought to define the levels and types of organizational culture to create value for a firm, for instance when it comes to required culture or increases competitive advantage. Also, the role of leadership behavior in creating an atmosphere that retains or liberate an employee need to be outlined in detail. Finally, the predictors of employee behavior between the state of staying or leaving an organization and its relation to organizational culture should be identified. In a more concise illustration, the objectives of this study are:

- To outline the origin and focus of organizational culture;
- To understand how organization's culture can influence and add strategic values for a firm;
- To discover how leaders' character influences employees' decision to quit or remains in an organization; and
- To determine the factors of employee's turnover related to organizational culture and how it can be managed to keep employee turnover to a minimum.

1.3. Scope and limitations of the study

The nature of the study applies to a single case company in finding an explanation to the research questions presented above in managing the workforce of sachet water producing company operating in the western part of Ghana. Most importantly, the general framework of this study is from the perspective of the current employees that are committed to their work or are likely to swap place of work. Therefore, experienced workers with longer serving period (2 years and above) that have better knowledge about the company's values and unskilled personnel with long-term service were evaluated on the response to the possibility of staying, quitting, or switching company. Hence, some potential situational forces that can contribute to the outcome of the employee decision as at the time of conducting the study were considered: unemployment rate, the presents number of available similar industry, cost of living, and cost of education.

Limitations
Getting the employees to conduct interviews were challenging as many of the workers fear for their privacy due to limited knowledge on this kind of research. Not long ago before this study was the leaked video of Ghana Judiciary System by an undercover journalist who exposed the extensive corruption within the judiciary system and filmed court practitioners who indulged in briberies with some esteemed judges and magistrates to

influence court cases (Mark 2015). Such information in the minds of the interviewees may contribute to partial information on the part of the culture practiced by the company.

As the primary focus of this research is center on a single company, formal comparison, findings, or sampling strategies are not directly generalizable other than this case. It's, therefore, implies that businesses operating in same industry and location that could potentially benefit from the outcome are not verified in this study. The appropriate research method is qualitative as it provides and offers the possibility for in-depth and rich evaluation of data gathering from an organizational context (Dolan, & Donnelly 2011:8-9).

1.4. Structure of the study

The first chapter of the study presents the introduction of the research and outlines the background and other significances for the research, aims, and questions about this research are discussed. It also looks at the scope and limitations of the study while given an insight into the case company as well. The chapter then goes by presenting the subsequent sections of the subject under study.

Chapter two emphasis on the central literature review of this research through the identification of concepts of organizational culture, mechanisms behind its creation and its effects on both individuals and a group. The role of Human Resource Management and leadership in the affairs of employee management along with the impact and changes to employee behavior and values of the corporate culture. Employee turnover also discussed which includes the internal and external forces that drive the rate of employee's decision on job satisfaction, retention, and commitment to their respective jobs.

The third chapter describes the research methods adopted for the study, research approach and all the detailed steps taken in conducting the research. Furthermore, it outlines the data collection techniques together with the detail description of the analysis applied to the findings. Concerning validity and reliability, this chapter discusses the possible challenges in association with this study and measures to be used.

The fourth chapter presents, analyzes and interprets the finding and empirical results with interviewees quote from the collected data. The chapter includes two sections; the first part seeks knowledge and the significance of organizational culture. The second part discusses the conditions and wellbeing of the employees concerning decisions on turnover.

The fifth chapter, this phase of the thesis contains the comparison of the findings to the written literature. This assessment will define the conclusion and decision that best answers the research questions.

2. LITERATURE REVIEW

This section reviews the works of past and current writings of anthropological theory and other researchers who have studied the concept of culture and its influence on individuals and an organization just as in a tribe or society. Include in the literature is a brief debate on the following themes; theories of organizational culture, Job Stress, Leadership types, work Satisfaction, to mention a few and the issues with Employee Turnover are discussed.

2.1. Organizational Culture

To begin with, one could ask why we study organizational culture and what is the best approach to manage such in an organization? These thoughts both have a standard explanation because if one could just change people's attitudes, reposition things in the right order; everything will just go on without having to be asked. While there is general notion that it exists, and plays a vital role in guiding behavior in organizations, there is limited or little knowledge on what culture exists in an organization because these are nonverbal, and those who are part of it never realized they are doing so. It is, therefore, becomes a problem if there is no reasonable definition of culture, then its relationship with other key elements of the organization may not be known, nonetheless the definition of organizational culture.

2.1.1. Concept of organizational culture

More often, is said to be the character that depicts the organization. It represents a firm-level resource classified as rare, durable that cannot be traded, imitate, and practice by outsiders other than its members (Beugelsdijk, Koen &. Noorderhaven 2006:835). Although the culture of an organization may be difficult to define precisely, organization members' does beliefs and hopes for its existence. A typical example is the culture of a banking institute and Educational Institute. There is a vast difference in culture and such may be noticed by the way its members dress, the values, expectations, etc. which is similar to individual feelings and opinions.

Organizational Culture (OC) is an order of shared rules, values, and beliefs, which governs how employees act in a group, including expectations shared by the members of an association (Valmohammadi & Roshanzamir 2015:168). In this way, culture is described as something that has a strong influence on the employees of an organization and dictates how they dress, act, and perform tasks. Watson (2006) stresses that the concept of culture is derived from the character that an organization carries internally. Over the decades, many academicians and practitioners that studied companies suggested that culture theory is the environment and practices that organizations cultivate daily and which has some level of influence upon those that carry them (Schein 2003:7).

Culture itself is a social characteristic which is never static if it ever was. It is constantly in motion and keeps changing which makes it challenging to subject it to a single definition. Undoubtedly, Alvesson (2002:3) agreed broadly that the concept of culture has no fixed meaning even in anthropology but variation in interpretation and explanation, often relate to the academic and ideological position of the bearer and how one views it. The term culture is, however, a multilayered model which is structured to cover everything and consequently nothing. The fact that some researchers used the term (culture) more often does not suggest that there is a commonality among the issues they addressed.

Organizational culture mainly goes back to day one when a company is born, wherefore it is established according to the background, values, and thoughts of its creator or founder, and throughout the entire life of the company existence. Teegarden, Hinden, and Sturm (2010:69) point that the basis of the idea of culture emerge firmly within the domain of its formation, and genuinely resides in the unconscious aspect of every organization. They highlight that the concept is barely visible and only becomes evident through the way that people in organization adapt, behave, perform, and believes in it. Members of a collective culture relate to one another and possess a mutual understanding within which they operate. Culture, therefore, describes organizations charisma and area of control through the organization's ideologies, strategies, and objectives which are conceded in daily practice.

The tone of an organization's culture encapsulates the practices of the past and the future direction it intends to path. Members of such organization live and abide by those practices as their way of doing things. As a body continue to function, it workforce becomes an asset and increasingly creates vacant for new personnel to join and become part of the organization. One of the very things these recruited members do is to learn the organization's traditions. This scenario continues and over time turns into an established norm within the organization. It explains why Schein emphasized that the fascinating aspect of culture is how more in-depth it communicates than how is observe. Although, culture maybe intangible in a state, but has substantial effects on how teams think and behave. While this is the case, he pointed out that a better demonstration of culture is to a group as character or personality is to person. In the same way, "*just as our personality and character guide and constrain our behavior, so does culture guide and constrain the behavior of members of a group through the shared norms that are held in that group*" (2003: 8).

The iceberg analogy is frequently used to signify the concept of culture. The iceberg model has the graphical illustration of how culture is made up; a visible and invisible structures. In this scenario, just a small fraction of the iceberg is above water which implies that there is more to a culture that cannot be observed, but only a part of a whole. Schein (2010:23), dedicated some attention to the issue and proposed three levels of organizational culture – visible levels (artifacts), invisible levels (basic assumptions), and in between these two lie many espoused beliefs. The author added that the visible levels of culture are driven and affected by the invisible levels of culture.

2.1.2. Levels of organization culture

Artifacts
Schein dialogue on artifacts as the visible characteristics of culture that includes all the phenomena structures and processes that one would see, hear and feel as a new member of a group or when one has an encounter with an unfamiliar culture. He emphasized on the visible level of culture as one of the following, design of its physical environment, its system of products, its style, its language, its artistic creations, way of dress, its publish

list of values, its legends and stories told about the organization, its observable rituals and ceremonies, and emotional displays. (Schein 2010:23.). Corresponding to that, Leung and Kwong (2009:564) further confirmed that these visible structures and processes help company employees to get a deeper understanding and react to all possible customer emotions during service delivery. Notwithstanding the fact that outsiders quickly identify artifacts as part of corporate culture, it may or may not accurately illustrate the culture of an organization – they can mislead into thinking that they symbolize the underlying culture based on what we see.

Espoused beliefs and Values

To be highly effective, companies will classically need to use different approaches to better educate its members as to its espoused values. Almost every company if not, some companies have documented their values explicitly such that they are understood clearly. To reach that deeper level of awareness, it is helpful to institute organizational rules and directives around those values so that employees consent will brace the underlying beliefs. According to Schein (2010:27), espoused beliefs and values serves as a guide to dealing with an uncontrollable situation or severe events. These beliefs and values are regular establish practices often embodied in an organizational philosophy. In other words, espoused beliefs are the views upon which the company utilize, develop, built into a code of ethics and can range from ideologies to aspirations to rationalizations.

Basic Assumption

The unconscious, taken for granted beliefs and values: a cemented opinion according to Schein, like the theories-in-use, which are neither confrontable and debatable and hence are very hard to change. He, however, mentioned that the undetectable levels of culture are among perceptions, thought, and feelings (Schein 2010:28). When leaders try to change a particular culture, such move may work on few visible elements and grouped behaviors, but not the entire culture because the visible levels of culture are driven and affected by the invisible levels of culture. Until the leaders of organizations decipher the invisible level of culture, they will be unable to thoroughly observe and evaluate assump-

tions to help evolve those involve in such practices. Although these underlying assumptions describe the primary corporate culture; they are difficult to follow directly (Schein, 2003:26).

Organizational culture is therefore created, consistently enacted, and whenever appropriate transformed by leaders and other decision-makers of an organization. It is a pattern of behavior, observable rituals, ceremonies and underlying values and assumption. Some proponents claimed that the invisible elements such as perceptions and feelings form the ultimate source of values and actions. This ultimate source can transform organizational culture when is classified as a central element of change. Many researchers propose that when employees share organizational culture, they feel more loyal, committed, valued, and above all see themselves as assets of the organization and potentially likely to stay (Flamholtz & Randle 2011:31).
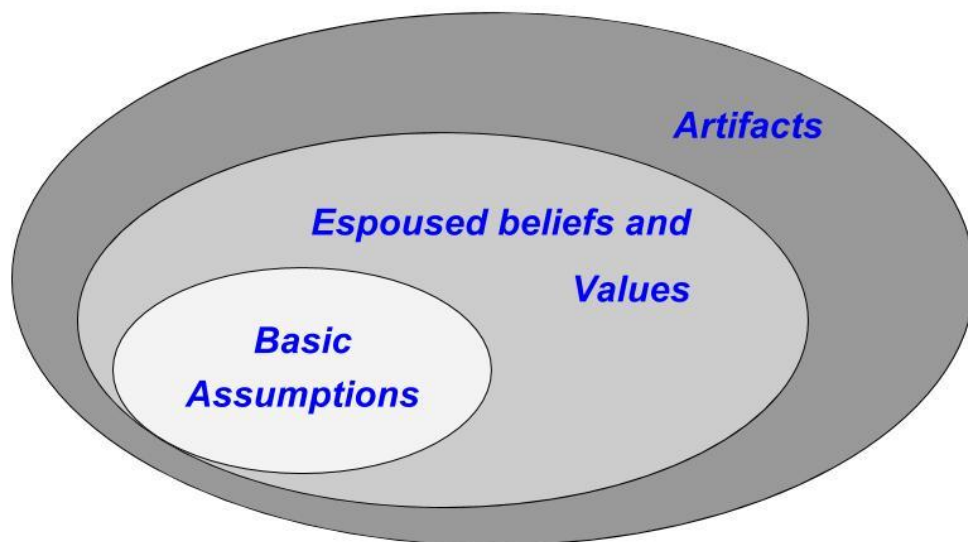
Figure 1. The level of organizational culture

2.1.3. Types of organizational culture

The fact is, there is no correct or not just single organizational culture. All cultures stimulate some forms of behavior and obstruct others as it is widely known by academicians in their works that different organizations have unique cultures. One category of culture types is posited in the recent works by Gregory and others which were based on the works of Quinn & Rohrbaugh (1983) in the Competing Value Framework (CVF) (Gregory, Harris, Armenakis, & Shook 2009).

The CVF has been employed in various research work to explore organizational culture (e.g., Yu & Wu, 2009). The CVF investigate the competing demands and distinguishes different paradigms of organizational culture using two independent components: structure and strategic focus (Gregory et al. 2009). These conflicting demands sum up the two axes of the competing value framework. An organization with a structure dimensions examines between control and flexibility. These dimensions describe the different organizations that attempt to maintain a consistent pattern of behaviors (Gregory et al., 2009). The strategic focus dimensions emphasize on an internal and external environment of the organization. An internal focus highlight factors such as employee satisfaction, whereas organizations with external focus highlight the skill and capacity to perform well in its environment (Gregory et al., 2009; Yu & Wu, 2009). These two dimensions of competing values together form the four main styles of organizational culture revealed in the academic review of corporate character and culture (Schein 2010:166). Below is the definition of each CVF culture model as describes by Gregory and others (2009).

Group/Clan Culture
The Group culture model involves flexibility and internal focus that allows training and development of human resources to be utilized to achieve cohesive and employee morale. The group culture is also referred to Human relations culture because it creates a platform for the workforce to participate in decision making, and build trust among co-workers. Managers in an organization of this type support and encourage employees' values through empowerment, mentoring and employee involvement. The clan culture is more suitable in a sociable atmosphere.

Adhocracy Culture

This is a dynamic and creative working environment which promotes individual initiative and freedom. This model of culture embraces flexibility and external focus in hopes of growing the organization through risk taken and adjustment whenever new task emerges. Experiment and creativeness are the bonding dynamism within an organization where leaders as seen as innovators and risk takers. This model of organizational has also been discussed as development culture because it nurtures leaders who aim to improve and manages new resources. The development culture functions in industries such as filming, space flight, consulting, software development, etc.

Rational Culture

The rational culture model emphasizes externally on focus control in which planning and goal setting are coordinate together to achieve productivity and efficiency. This concept of culture focuses on goal as an outstanding value to monitor employee actions whereas behaviors are thrilled towards the external environment. An organization with this type of culture is a production-oriented through which managers organize employees in pursuit of achievement, and competition toward well-established measures.

Hierarchical Culture

The hierarchical culture corresponds to the model identified precisely organizational structure, uniform rules and standards, strict controls and clear responsibilities. This model involves a control/internal focus in which norms and behavior are regulated profoundly to achieve stability and monitoring. The model/design is traced to the theory of bureaucracy and public administration that relate to formal rules and policies as control mechanisms. According to Odabasi, Yücel, Karataş, and Aydin (2013:415-419), this culture style instills procedures that govern what people do and expect little room for error.

2.1.4. The importance of culture

Uniquely, every organization has its style of doing things which often contribute to its culture. Some research findings have confirmed that relations between employees with

regards to creating and encouraging the right organizational culture, is indeed key to success (Wade, Cloutier & Avnet 2015:589). According to Sackmann (1991), organizational culture is an important mechanism for corporate to mature in policies, ideologies, norms, rituals, beliefs, and principles to secure organization sustainability. This culture mechanism guides institutions to be more responsive to pursue new propensities in business, to offer the best services to customers and product, as these are the key driving forces behind success in today's competitive environment. Additionally, the mechanism ensures a sustainable atmosphere that creates a unique working style to manage employees exceptionally.

A strong organizational culture establishes a frame of reference as a reliable benchmark and as an important datum point to guide and supervise member's behavior (Wilson & Bates, 2003). Similarly, Sackmann (1991) adds that organizational culture will play a role as a control system to create organization commitment, promote healthy relationships within organizations and help these organizations to manage changes correctly. Developing the right organizational culture can be a factor in motivating the workforce within a workplace to work together as a team. Similarly, a wrong culture style in an institution may deter unity among company's operatives. One possible issue facing managers is to determine which organizational culture style is best. This argument can be a challenging issue for top executives, because of the obligation to decide on how to implement administrative policies and principles. Odabasi (2013: 415-419), responded to this argument that different organizational styles are better for different types of work environments, different organization philosophies, and different types of companies. He illustrated with a practical example that, an organization with internal focus culture style would appropriately fit in institutions such as business or financial sectors that are very time-sensitive in information.

Dawson (2010:3) deliberated on culture as the engine of value creation and the medium that leaders used to execute initiatives. He added that leaders would only prioritize rules or policies of an institution whenever they have run or facilitate it through a proper culture channel. His definition implies that culture is a starter and podium that primarily create values and leaders shape those values through the same or similar podium. For example,

top managers in organizations can build and change a culture to fast-track or hinder organization's policies. Practitioners and front-runners in both private and public institutions have come to an agreement that altering group often demands changing the organization's culture and way of learning. For example, Cao, Clarke, and Lehaney (2000) believed that organizational change demonstrates a diversity of the organization in its environment, and communicates other technical and administrative activities that have interrelated dimensions in the organization. Indeed, when an organization is challenged by changing its marketplace or strategic direction, or by recognizing the need for a move in operating environment or location, or introducing a new technology, the underlying culture of the organization may deter it advancement, unless it's also transforming.

To model quality and a profound job procedure in institutions, leaders and other policymakers are required to exhibit a decent behavior in the process of enacting supportive moral values and principles in a manner leading to practices in creating organizational culture (Bekirogullari, Minas, Mohelska, & Sokolova 2015:1012). Senior management attitudes and performance within an organization provide a detailed mechanism through which the corresponding norms can help develop an organizational culture that has a prominent and degree of impact on employee behavior (Hogan & Coote 2014:1609). This practice was also noted by Frontiera (2010:72) regarding organizational culture and performance in professional sport. The author came to realize that the best performing organization preached and practiced adaptive culture through leadership which generates consistency in both internal and external change. He concluded that, while this cultural revolution becomes significant through leadership attitudes, leadership must as well abide and respect the organization's policies leading to a spiral process.

The environment is a key contributor to the individual perception of exhibiting culture at a particular place of time which distinguished and segregate them in group tasking. However, creating a common culture at the workplace will promote equality and understanding towards one another. According to Ovidiu-Iliuta (2014:1157), employees are more dedicated to organizational culture and have accepted the concept as a fundamental duty in their daily routine, therefore any adverse decision that may cause it transparency leads to high churn rates. Similarly, Sheridan (1992:1037) clarified this variation in employee

retention with relation to organizational culture values; He noted that through human resources strategies in accord with selection and placement policies, reward system, promotion, and development measures are strongly influenced by the underlying organizational culture of the individual organizations.

A general interest in developing organizational culture and health and safety measures is the result of higher incomes and safe working environment which increase employee's impetus and create a bond of mutual knowledge of support and cooperation for all employees. Živković and Ivanova (2016:70), in their opinion viewed organizational culture as something that creates logic, orientates and stabilizes complex and dynamic job environment, with its knowledge quickly pass on from one person to another by socialization (p.70). Socialization is defined according to Nonaka and Nishiguchi (2001:16) as the process of acquiring new tacit knowledge through joint activities such as living or spending time together in the same environment. In other words, employees easily indulge in the organizational culture not by verbal or painted text but by observing, emulating, and practicing what their leaders do.

Culture affects the thinking and doings of members of society. In the same way, a healthy organizational culture would undoubtedly dictate employee behavior in a firm. Norms and values in organizations are more than what one could see or understands what they mean. Behind what a company produces, its policies, the services, and the rewards are the foundation which drives a company to success and is (success) define by the performance and cooperation of employees in a corporation (Xenikou & Simosi, 2006:567). Organizational dimensions can obstruct or facilitate its growth, specifically culture and climate of an organization. Through creativity, an organization communicates its culture in the form of socialization, beliefs, and values which guide its members to choose and adjust their actions in the same orientation. With the above elaboration, the role of organizational culture can directly or indirectly dispatch and controls employees' intentions, behaviors, decisions, etc. therefore, the need to introduce and embrace a healthy culture is vibrant for any organization in this turbulent environment.

2.1.5. Managing organizational culture

Culture is the backbone of every organization which hardly changes unless the founder or management of that organization decides or projects something new that is more compelling and manageable to the already existed. Leaders may have the will to change firm's policies, recruit, layoff, promote and demote employees with relatively little effort. However, changing and breaking existing beliefs at a given time depends solely on both internal and external environmental factors (Willcoxson, & Millett, 2000:96). In other words, situations and seasons determine the move to make a change or maintains a culture, but the question of how and what strategies to apply is very much determined by the theory and assessment attested by the manager or change agent.

In practice, culture management should aim to foster the positive attributes of the existing or the new target culture and to mitigate the destructive emotional thoughts that arise from teams or groups preferences. An achievement of this will ensure active unionism among employees or workforce. Culture management should, therefore, include the myths, rituals, values, symbols, and assumptions that demoralize the attitudes and beliefs of the entire organization elements. It ought to target factors that will cause changes in organizational practices and its environment to curb diverse workforces completely (Alvesson 2002:178). Similarly, emphasis can be placed on some of these activities when organization transformation is on demand.

- Leadership and Demonstrating: leaders have the obligations to inspire teams or individuals in an organization to believe in and execute a project. By using an active teaching program, leaders can help transform employees and navigate their subordinates to achieve the best result (Asree, Zain, & Razalli, 2010:502-503). This action can be used to manage employee behaviors such that they can subject to organization's culture and demonstrate qualities that will achieve sets goals.
- Recruitment, selection, and replacement: candidates' recruitment and replacement are one of the operations that management can use to change or strengthen an existing culture.

- Performance reward/financial incentives: Empirical studies suggest that employee's recognition, and reward in the form of monetary incentives bring changes in behavior in organizations. The implementation of actions such as a pay-for-performance plan and piece rates for company's workers contribute to an increase in individual-level productivity because of a stronger incentive (Oyer, & Schaefer 2011: 1773). This plan may be used to improve and encourage employees who are in the habits of working below performance.

- Interpersonal communication: the ability to pass on basic norms and values of the organizations to its labor force is a vital tool to assist members in quick integration with a culture. According to Flamholtz, and Randle (2011:89), having a clue or written statement on what an organization culture values entail is not enough. Instead, these values need to consistently communicate and manages such that every worker will understand and put into practice.

- Socialization: every corporation suggests ways and means which is unique for learning to its new recruited members. According to (Jia, Rutherford, & Lamming, 2016:2), these learning approaches are viewed as formal or informal socialization. Thus, planning meetings, organizing workshops as formal whereas informal socialization discussed employees' engagement in social activities like dining, and entertainment. A good practice of socialization will create the desired platform for workers to learn about the company's culture.

- Structures, strategies, processes and resource allocations: the physical and non-physical elements of an organization have to align with its mission and vision so that members can easily follow the pattern to produce winning situations.

These and many more strategies and disciplinary actions can be implanted in an organization's policy to make changes and enhance the existing culture. Therefore, managers in their capacity should define the programs that will reinforce the practice or target culture. However, in an organization practice, culture management is a never-ending and evolving process which emphasizes the necessity of getting the appropriate solicitation of values, assumptions, attitudes, practices, languages, strategies and policies embedded within an organization. Aytemiz (2006:297) discussed culture management with a focus on globalization. The author noticed that the best approach to compromise workers from a very

diversified background which involves languages, customs, lifestyles, etc. to accept and practice a common culture will greatly depend on leadership and manager's decisions. A thorough observation of Fontaine's argument on the matter of managing institutional culture suggests six perspectives approach that management can bargain in when managing culture (Fontaine 2007).

First, culture management requires managers to adopt a classical approach that focuses on the entire cultural values of employees across an organization rather than dealing with individual belief and behavior. Second, management should use an anthropological approach to implicit and explicit sets of shared values, concepts, and rules of behavior that influence a collective team to evolve and sustain itself. Third, managers must reason as a psychologist. This approach requires leaders to view certain attitude, assumption about employee behavior at work and modify or minimize the cultural differences at work - either through negative or positive reinforcement. The fourth approach is similar to the third approach but with a critical focus on stereotyping. This style demands a leader to counsel employees when one begins to act differently based on their colleagues' culture demonstrations. Fifth, the author proposed a knowledge management approach. Managers can use this technique to benefits from employees explicit and tacit knowledge. Explicit information in an organization deals with documents and databases, while tacit information that of what is in the heads of employees. Thus, culture is a tacit knowledge which includes assumptions, mental models, and norms that workers take for granted. Therefore, such (culture) can be managed by Knowledge management approach. Finally, the article uses Senge and Sterman thoughts on how employees fail to recognize that an entire organization function as a system. The system thinking approach allows managers to have a clear knowledge about an organization on its environment. System thinkers will identify, analyze, and design (or redesign) an appropriate means to interconnect the organization (human and non-human) to improve the cultural relationships. (Fontaine 2007).

All the above techniques and the actual procedure through which cultural management can be executed in an organization will primarily base on the types of culture, institution,

and industry. Therefore, managers ought to know what approach or tool will build a sustainable, successful organization taken into consideration the firm's needs. Based on the theory of cultural management, a fact can be derived that only when managers identify the right approach to cultural management will make the workforce see the importance of the organization's culture concerning behaviors, attitudes, and performance.

2.1.6. Culture management techniques

Every organization has a culture. It may either be real or be strategic which is purposely managed. A real culture which some researchers refer to as current culture is that which dictates people's action, while the strategic or desired as many prefer to address the firm's culture that aims its people to attain in its planned goals. According to Flamholtz and Randle (2011:12), the distinction between real and strategic culture can be observed practically in a company that values its employees as assets, nonetheless never invest in their developments. Likewise, a company may treat its employees poorly but then discuss them as valuable assets. If a company's culture is allowed to develop without management observation, it may well be counterproductive. In other words, the norms, stories, artifacts, etc. may be inconsistent with the company's objectives, mission, and strategy. The most performing organization do have real and strategic cultures that align with each other.

Because of the (culture) significance effect on a company's performance (human or nonhuman), an organization's culture should be actively defined and managed, and just not be allowed to take its course. Managers who are in the position to steer a firm's culture need to have a sound knowledge of the short-and-long-term effects of their actions on culture. They should take charge of every negative force that complicates the current culture and diminishes its practices by the workforce. Also, must admit to transforms and manage the current culture into the desired culture to meet the prospect goals and values of the firm.

The processes involve in managing an organizational culture can be as influential as the message of the culture itself. The overall techniques to accomplish this change is often a

version of the six strategic steps in figure 2 (Flamholtz et al. 2011:12; Alvesson 2002:178).
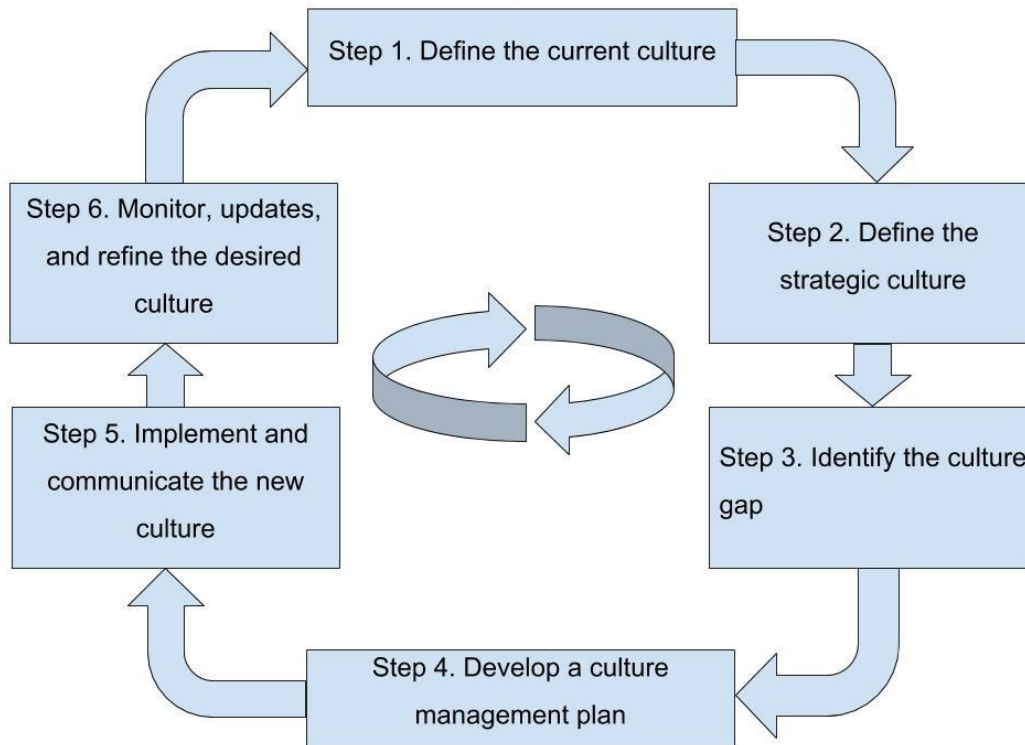
Figure 2. The Culture management process.

Step 1. Define the current culture

Explore the situation and ascertain the goals and strategic direction of the organization. Identify the current culture practiced by the members of the company. These steps include gathering inputs from the workforce on how they perceive and understand the current culture of the company.

Step 2. Define the strategic culture

In this step, the desired culture that will appropriately support the long-term success of the company is defined. The qualities of this desirable culture are outlined to demonstrate the vision that the firm hope achieve. However, there is a challenge of how the employees accept it, believe it, and act it.

Step 3. Identify the culture gap

Find the gap that exists between the current and desired culture. A briefs analysis of both cultures can identify typical differences such as customs, behaviors, and values. A culture gap describes disparity of the 'now' culture that influences employee decision in everyday life and what the company aspires to become.

Step 4. Develop a culture management plan

The Management Plan requires attention to several essential factors. These factors include goals, objectives and directional measures to support the company long-term focus. The design of the Plan has to explain and outline the culture hindrances obstructing the company to achieve its intended outcome. Some of the issues that can interrupt the performance of a culture are a lack of precise design culture, an unproductive flow of information about the company's desired culture, the gap between the current and the desired culture of the company, reasons to transform the current culture.

Step 5. Implement and communicate the new culture

Discuss the Culture Management Plan with members of the entire organization. The implementation of the Management Plan in an organization implies activities such as providing leadership, communicating the culture and coaching every member to observe the culture management goals.

Step 6. Monitor the implementation of the desired culture

The final step involves in establishing the Culture Management process requires evaluating the changes made against the plan developed in step 4, a regular review Performance of progress against the existing goals, and engages in measures to maintain the culture change.

Organizational culture exists through a variety of factors, including founder's vision, preferences, and the company's demands. Founders opinions reflect on the direction they want their business to perform. Thus, strategies to guide the workers, structures use in operation, and the group of people select, recruits, and hire to the company. Besides the founder's values, the company expectations will next act as a force to create a convincing

influence on how the industry conducts business and relates to its customers thereby becoming a custom. These values and traditions become day-to-day practices as every worker is expected to abide by them. As the company matures, these strategies and values are revived, reinforced, and maintained through leadership, performances reward systems, selections, and replacement, etc. The culture management, therefore, becomes a certainty whenever executives realize a mismatch between an organization performance and results.

2.1.7. Leadership and Leadership style

A universal question and a regular discussion remain as to whether leadership characteristics contribute to the creation of organizational culture, or whether they influence the individual employee decision on job commitment and employee turnover. Of course, leaders create a mission and a vision concerning what a company intends to do, who are recruits, and what would require in reaction to changes in its competitive environment if one surface. Leaders had to employ and surround themselves with people who can believe in the mission and share the vision of the company. More to that, leaders coach both new and old employees to perform and fulfill the organization's objectives.

Many researchers and academic practitioners have attempted to define the term leadership which is an ongoing debate since then. According to Allio (2012:8), Leadership is a potent combination of justifying purpose and principles, direction, communicate development and manage transformation. More also, Manning and Robertson (2002:138) outlined leadership as the ability to communicate an organization's paths and visions into the minds of people and followers such that these thoughts can be transformed into realism and intentions and then into actions. Similarly, Barrow (1977:232) consider the term leadership as a set of theories applied to influence the attitude and behavior of an individual or group to achieve an objective. The concept of leadership has been used in a variety of ways for a common achievement in the likes of organization, occupations, management and policy decision.

Undoubtedly, leadership is about vision as well. Leaders who seek to accomplish an organization's future goal will certainly have to carry their followers along with them. If leaders aim to attain success for an organization, the concept requires the ingredients to win employees hearts and minds through persuasion and manipulation, while motivating them to commit to the vision that is to be transformed into reality, also guide them to embrace and turn that vision into reality.

It has always been a key concern for all sorts of organizations to have a leader who approaches a challenging situation, turns negative figures to positive and leads followers to reflect the vision of the organization into productivity. According to Benson (2016), every successful Leader is bound to exhibits some principal elements as viewpoints or values to demonstrate the objective of the desired outcome He or She pursues. In his article, the author revealed three orientations that these principal elements of leadership role can be classified; vision, drive, and responsibility.

Vision - the values and views of a leader should include the vision to explain more of what the leader expects to achieve during a career term. The vision should demonstrate the direction the leader will thread throughout His or Her career. Guggenheimer and Szulc (1998:65) discussed vision as an object of imagination that makes the running of an organization less or unproductive without it. In other words, vision makes employees focus and work with a common goal thereby getting committed to team values which will or may influence positively in the performance of the organization. According to (McLyman, 2005:31), efficient and wise leaders centers their attention on creating and reaching to what will help accomplish their visions while designating only slight energy on things to destroy or rebuild. One of the essential rules that thrive a team to success is when the leader of a group has a clear thought of his or her priorities and work intensely on those priorities. Anytime one is appointed to lead two or more people; there is the notion that, that leader has pledged allegiance to focus on doing what is right and expected without being distracted with secondary tasks Benson (2016).

When an active leader shares a genuine vision among subordinates, it creates a learning platform for the subordinates to excel and acquire new knowledge because of openness

and trust from the leader. Senge (1990:6) declared in his book that the practice of shared vision is essential to build a successful learning environment where employees learn best for trying to accomplish things that matter to them and the organization. Additionally, Schein (2004:398) reported that visionary leader makes known his/her vision and seek common interest from the members of the organization no matter how heartfelt it is and avoid dictating a vision. Thus, when a vision is shared, it helps ensure the right path and the correct strategy to execute an organization's tasks. Also, Guggenheimer and others concluded that communicated vision positively affect the entire members of an organization to support each other in physical, emotional, and spiritual and believe solely that the leader's vision is theirs as well (Guggenheimer et al. 1998:65).

Drive - The next prime element is the ability of the leader to mine the attitude, character and the hidden thoughts that influence employee's intention on the practice culture, i.e., reasons why they act like that? Why do they work in this way? What drives them to do that? There may be several answers to these questions; however, one can easily narrow the search to the organization in question where he/she manages. The culture of an organization may differ from another, not because of company's name, date of establishment or product features but the force behind what they do, the beliefs of the people in it and the values of the companies makes one unique from the other. Therefore, it must be in the leader's interest to explore and get accustomed to the very particular culture after which any adjustment or changes may apply if that is not what He or She expect.

According to Appelbaum, Degbe, MacDonald, and NGUYEN-QUANG (2015:142), when leaders take the pain to define and understand an organization's culture before it is subject to any transformation, they become more capable of dealing with an individual or group matters that do not coordinate with the predominant culture. Additionally, the findings are of great impact to the leader as it contributes to the activities such as hiring, recruiting and the training process for company operations.

Responsibility - The last element among the three fundamentals is responsibility. Leaders develop social dialogue and focus on the mechanisms to connect everyone in the network to be supportive and align with the organization goals. A leader is a unique title that places

one in a unique position to earn credit and applause when things play right, but quickly criticize others when things go wrong. Every Leader should have a character to render an apology, to revisit and assess their activities and acts correctly in the future. Employees want their front-runners to show honesty and admit their fault rather than denying any personal responsibility and shift the blame onto other workers. As employees continue to learn, they mature in knowledge to discern error when something goes wrong and would resent being treated as fools by their front-runners when they try to avoid accountability. In the end, those employees who cannot embrace humiliation and dishonesty are compelled to leave or willingly quits their job and look for a friendly environment to work. (Thatcher, 2012:17.)

Leaders who have the potency of character to take their cause of action will encourage subordinates to do the same, will contribute significantly to building a trusting relationship within an organization. Creating an integrity environment where employees openly take responsibility and instantaneously do not look for others to blame will be a polite society, positive and enjoyable workplace which will maximize employee commitment and willingness to stay and work. Demonstrating responsibility should be relatively easy, a result of that will reveal how workers should behave towards each other in an organization; tell the truth, treat others alike, support people, communicate openly, respect others and always deliver as promised. (Thatcher, 2012:17.)

In general terms, the maximum responsibility and influence that a leader can exercise over others are likely to be determined by the nature of the organization's culture and the behavioral style of the leader within it. Also, the size of an organization, the number of employees to manage, along with the affairs of recruiting, training, team building, etc. When one understands all the above appraisers, he/she is likely to build awareness of framework and style that can aid to develop a leader to become more effective that will see to diminish the rate of employee turnover.

Leadership style
The style of organization's leadership defines both the culture of an organization and a leader's relationship with the employees. If a leader is a quick temper and jealous of

power, there is the likelihood that others in the organization will behave similarly towards coworkers and its environment. If a leader is kind and open, this character is likely to encourage others to exhibits the same to staff members and support each other in the organization. Karthick (2009:124-125) simply pictured Leadership style as the way supervisors or managers influence their followers.

In many ways, leadership style defines an organization's culture and goals. If an organization remains honest to its culture and goals, its leadership style must align with them. The culture and missions of an organization decide which leadership style best fit the organization (Benson 2016:55). The subsequent paragraphs examine Leadership styles, profoundly describe the relationship between a leader and his/her followers.

The importance of leader's characters and behaviors as a cultural influence in organizations should never be condoned, especially in today's business environments. With the rate of emerging competitors, personnel are increasingly empowered to quit jobs, relocates, and change professions in the businesses environments. How the employees relate and are treated by their superiors reflect the exact company's culture, and that determine employees' intentions on commitment. As suggested by Kim and Rhee (2011:251), employee relationship with organization style of leadership determines what they communicate publicly, and their actions become an essential antecedent condition for scouts, job seekers, and stakeholders. In other words, when staff members have better thoughts and connections at their place of work, they are more likely to exercise the same actions outside the working environment through which many will come to know the mission and philosophy of the company. In addition to that, that bond will empower them and increase their willingness to work as well as consider the organizational problem as their own. In contrast, if there exists a poor-quality relationship between employees and organization, they are less concern about the organization doings and more likely to isolate themselves and split from their working group. Therefore, the performance and success of organizations require Leadership style that creates good employee-organization relationships (Ramasamy, 2009:128).

Likewise, quality leadership style in an organization strengthens personnel's commitment to culture, beliefs, objectives, and mission of a company. Preferably, right atmosphere under an absolute leadership style encourage techniques that convince each follower to engage and contribute to the progress of the enterprise (Ramasamy, 2009:128). According to Taneja, Sewell, and Odom (2015:47), employee engagement is a key to the building of a reputable environment that demonstrate employee loyalty, and integrity, which can influence the employee's job performance and contribute to organizations' success. Emphasizes that an effective leadership style will create knowledge process by formulating a strategic decision, mission and vision, and promote organizational culture (von Krogh, Nonaka & Rechsteiner 2012:247). Having a strategy to achieve a positive relationship with the company staff and to unite them at the workplace is a way to right culture and perfect leadership style in an organization. To fill the research gap, this chapter systematically discusses how employee mobility intention from one workplace to another could be influenced by a leadership style and leaders' behavior in an organization.

Having the evidence that organization's culture defines various Leadership characteristics and impacts individual-level of commitment and engagement, the next important conceptual work is to explore the different styles of organizational leadership. In the subsequent chapter, few of these accepted and published styles in many memoirs are presented in a brief review.

Autocratic Leadership: The authoritarian leaders act out many of the decisions on their own without team members concern. They rarely consult with others which imply that they are not prepared to delegate decision making to their followers. These leaders keep responsibility for every project that they supervised by setting the goals of the organization and expect the followers to meet those goals. They are always in the mode to point out what their fellows must do because they believe their subordinates lack the competence to do the job effectively. These leaders are less worried about developing their skills and those of their personnel. They use approaches such as rewards, incentives, and pay to motivate employees to make a job done. However, they are not reluctant to punish if an employee fails to meet the specified quota by the end of the day. (Ramasamy 2009:128; Appannaiah 2008:129-131; Nair 2009:346-348; Karthick 2009:124:125.).

Autocratic style of leadership looks a bit odd as at now to many organizations due to its dictatorship in nature, but it's still practiced in companies that have no time to form teams. It is also reckoned at job sites when there is a sense that team efforts will not contribute to a positive result, and when there is a lack of know-how within a situation. Furthermore, this style is more helpful to leaders who deals with unmotivated employees and appropriately used for tasks that requires urgency. Leaders arrive on quick decisions because of the absence of long consultation process before work commence or continue.

Although this style seems to speed up decision processes, the subordinates have an insufficient field to develop their decision-making skills and do not experience the benefit of teamwork. Throughout a project period, the leader must instruct every other personnel on the task which could contribute to wrong information because of stress. The absence of the leader will see a halted project since employees are reluctant on directions from the leader on what to do and will not feel sufficiently confident to decides on their own. There are consequences of a high level of employee absenteeism and turnover under this style of leadership when employees feel less impact on what is proposed, and when they only have a slight chance to develop decision-making skills.

Democratic Leadership: Another name for this style of Leadership is participative, consultative, and ideographic Leadership. Leaders who rule with a free character act according to the hope of their followers. The leaders will carry out the final decisions, before that the entire workforce work as one team in the decision-making process. There is open communication between the leaders and employees to deliberate on the work they are required to do. In the case of making changes to the primary goal, the whole team shares the responsibility to get it done as well as plans and sets new deadline together. A healthy democratic leader's character protects the interest of their followers. Through the loyalty of the members, the leader earns the position to serves as a representative of the employees to the management.

The demonstration of participatory leader's style in an organization gives group members more desire to work because they see and feel the outcome of their inputs and not just someone ideas. Such passion makes them sense ownership of every task because they

have full control of what they do which makes them hunger to deliver flawless since they know their efforts will be equally recognized. These are no competition among group members for the simple fact that every individual effort is known and the final praise is received as a group. As per this style, the entire team behaves as one body and together welcome feedback as well as shares the credit for a good job done.

The notion that the entire group is responsible for whatever happens in the organization, individuals will support each other if they sense something wrong and collaborate to solve problems. The sharing of ideas to arrive decisions will not only create oneness but also determines how successful and quality the solution will be. The atmosphere around this leadership style encourages employees to learn through engaging in the decisions making. The learning opportunity available to employees, and the participation in model creation increase and contribute their willingness to work and satisfy social and self-needs, thus get them committed to their place of work.

Laissez-fair style: is the leadership style which is largely a "hands off" opinion that gives group members an ample space to make the decisions on how to executes their task. Leaders who mainly exercise this style tends to minimize the extent of direction and face-to-face communication required. Leaders use their positions to provide all necessary resources needed for the job and in many cases, advise their followers. However, they do not get involved entirely in problem-solving because members working with or under the leaders are highly trained and therefore requires minimal consultation. The experience and knowledge possessed by the leader's subordinates empower them to work on their own and enables them to expect very little guidance from leaders. Leaders with laissez-faire character keep open and welcome team members for consultation and feedbacks. (Ramasamy 2009:128; Appannaiah 2008:129-131; Nair 2009:346-348; Karthick 2009:124:125.).

Appelbaum et al. (2015:75) believe that laisser-faire style of leadership exhibits nothing of a leader's characteristics and therefore whoever demonstrate suchlike character is considered as "non-leadership." They cite their argument on the theory that such leaders refuse to take up responsibility, stay adamant of the situation without an immediate and

continual follow-up of their subordinate activities unless they (followers) shows up for consultations. Additional to that, leaders used the self-skilled employees as an excuse to absence from work even at the time of need which can be damaging if workers do not manage their schedule well, or not self-motivated to work effectively. Such situation can steer project off-track and missed deadlines. Employees who find themselves in an organization that practices laisser-faire feels they are not restricted and have many alternatives to achieve the result they want. Such complete freedom can lead to high job satisfaction which may motivate workers to gives their all at work. The made-availability resources from leaders make employees believe they have every opportunity to achieve their goals and therefore prefer to stay as long as there is no interference from a higher position. No interference with duties means acceptance to the position and organization of work.

Transformational Leadership: this style of leadership mainly focuses on how to make change happen in an organization and depends highly on directives from management to meet goals (Carter & Greer 2013:381; Appelbaum et al. 2015:75). Transformational leaders are always in habits to inspires their teams and expect every worker to put up high performance for the simple fact that they always take responsibility for their followers' actions. Leaders who adopt this approach acts as role models, create a leader-employee relationship, look for ways to establishes pride and confidence in a subordinate, empower and motivates people with similar ideology to pursue their future goals (Holten & Brenner, 2015:4). Another expected behavior of transformational leadership involves influencing groups members by inspiring them to join hands in the process of organizational change. In so doing, the assumptions, attitudes, beliefs, and character of organization members undergo a similar change as they become committed towards the objectives, strategies, and the organization's mission (Appelbaum et al., 2015:75).

Transformational leadership style is characterized by many different skills and is closely related to two other leadership styles: visionary leadership and charismatic leadership (Holten, 2015:4). Conversely, Visionary refers to the advance picture of what will happen in domestic or internationally, socially or economically in an industry as mentioned by Olson and others. In their book "Leading with Strategy Thinking," Olson et al. discussed

few ways contributing to the performance of a visionary leader. They demonstrate three competencies that a visionary leader requires: self-reliance, creative thinking, and the ability to inspire others.

Creative thinking – Is the force that stimulates the creation of a new concept. It is the ability to see beyond what others do not see, a way to sense an opportunity or solution. Visionary leader employs and runs through alternate ideas of observation to arrive on a critical path that leads to the design of something new.

Self-reliance – Is to believe in one own theory. To be self-reliance is to come to the acceptance that what works for you in your personal life works for every other person. The ability to keep building your vision at a time when all people doubt your brilliance and question your creativity. Thus, listening to yourself rather than relying on others. Visionary leaders confide in this competence to push their ideas into reality.

Inspiring others – Is a skill of motivating, and getting people to go past their current states. Primarily, visionary leaders used inspirational words to encourage followers with challenges such as self-doubt, short-sighted and distrust to have the courage to press on. Leaders who possess creative thinking and focus critically on it alone will not be successful to turn opportunity into reality. They must demonstrate together both self-reliance and inspire others; these three core skills prepare visionary leaders to become much more efficient to design and execute their plans. Nonetheless, the most active leaders always demonstrate in every given situation the skills that best answers their sense of purpose which involves the ability to know what inspires followers. (Olson & Simerson, 2015:221-223).

Charismatic Leadership: with this style, the ability to inspires others is the central focus of the leader. Charismatic leaders communicate their vision to the team such that they become committed to it. Leaders take chances and every opportunity to get their followers to abide by the vision and mission of the organization. At times, some team members may not be inspired by the leader's new idea; situations like this defines a leader's ability to

build trust and prove his/her loyalty to the organization's members by demonstrating personal integrity (MTD Training, 2010:37). Similarly, Mendonca and Kanungo (2007:39-43) suggested that charismatic leaders must employ techniques that will assists to communicates their visions and strategies to impacts their followers' behaviors towards the organization's goals. For leaders to be successful with this style of leadership, they are required to communicate their vision honestly and provide means on how to arrive on such visions. Some of the technical expressions that charismatic leader uses are either verbal or non-verbal to demonstrate opinion, self-confidence, principles, beliefs, and dedication to their vision. In the end, the authors made known of various factors that can blur the charisma ideology into a more disastrous outcome for both employees and organizations. Those strange results could happen when there is a dysfunctional relationship between leader and followers, sharing of unclear vision, and communicating challenges.

Transactional Leadership: leaders who demonstrate this style of leadership assess team members based on individual perspective by paying more attention to skill, needs, and motives of subordinates. Transactional leaders used their confidence and abilities to make decisions when cooperation among group members is required. In many cases, these leaders attempt to persuade and impact followers decision to achieve their goals. However, they do not entirely ignore members' contributions but takes some reasoning from it as well. Transactional leaders and their fellows engage in negotiations to agree on a transaction and to obtain some gratification from their followers. The regular form of negotiations applied under this style of leadership may sometimes cause a transition in leadership to occur, this happens when an opportunity becomes available, or any fellow apart from the leader becomes influential and outspoken than the leader. Employees are keen to work with a transactional leader because of the possibility to emerge as real leaders of a group when different expectations and opportunities become relevant. (Avery 2004:22.).

Appelbaum et al. (2015:75), described transactional leadership as the tactics used by leaders to accomplish organization's goal through others on day-to-day transactions. They mentioned employee compliance and reliance as antecedents of this style of leadership as well as reward and punishment to influence employees' performances. In their article, is

understands that transactional leaders interact and negotiation through transparency, contingent pay, and management by exception, possible to aim at material and psychological of team members in exchange for desired services or performances.

According to Bucic, Robinson, and Ramburuth (2010:231), transactional leadership involves rewards and recognition of organization's members and focuses more on motivation to influence significant changes with the effort to strengthen organizational culture, climate, and strategy. There is a balance of influence between leaders and followers as both parties arbitrate carefully in exchange to meet their self-interests. Carter and others (2013:381), also emphasized the rationale behind transactional leadership as one-way communication. Thus, followers who agree with their leaders to perform their respective duties are entitled to reward for compliance and for meeting goal settings. Because transactional leaders judge and punish followers according to performances, workers who underperform often improves. Moreover, receiving rewards, benefits and recognition also emerge to motivate team members to thrive. In the same way, organization members who smell opportunity outside, who get motivation from an external competitor in the form rewards, and those who are eager to try new profession are often tempted to leave if they feel humiliated and can no longer hold onto the sequence of punishments.

2.2. Employee turnover

The subjects of employees' turnover intention must be pursued professionally particularly in the Small and Medium Business (SMEs). With many start-ups corporates coming into the light to alter the current turbulent environment, there is a high concern in the management of employees concerning organization's values, missions, and goals. Firms must not overlook the antecedents that contribute to individual's happiness at their respective workplaces. Those days are gone when employees get married to a single company to build lifetime careers and demand good salaries for themselves. The masses of corporates and other SMEs flooding into the environment have influenced the attitudes of today's workers to change workplaces whenever they sense their well-being would go unanswered. Moreover, globalization has aided the integration of people, companies, and

many organizational bodies in both domestic and international. This practice has had influences on societies, on cultures, and on the management of organizations workers around the world. For that cause, professionals do not get stuck in a single company dilemma any longer since there are other opportunities to pursue in other companies.

Organizations devote whole lots of time placing adverts, candidate selections, recruiting activities to hire professionals needed to meet the human resource terms of the company. The process is costly for both the company and employees. Therefore, management through every preventive measure must keep employee turnover to a minimum. Employee turnover primarily influences the productivity of an organization. An indication of higher employee turnover can disrupt and malfunction the overall productivity of a company (Akgunduz & Sanli 2016:120).

During organizational performance assessment, productivity remains one of the essential variables that define a company's ability to compete successfully and to survive with the emerging economies (Oeij, Looze, Have, Rhijn & Kuijt-Evers, 2011:94; Jamaliah 2016:388). Furthermore, at the level of an enterprise, productivity is the measures of an organization efficiency to achieve its targeted goal by utilizing outputs and inputs variables, i.e., workforce, authority strategies, machines, system, and resources (Oeij et al. 2011:94). Workforce or labor force is a determinant of organization achievement (Jamaliah 2016:389). Therefore, employee turnover must be under managers control for the benefit of an organization goals.

Employee turnover is defined by practitioners and other researchers particularly in the field of academics as the rate of how much new staffs are hired to replace departed employees (Hurley and Estelami 2007:189; Zekeriya 2013:168). Croucher Wood, Brewster, and Brookes (2011:606), referred to staff turnover as the admittance of flesh employees into an organization and the parting of the existing one from the organization. In the same way, Chan and Mai (2015:132), claimed that an employee turnover describes the percentage of workers who leave their job to those of replacement. In other words, the rate at which an organization loss and gains its employees are called employee turnover.

The turnover concept about labor force comprises of resignation, retirement, and redundancy (Cho et al. 2012:5). The term employee turnover is also defined by McBey and Karakowsky (2001:40-47), as a periodical exit or movement behavior exercise by employees across the organizational boundary. What managers should know is that turnover in one organization means others may benefit from the knowledge of the new employee to add to its competitive advantage. Although some researchers maintained that employee turnover does not have any common benchmark to determine its happenings, there is a range of factors that have been supportive in understanding and interpreting employee turnover behavior (Zimmerman & Darnold 2009:144). This claim is based on the reason that leavers may give wrong answers to their managers (Croucher et al. 2011:606; Abbasi & Hollman 2000:335).

In addition to the theory of knowledge for explaining an employee intention to quit, Regts and Molleman (2012:194), outline several factors as predictors of employee behavior between the state of staying or leaving an organization. The predictors include thinking of leaving, intention to search, seeking for alternatives, evaluation, and comparison of alternatives with the present job. It is therefore important to reflect on all possible thoughts open to employees when making the turnover assessment with a very little focus on employee dissatisfaction.

More often, managers discuss turnover under the perception of filling a vacant position. Each time a regular position becomes vacant by either voluntarily or involuntarily, suitable persons are hired to fill the positions. A study by Harman and others noted that workers' turnover is an indication of separation of employees from their contractual work due to the weak outcome of expectations (such as wages and promotions opportunities) (Harman, Lee, Mitchell, Felps & Owens, 2007:51). An organization will not simply lose an employee, but a valuable knowledge will be lost as well. Training a newly hired person to execute the exact level of performance to the one resigned involves much time and money.

Employee or staff turnover is an ongoing challenge facing modern industries particularly in companies that offer packages regarding recruitment and extensive on the job training

(Huang, Lin & Chuang 2006:492; Tuzun & Kalemci 2012:519). Typical challenges include high replacement cost, loss of knowledge and experience effect, disruption of customer relations, demoralized remaining workers in the organization (Abbasi et al. 2000:334). The disproportionate of staff turnover will likely see a company in liquidation; however, a reasonable number of turnover is necessary and condone for an institution. For that reason, it's essential for organizational leaders to effortlessly initiate some deep thoughts on how to manage their personnel's, more specifically, types of employee turnover, what determines employee turnover and the strategical approach to minimize employee turnover.

2.2.1. Types of emplyee turnover

Managers must acquire a precise information on the determinants of employee turnover before employee says I "quit" and react quickly rather than rectifying after it has already happened. Typical employer-employee separation occurs for several reasons. A separation can be related to better offering elsewhere, new jobs attraction, feeling of dissatisfaction at their current place of work, supervisor-employee dislike, a societal pressure causing relocation for privacy reasons, dismissal, forced retirement, medical disability, or death, etc., these assumptions and other factors contribute to organization-employee separation. (Tai, Bame & Robinson 1998:1915).

From the above literature, it was noted that several drivers trigger an individual's decision to leave jobs. Earlier study on exploring the predictors of employee turnover revealed that an employee leaving a job for another job within the same organization has a different predictor to the one quitting a present job for a various organization (Fields, Dingman, Roman, & Blum 2005:64). Ranging from cessation for poor performances to resignation of highly skilled employees who deserts managers in dilemma in search for another employee and better replacement, Park, and Sandefur (2003:349) suggested two categories in which employee movement or turnover are discussed: voluntary, and involuntary.

Voluntary Turnover

Voluntary turnover refers to employee decisions to end the employment relationship with an enterprise (Akgunduz et al. 2016:120). Employees, being the cornerstone of an organization survival and development do not only represent the valuable resources, experience and knowledge that is available during their employment term but also maintain operating cost (e.g., recruiting cost, training cost, etc.) at a minimum level if they remain with an organization. Employees might decide to voluntarily withdraw from an organization to retire or take an offer in another organization, particularly in labor demanded environments. Situations like this could lead an organization to lose a valuable or high-skilled employee who must be replaced.

Many are the reasons that contribute to employee resignation from a post as suggested by (Harman et al., 2007:53; Shaw, Delery, Jenkins and Gupta 1998:512). Their research assumed that the primary "why" to employees' voluntary resignations are influenced by the reward they received, not meeting their prospects, opportunity within the same enterprise, the attractiveness of the present job, and the job options available. An excessive amount of voluntary turnover to some extent attested to management incompetence which includes poor judgment, lack of foresight, and poor communication (Abbasi et al. 2000:335).

Involuntary Turnover

For some reasons, laying an employee off may go against some organization's values as well as can placed many managers in an uncomfortable position. A layoff is legal and laudable should it become the best decision to keep high performance and preserve work culture. Involuntary turnover is a result of an employer initiation to terminate employee contract of employment (Donoghue & Castle 2006:455). While Shaw and others (1998:513), demonstrated that many of the fundamental reason that leads to high dismissal or involuntary rate is presumably wrong hiring decision on the part of an organization. Stumpf and Dawley (1981:149) have different thoughts on involuntary turnover other than incorrect hiring decision. They believed that multiples of employee termination are a result of performance-related issues. Thus, underperforming workers are likely to be dismissed by managers at a time when an organization expects immediate results.

2.2.2. Factors of employee turnover

An employee leaves one organization to the other and quits from one industry to another for many reasons. Regarding the present study, an honest examination is giving to the role of various sources of determinants that could potentially influence the turnover process. Researchers who have studied the problem of employee turnover came to one primary conclusion that, employees leave their workplace due to their failure to get along with their leaders or managers (Tuzun et al. 2012:519). Their study suggested that active engagements between leaders and employees can reduce employee turnover through supporting work and organizational morals.

In one of the primary studies on the role of corporate culture and organizational commitment, Pinho, Ana, and Dibb (2014:381), reported that a practiced culture by an organization is a factor that positively and significantly influence the attitudes of employees towards turnover intentions. They noted this kind of industries, for instance in the nonprofit organization, staffs value many other things than money and equal treatment. Though they (employees) recognized the ethics that bind them to their jobs, they also expect to work in an environment full of trust and open relationship which add to their personal development, responsibility, and reason to stay with the company.

McBey et al. (2001) found that turnovers of most industrial workers are because of one or both sources; push factors, pull factors, individual factors, and other factors. In their research, any work-related outcome that may impact an individual intention to leave his/her job voluntarily is consider as a push factor. The significance of these factors contributes to employee happiness at work and are often present as a reward or monetary forms, supporting jobs apparatus, etc. They posit that the absence of these variables will generate an awkward working environment which can enforce employees to change jobs (high turnover). Likewise, the availability of these variables creates positive employee-job relationship leading lower turnover intention. (pp:40-47).

Pull factors according to their investigation were external feature influences which could interfere an individual commitment to quit his/her present organization. These sources

emerge from outside an organization or the workplace and are consists of personal and household income levels, family or domestic commitment, and the concept to accept alternatives jobs. They published that workers who are breadwinners of their families have little intent to exhibits turnover behavior than workers who have fewer family responsibilities. Employees with such family commitment have huge financial obligations and therefore will prefer to keep their present jobs than to explore alternatives job (i.e., lower turnover) to avoid job loss and preserve their monthly income. (McBey et al. 2001:40-47).

Furthermore, their study identified individuals or demographic factors as the fundamental trait that predicts workers' turnover at a workplace. These are personal characteristics that respond to the perception of "to stay" or "not to stay." Employees with these essential basics qualities will fit into the organization requirements and connect with the working environment making them a priceless asset to the organization (i.e., lower involuntary turnover). In addition to the three factors mention above, the authors examined the relationships between job performance and turnover; they published that workers who deliver better performances are rewarded to boosts their desires to stay. On the contrary, workers who regularly fail to meet company's expected goals may not get along with colleagues at the workplace and could lead to turnover intentions (McBey et al. 2001:40-47). A similar study on the predictors of alternative job changes identified almost the same cause, but the researchers believe the variables must be categorized as employee demographics, the organization, current job conditions, and the external environment (Fields et al. 2005:64).
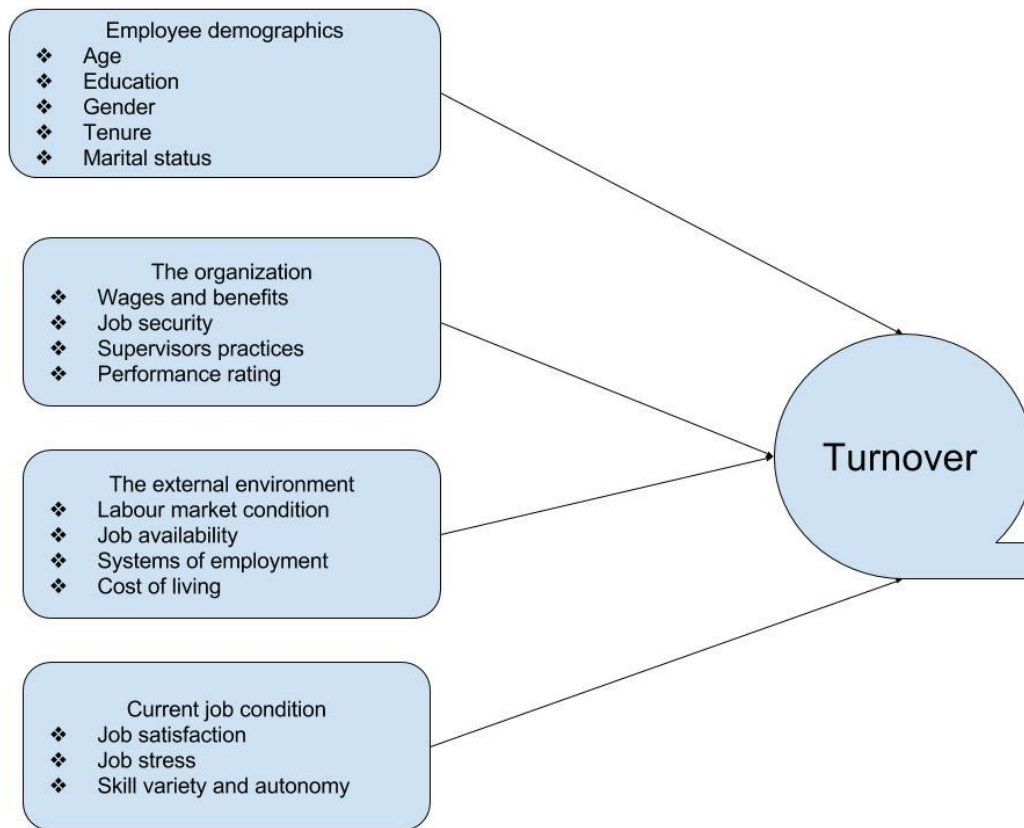
Figure 3. Factors of turnover

Employee Demographics

Although it is important to recruit and hire the required number of people to fill up vacant positions if companies are to meets the total production quota, it is equally important to recruit and hire individuals with the right features for the job. Primarily, the different most studied variables that may predict workers' turnover intention include age, education level, gender, tenure and family responsibilities. (Fields et al., 2005:64.).

Age. The perceived availability of job alternatives is a determinant of the age of an employee. The older an employee, the less the perceived ease of job mobility (Cho et al. 2012:7). Apparently, the more employees get older, the more settler they become than to change jobs. More often they become concerns about job security and the benefits from their entire services. Whereas, younger workers have little entitlement to pension rights if any minimal benefits and fragile job security which make them hunters of higher paying jobs with other employers, therefore, the higher the rate of turnover. A study in Health industry noted a consistent pattern of employee withdrawal among the newly employed

staff. They found that turnover propensity was significantly higher among young age groups than older age groups (Tai et al. 1998:1915).

Another study reported that an employee age has both negative and positive relationship with turnover intentions (Fields et al., 2005:65). There exist a positive correlation linking age and voluntary turnover for workers with intra-organizational movement than inter-organizational movement. Furthermore, the possibility that age influences on a person behavior to leave a job was argued by Peltokorpi, Allen, and Froese (2015:297). They lamented on workplace characters such as stronger ties and long-term relationships among colleagues discourage many older employees on a career change, they feel like leaving would create an emptiness in their personal life and therefore would prefer to stay other than an involuntary turnover. Contrary, younger employees are vulnerable to stay with one job, they are more likely to move on to better jobs and ignore the connection they have established, having in mind that they can develop new ties and make additional earnings at the next destinations.

Gender. Another fascinating, yet critical question associated with gender differences in the labor market, seeks answers to whether females are more likely to quit their job than their male counterparts. About the human capital, women are often deemed to be less valuable than male because the tendency to face career disruption for family reasons and other issues like sexual harassments are higher (Huang et al. 2006:493). Similarly, Pel-tokorpi et al. (2015:296-297) noted that women have higher turnover rate than their counterpart after a great comparison. Their research revealed that men and women adopt and demonstrate different characters and social behavior following their expected gender roles. *Men tend to be more assertive and independent, while women have more concern for others and place more value on interpersonal relationships*. The attention and confidence exhibits by men on jobs and careers is an antidote why they are more fasten to workplace relationship than women. Issues such as raising children and family affairs are more likely to influence women intentions and behaviors to resign from their job. In other words, women give priority to their homes and make more job-related sacrifices for their homes compared to men whose intentions to quit are more likely to be influenced by work context.

Education. Individuals with higher qualification, career ambitions and sets of relevant skills hope for advancement within an organization. Therefore, one may assume that employees with such qualities may be more likely to change the destination of work if they cannot pursue their wishes. The simple fact remains as "knowledge is power" that it enhances an employee the opportunity to acquire free position available in the labor market (Huang et al. 2006:493). This argument favors job hunters with higher qualifications that they have a brighter chance of getting another job than those with lower qualifications. Similarly, workers who are highly educated might work part-time to make themselves open for better employment opportunities than their less highly educated counterparts as they have no alternatives than to stay (McBey et al. 2001:40-47; Cho et al. 2012:8). Additionally, Fields et al. (2005:65), maintained that higher qualification might impact turnover decision because organizations mainly scout for talents and skills that employee has invested to obtained, this leads to the replacement of underperforming workers.

Education is a human capital that produces expertise and knowledge valuable to employers for investing in their future productivity (Cho et al. 2012:8); thus, hiring personnel's that could be a more productive on the job. However, things can go wayward if the skills and knowledge possessed do not meet expectation, the highly trained personnel might consider leaving for other opportunities (Huang et al. 2006:493). Therefore, the level of education may affect one's intent on whether or not to be with their present work.

Tenure. A typical organization that has in place policies for its staff to invest or own shares within the organization would not encourage layoff of employees other than retirement, death, relocation, etc. Thus, longer tenured employees who have invested much in an organization may be more reluctant to change companies than those with less tenure. Studies have identified turnover and period of service turnover have a relation. For example, Stumpf et al. (1981:151), demonstrated that one is keen to stay forever in an organization should they have work for long without thinking of voluntary leaving. In supporting their claim, the authors believed that poor performance workers would be layoff before much tenure can be accrued. For that reason, involuntary turnover is not a function of tenure. Although a positive relationship tends to exist between the length of service and employee stay, Fields et al. (2005:65), expressed that it can influence an employee

behavior to change job after one has acquired more skills and experience. Thus, the job change becomes possible only if the competences accumulated in one organization is transferable.

Current Job Condition

Job conditions may to an extent influence a worker decision on whether to stay or leave an organization for another. Some research on various job variables have proven that perceived job conditions may contribute to turnover intentions, namely, job satisfaction, job stress, skill variety and autonomy. (Fields et al. 2005:65; McBey et al. 2001:40-47).

Job Satisfaction. Satisfaction is the positive response or feedback display by individuals for meeting their psychological resources. Employees expressed satisfactions through different modes. Communication is a daily means through which workers express their sentiments on organization strategies and other workplace policies that obstruct their way of work or thinking. Leaving a job is the finals sign of showing dissatisfaction with a present job unless it is due to unmanageable situations. Job satisfaction does have an enormous impact on the withdraw process. According to ZIMMERMAN (2008:318), job satisfaction does not affect turnover directly instead, the approach and character influence intention to quit, which will yield turnover. In fact, Zimmerman believes that many are those who are less trouble about stopping when they show positive character about their job. Likewise, an employee with a negative attitude at the workplace will seek an alternative to avoid continual job discomfort. Therefore, low job satisfaction employees are more intent to relocate from their present and habitual environment.

Job Stress. The characteristics of the job – some jobs are flexible or demanding than others. Job stress will be affected by many variables, including overworked, forced overtime, personality conflicts, poor teamwork, inflexible work hours, disorganized supervisors, manager abuse and insensitivity, and prejudice (Branham 2004:147). Azadeh and Ahranjani (2014:345) perceive job stress as a negative and emotional exhaustion response that occurs when there is variation in the job requirements and capabilities, resources, or needs of the worker. Job stress emerges from the interaction of the work environment and

the employee. According to Lambert and Paoline (2008), employee's feelings about outputs and working conditions contribute to turnover intent. Again, Branham noted from a study that almost half of all workers who participated in the survey felt some level of disappointment due to stress, which in turn affect their work efficiencies and their intentions negatively to remain with their employers (Branham 2004:151).

Individual skills. Undoubtedly, turnover will primarily occur from dissatisfaction about work and too much stress from workplaces for the individual employee. However, disappointment and unpleasant working conditions are just one of the several factors why workers quit one job for another. Circumstances, where the skill and experience possessed by an individual are in demand because of factors such as ceaseless economic development, industrial workers in short supply, and a mismatch between job and person, etc. Personnel may leave for good pay, better benefit, and seek for workplaces that are not boring and monotonous to improve their experiences (Branham 2004:47).

Firms used intensive hiring and selection process to ensure that hired employees are competent, this strategy results in a group of personnel's whose knowledge, and skills are equally necessary to both the employing company and their competitors. Therefore, knowing their ability and strength thus, more excellence use of skills and know-how may come to understand that they are valuable and have more employment opportunities and, despite meeting their satisfaction needs, feels reluctant to engage, resulting in turnover intention (Gardner, Wright & Moynihan, 2011:322).

The Organization

Employees remain an important trait for a well-performed organization. However, there exist other organizational traits that are equally important as its personnel's which altogether may influence turnover behavior in an organization. The characteristics exhibits by an organization that may affect individual attitude toward job change include wages and benefits, job security, supervisory practices, and performance rating (Fields et al. 2005:65). For that matter, every member who contributes to an organization success either in knowledge or practice should be provided with the required support to perform effectively.

Wages and Benefit. A conventional policy that recognizes the interest of both the employer and employee and inspires to strengthen management rules that drive a payment system. The practices of fair distribution of wages and the establishment of clear promotional strategies across hierarchical levels to improve not only employees' relations and internal climate in an organization but also raises their satisfaction level for equal treatment received among peers (Sgobbi 2015:913). The application of wage policies tends to enhance overall job satisfaction. (O'Halloran 2012:655) Claimed a positive relationship between job satisfaction and both individual contribution and profit earnings for industrial workers. They noted that workers who enjoy performance related pay (PRP) policy were more satisfied with their present job, wage level, job security and tenure than non-PRP workers. They discuss that wage level policy and rewards according to individual productivity has a significant impact on employees' behavior to job turnover (Sgobbi 2015:914; O'Halloran 2012:655). Firms that offer outright wages to its workers receive positive reaction in returns (Pfeifer 2010:60-61). Thus, the workers exercise more punctuality and, hence, less absenteeism.

Job Security. Employees feel uncertain at their workplaces anytime there are strokes of layoff because it leaves a vacuum of fear, and tension among the remaining workers (Reinardy 2012:56). Job security is defined as the extent to which one continues to enjoy employment in an organization despite job situation (Lu, Du, Xu and Zhang 2017:30). It is believed that job security is a key determinant of a work-related outcome. For instance, a study by Yousef (1998:184), maintained that job security is critical in ascertaining employee health, the psychological well-being of employees, employee retention, employee turnover, for job satisfaction, and for organizational commitment. When an employer fulfills workers' expectations with long-term job security, the workers feel more important, safe, and secure and that establish an employer-employee relationship. Such relationship requires the employees to fulfill their obligation in the form of hard working, over-time acceptance, and tolerating overload work (Lu et al. 2017:31). Davy, Angelo, and Scheck (1997325) examined the potential connection between job security and turnover intention. It turns out that job security directly influences job satisfaction, organizational commitment, and turnover intentions.

Supervisory Practices. The extent that supervisors demonstrate competency in making decisions about the welfare of employees may affect workers' turnover behavior (Fields et al. 2005:65). Supervisor's practices and relationship behavior correspond with subordinate readiness to define the outcome of leader effectiveness, which determine the ability, willingness, enthusiasm of employees to accomplish specific tasks (Chen & Silverthorne 2005:281). Furthermore, characters that supervisors demonstrate has an impact on firms, department, and teams, as wells as the working environment; therefore, superiors must promote positive attitudes toward followers; otherwise, the followers may feel a disconnected between experienced/reality and perceive organizational behavior which will cause voluntary leavers. In some firms, supervisor's titles/positions are known by many as unequal to their subordinates because they dictate and direct how one must behave towards others (Jogulu, 2010:708). Therefore, supervisors are expected to create a good relationship, supportive environment, demonstrate tolerance at all level irrespective of age, color, and rank to collaborate to seek what is right and acceptable to all, Otherwise, subordinates may feel uncomfortable which could lead to their departure.

The External Environment

Society's that is familiar with unemployment frequency may diminish the likelihood of job leavers due to the scarcity to find a new job both within and out
side the current organization (Fields et al. 2005:65). In contrary, the propensity of job changes among skilled and unskilled workers will be lower in a weak economic developed area. Most turnover decisions made by industrial workers are based on different economic factors such as labor market condition, job availability, systems of employment, cost of living, etc. these determined employee turnover behaviors. Labor markets that experience shortages in industrial personnel, floating of new industries will increase the tendency of turnover intention. The extent that one must exercise to be employed, be it easy or difficult will determine the rate that workers will resign their jobs in search of another. Moreover, cost of living will have to correspond with one's wage or earnings to make a happy living. In pursuit of a comfortable and better life, an employee will change today's job for a higher paying job.

2.3. Employee retention

A company can outperform competitors by focusing on creating a thriving workplace to maximize employee satisfaction. Profoundly, the more satisfied employees become, the more likely they will do better and begin to treat company's customers in the same way. Contrarily, when the needs of employees are not satisfied, there is a chance that an employee will leave leading to obstruction of a workflow. Even if an enterprise is not move by employee mobility, replacing departing employees requires time and effort. Furthermore, the departed employees transfer their competences to another company which potentially use them as competing assets.

In providing a pleasant working atmosphere for employees shows how much you enjoy them being around, and that you appreciate their effort and you will reward each one according to their work. According to Bandura, and Lyons, (2014:32), the challenges and setbacks of every organization emulate its habitual culture, employee competencies (skills, talent, attitudes), compensation policies and performances. In that instance, it will be biased for managers to assume that one retention strategy will be equally effective in another organization. It is, therefore, more vital to outline the characteristics that contribute to workers' retention than to identify the factors that make them leave an organization (George 2015:102). Thus, employee retention theory is a concern for organizations and below are some of the practices that are tested and proved.

2.3.1. Employee retention strategies

Appropriate leadership style
Insofar as that leaders' guide and direct their subordinates at the workplaces, their attitude will to some extent influence decisions on job commitment. Virtually, every leader instructs and pilots team of workers, but few ever realize or understand how many of their subordinates resign because of the coordinating style. Most leaders, undoubtedly, invest in their employees' career advancement and seek opportunities to help them grow. Then naively let other companies snatch them or make little use of their acquired knowledge, only to recruit and replace those leavers. Carter and Greer (2013:381), discussed the role

of leaders' influence on their subordinates to adapt more effectively to an organizational environment. The author noted that leadership style correlates with organizational citizenship behaviors and workers' performance through a culture that focuses on workers' activeness, empowerment, and innovativeness.

Leaders that aimed at practicing the right style of leadership provide a concise organizational vision for their followers to have a more detailed and accurate assessment of the reward or discipline that will be received by the organizational members. According to Jogulu (2010:707), the correct leadership style will consistently establish culture trait that enhances teamwork, encourage employee career growth and motivate members to strive for their goals. Leadership characteristics of that kind will nonetheless obtain commitment and positive character of organizational workers. And because of the thorough demonstration of the reward and treatment that lie in wait for them should they continue to work for the organization, the outcome will be successful, satisfied, more trusting relationship and extended mutual bond with the followers. Moreover, leadership actions are considered as the domain in steering organizational culture as well as to control the performance of the social environment to achieve quality as part of enhancing creativities (Buttigieg, & West, 2013:173).

Conducive environment

A conducive environment is a common phenomenon in an organization that has successfully gain much from employee retention. The fact does not just come by an "overnight success," it is the responsibility of both HR managers, employees and other staff members to see to it that a positive workplace is established (Hart 2006:219). An attempt to build a positive working climate is a result to keeping skilled professionals because it comes along with workplace flexibility, work happiness, and enough resources to performs the job (George 2015:105). Adequate supplies will cause employees to feel flexible with their job while making the place fun as well.

An ideal approach to encourage positive working environment is to promote freedom of interaction. When it comes to evaluating what freedom of communication does in practice, it is said to enhance the information flow within the organization, which not only

helps defines roles and reduces misunderstanding but also allows employees to participate in decisions (Grissom 2011:403). Workers who enjoy open communication with their colleagues or leaders are most likely end up to develop strong tie which keeps them together in the same job. It is apparent that they will avoid changing career because of the fear of losing or breaking the friendship bond.

Development opportunities

Having strategies to improve the skill and knowledge of employees is a whole direction to achieve employee commitment. By assigning an employee to training and development opportunities, it implies that the employee is a prominent asset and a person of value to the organization. A move that will motivate and convince an employee to stay. It has been argued that employees belonging to an organization that has a culture of nurturing its workers are reluctant to leave (George 2015:106). He added that an employee would psychologically sense foul to depart an organization after enjoying so much. Consequently, an employee would consider applying the competency received from the training.

A study by Ghosh Ghosh, Satyawadi, Joshi, and Shadman (2013:294), showed that training and growth opportunities influence non-management employee decision on retention. They reported that organization that gives employees a career growth opportunity to learn what they hope to achieve will encourages retention positively. Training quality has been linked to the strategies that prolong workers stay in an organization. According to Deery (2008:799), recruiters need to be more careful on the kind of induction they offer to hire workers. The author addressed the theme with the notion that workers that participate in quality training lead to training satisfaction, work happiness, and job commitment. Additionally, quality training emphasizes the compassion to reciprocate.

Compensation and reward

An employee will remain with an organization in as much as the reward it offers (e.g., salaries, and development and opportunities) is equivalent to or higher than the time and effort demanded of the employees by the organization. According to Reynolds, Merritt, and Gladstein, (2004:231), incentives related programs were among many tactics believe

to affect retention positively. The simple reason behind the proclamation was that inducement in the form of praise, wages, recognition, and development opportunities increase an employee commitment to the work or employer.

A review by Huang and others (2006:494), about employee retention, suggest that a fundamental way of promoting employee retention is to increase the level of earn-wages. He argued that if the situation remains unchanged, an employee will walk out from a low-paying firm than a higher-paying one. The ability to retain employees provides merits that often transcend the cost of substituting old and experienced workers with new or cheap hired workers. Another theory for keeping workers requires an assortment of benefit packages. Rewards and benefit packages in the forms of good health care, insurance, or sound pension plan will raise employee commitment to an organization and lower the tendency to look for opportunity elsewhere (Taylor III, Murphy, & Price 2006:651)

Majority of employees rely on benefits like vacations, medical subsidies, free coupons, and retirement to save the greater part of their salaries. By making it a company's policy to reward employees will help to attract and retain professionals generously. (Chiu, Wai-Mei Luk, & Tang, 2002:407). According to George (2015:107), compensation does not have a direct impact on employee retention. He demonstrated that employees would realize the effect only when decisions regarding wages are transparent and agrees with performance and effort. It can thus be argued that brief and defined policies on compensation and benefit will deter individuals, job explorers from changing their jobs.

Work-life balance

The feeling that one could earn daily meals and go on personal or family duty is an open discussion in the modern industry. The concept of work-life balance is that enables employees to attend to all the necessities of their lives. The essential trait of the work-life balance is the attention that one must deal with work. The disproportion of time between activities will affect a person work-life success. The theory is related to an employee who relies not only on professions but personal, friends, family, and community in decision making. In the case that an employee spends a greater share of the days' time at work, the employee will feel stress and unhappy causing an uncomfortable situation. Employees

who cannot hold on to the intense nature of stress and overload work will prepare to change their workplace. Therefore, organizations that make it a priority to create an environment that supports work-life balance will challenge skilled employees whose preferences work-life balance decision to avoid losing them. A good response to nursing mothers who find difficult times to deal with work schedules, homework, and taking care of their children at the same. It is recommended that management should negotiate with employees on the maximum number of hours one can work to ease fatigue and pain. The ability to allocate sufficient time for work and personal life is a key to retention. (Deery 2008:804; George 2015:107-108).

Exit interviews

To control turnover rates and retain most professional workers, the organizational strategies for employee retention have involved feedbacks from job leavers. Confidence is not a mere character possessed by every employee. Reflecting on job leavers, (most dissatisfied) employees would not even whisper, let alone complain as they walk out the firm's door. Their silence could mean that they do not dare to discuss, or are not good at making complains, or do not see its impact. While these silence leavers may not threaten the organization physically, they could give a wrong image of the organization as they go around seeking opportunity elsewhere. An effective communication channel to examine departing employees before they walk out of the firm's door is to conduct exit interviews (Kusserow, 2006:51). The author believed a significant exit survey would lead to a brief collection of valuable information that may enhance job conditions and retains employees.

According to Koziel, (2008:12), the use of exit interview as for whether formal or informal, will create a better opportunity for firms to gather intelligence. The writer was more concern about departing employees' details such as personal e-mail, home address, cell phone, and new employer contact because it helps in the case of re-hiring former employee. The collected information also helps to re-engage an employee and make known the changes made in response to the issues raised, if the person is satisfied with the improvement made, the likelihood to win them back is higher.

The assessment seems to be that answers from departing employees should notify chief leaders in an organization an idea of things to changes and places that require improvement. The situational experiences and suggestions shares by retiring employees on management practices and general policies can be a step toward reducing employee attrition and a vital source of information in building a conducive work environment. A well-designed exit survey can highlight potential issues that are about to arise so that HR can proactively react and avoid more turnovers from occurring. (Jackson, 2004:17).

Social support

Social support, by function, can be view as a tool, emotional or communicative aid enjoy by a person within a social network (Chan, 2015:50). Commenting on the functionality, the author deemed the tool aspect of social support as money, services, and material assistance; the emotional form of support can demonstrate sympathy, acceptance, understanding, showing love and admiration; and communicative or directional support can help tranquil threatening situations and deplete stress exposure. While organizational stress-related activities like role overload, poor teamwork, forced overtime, and prejudice are breeding factors for turnover, and exit intention (Brandon 2004: 147,151), assistance from coworkers and supervisors can improve an employee capability to adjust and minimizes potential exiting behavior (Chan, 2015:50).

According to Alvelos, Ferreira, and Bates, (2015:488), newcomers in organization experience challenges in acquiring skills and adapting to workplace behavior without peer and supervisors support. Therefore, employees' intentions of available support from peers and immediate supervisors reveal immense motivation to share new knowledge at the workplace. Chiu, Yeh, and Huang, (2015:320) also found that employees that have too many duties to perform both at home and at the workplace consider peer assistance as a valuable resource, and however may count on peer support to completing their task. Support exchange between a group of employees can potentially result in a positive impact for the individuals involved including greater work comfort, better performance and employee retention (Boyar, Campbell, Mosley Jr, Carson, 2014:903).

3. RESEARCH METHODOLOGY

Introduction

The empirical investigation used to define and analyze questions about this study are discussed in this chapter. To enable a cohesive and conceptual ideas generation, a consistent two-way communication or route of contact was established between the targets group and the researcher to produce a valid and reliable data for the study. The choice of method and technique applied was systematic with the research approach selected. The research is centered within the context of service industry to investigate the bond between employee intention to quit and organizational culture. The plan used to research concerning data collection, the detailed description of the situation, including the background of the case and circumstances are presented in the subsequent paragraphs.

3.1. Research approach

Although Johnston made an argument that academic theory has not established a common pattern to define the term research approach, there is a belief that writers or practitioners often applied the term to demonstrate research activities or action of an individual's. Some of the activities described under research approach are for example; the proposed method for the research; the generic relation and role of the researcher to research. The logic and consensus used in researching can attribute to researcher's assumptions of how the world is viewed which will one way or another diminish the research approach and the medium of the research delivery. The stance taken by the researcher will inevitably influence the research query, research findings and how it is interpreted. (Johnston, 2014:208.).

Emotions may sometimes be irrelevant to research, but research certainly underpins the expression of the emotions. Naturally, "*organizational life is highly emotional, and emotions are considered as the prime medium for action and interaction.*" It is noted that emotions reveal multitudes of investigation challenges because there is lack of con-

sistency of its definition. As such, researchers' emotions and their meddling in the research process have been ignored to the extent that it is viewed as perfectly distinct and illegitimate. Over time, a researcher apprehends the experience of both positive and negative feelings during an investigation, this, however may imbalance the researcher and fluctuates the findings. Researchers who are brave enough to ignore and deny uncomfortable feelings and opinions might conclude to have achieved the ultimate result and arrived at an analytic decision. (Munkejord, 2009:153.).

The fact that emotions can impact the validity of research particularly of the interaction between contributors and the researcher in the field of investigation. It is necessary for researchers to resolve such uncomfortable sentiments by changing attitudes so that they align with behaviors. This investigation confirms the claim that studies have identified a tie between emotions and decision making. Therefore, since a clear and logical result is the expectation, emotions must be kept out from building an analytical framework for researching, which implies that researchers should be adequately sensitive in the process of gathering and analyzing data. Not only do researchers center their activities on cognitive, but their inner passions also appear to support the content, intensity, and all kinds of feelings that are express in organizational life. (Munkejord, 2009:153.).

3.2. Research design

The research design is a designated record of all plausible measures and techniques for guidance in collating and analyzing a research data. Usually, it includes the designing, compilation, and a breakdown of data through a conceptual model, entity, and questionnaire formation. A typical action plan or "blueprint" of research should present the logical sequence of all activities to and connect all primary concept used in the literature. In his book, Kauda suggested that research design process in social science is best to classify under four headings; Ontology viewpoints, Epistemological choice, methodological decisions, and Choice and Techniques for data collection. (Habib, Pathik, Maryam, & Habib, 2014:16; Kuada, 2012:59.).

Ontology

In general, ontology attempts to explain the kind of objects that exist in the universe which researchers seek to know. Ontology focuses on the structure and interaction of entities per se, even to the point of having complete knowledge of their reality. Researchers believe human beings and their environment have a relationship and therefore co-determine each other. Social science scholars' description of ontology has two broad perspectives; Realism (objectivism) and Nominalism (subjectivism). Realism relates to the position that whatever the senses portray as reality is the truth and external to individual cognition. In this sense, social entities are view as formidable, tangible and relatively simple structures. Research philosophers could demonstrate the statement of realism that an entire organization is an objective entity and organization's culture is its corresponding concept. Similarly, employees working in an organization would then be an instance of its natural structures. Nominalism, on the contrary, represents the notion that social entity is a result of the individual perceptions and the interaction with each other. Upon the discussion, it is optimal to adopt nominalism (subjectivism) as the research approach for the fact that organization employees are subjective and its culture are consequent by actions of the social entities (Kuada, 2012:72-73). The literature referenced in this study supports an approach that aims to understand the perceptions and emotions of individual employees as to how their workplace culture affects their decisions or intentions on work-related issues.

Epistemology

Refers to the very basis of knowledge and the in-depth of knowing something very well; whether it is real, tangible, or it is softer and subjective. Researchers share the beliefs that every field work has some extent of knowledge which they view as necessary. A researcher can, therefore, investigate to understand the whole or parts of a social phenomenon without creating a direct bond; but through casual relationship, He or She (as an external observer) can understand and predict the social world. This idea refers to as positivism part of epistemology. Contrary to positivism (objectivism) approach is anti-positivism (subjectivism) approach which maintains that it takes a direct involvement with the social world to generate a valid knowledge during an investigation. In other words, the social world is wholly relativistic and can only come to knowledge by indulging in

activities with the individual actor under investigation. Early researchers have maintained that culture, as reviewed in task organization, has more to it meaning than the things that are seen and touched by the hand (Deery & Shaw 1999:388). As far as this thesis is concerned, the researcher aligns with the style of an insider, to observe and participate in the social activities under study.

Methodologically

The choice and use of methods in research process can be discussed under two terms, i.e., *Nomothetic, and Ideographic*. The nomothetic approach has more to do with systematic protocol and endorses the use of techniques such as survey methods, while the *Ideographic* approach perceives reality through symbols and ideas. Researchers adopting this style of approach seeks to discover how individual define their reality, which leads to some means of transactional dialogue between the subject and research. This form of anthropological approach allows the researcher to get inside the situation to make sense of the roots cause and make records of individuals' definitions, in this case, employees interpret the social world as they experienced it. (Kuada, 2012:58-59; 72-74.).

Objectively, the researcher maintains clear conscience on fact or matters that contribute to an employee intention to quit or intentions underlying their behavior in search of a new job. As a researcher, I had the opportunity to get inside this social world (workplace), had interactions with the employees and other senior staffs, make observations and diaries of the usual flow of activities of those under study. Having quite a knowledge of the environment which the investigation took place, I believed that the interpretation of their experiences connects the way they perceive the surrounding environment and its influence on their everyday life. This supposed opinion indicates that an *Interpretivism* approach subscribes to understand the social world from the interpretation of the actors (employees) under study and the style of culture. Based on this notion, one can argue that the means of data collection is less biased and Nomothetic. (Kuada, 2012:58-59; 72-74.).

3.3. Method and technique

As the research problems and objectives focus on understanding employee turnovers concerning work culture, a qualitative method was considered most appropriate. The application of Qualitative methods in research allows better flexibility and sensitivity to the setting than quantitative methodologies (Jonsen, Fendt, & Point 2017), an important consideration as the study aimed to explore tangible and intangible influences on employee decisions as to remain or quit their respective jobs. Following the effort to delineate the influence of a work culture on employee behavior and employment decisions, it is the belief that close observation of situations and circumstances at the workplace, and direct communication with employees will create a deeper understanding rather than instituting distant surveys study. Unlike quantitative methods, it maintains the originality of the data and does not try to convert verbal symbols into digital ones; information remains as either invited participants own words or words taken from written diaries. This approach seeks to get an in-depth knowledge of the underlying fact leading to decisions, or choices made and how it has affected and result in the current situations (Dolan, et al., 2011:8-9).

A qualitative study describes the existence of a relationship regarding influences and behaviors. It is not concerned with the measure of activities but aims to communicate a series of events which may occur under diverse circumstances (Murphy 1995:32). Rosenthal (2016:510) suggested two cases to handle a qualitative research method; first, it is exercise by researchers who are interested in improving their knowledge on a topic through participant interpretations to arrive at a consensus. Secondly, qualitative research methods are used by researchers to decipher the "why" behind peoples' activities or actions. In the case of organizational culture, the goal is to understand the work conditions which account for employee turnover intention.

The fundamental means which qualitative research is employed includes a case study, direct observation of sample, interviews, focus groups, personal experiences, introspection, etc. However, technology has developed at a breakneck pace contributing to different kinds of information technology devices and media, which has allowed direct obser-

vation in qualitative research to reach greater extent. For example, emails, instant messages, twitter, text messages, online chat and other internets forum are other conventions in addition to the above techniques (Dolan, et al., 2011:8-9; Kuada, John, 2012:93). Among the list of practices to apply qualitative research, case study method is selected. The research will be conducted based on dialogues, interviews with open-ended and neutral questions. Such will lead to explicit knowledge of the precise organizational culture and deeper understanding of the workers' turnover decisions (Woodyatt, Finneran, & Rob Stephenson 2016:741).

3.4. Case study research (CSR)

The rationale to acknowledge case study as the research approach/strategy was the influence of the works of some scholars on research methods. (Gillham, 2010:1; Lee, Cullen, & Collier 2007:229), advocate that CSR is refined through a qualitative lens and focuses on understanding, describing, predicting, and controlling entity (i.e., process, person, organizational group, culture or nationality). Also, CSR is more useful when the investigator has limited influence over events, and when the responding individual accept the challenge to give an account of her/his thinking process, on the behavior of others in decision making, and reports on events occurred several days, months or years.

Sonya J. Morgan Pullon, Macdonald, McKinlay, and Gray (2017:1060), published in their research that CSR explores the subject under study within real-world cases and enable the researcher to gain an in-depth understanding and the ability to interpret the context of the research. CSR as a research strategy applies to studies where there is a desire to explore the social interaction among sub-culture groups. A recent survey in the qualitative market research found out that CSR comes from an interpretive paradigm which leads a researcher to explores bounded practice in detailed and provide multiple sources of information in data collection (Ardhendu, 2014:78). He added that CSR is a preferred strategy to answer questions like "how" or "why" in academic research. Morgan and others confirm this claim in their study; they stated that empirical data for case study vary depending

on the research question. The commonly used techniques include interviews, direct observation, and questionnaires, etc. (Morgan et al., 2017:1061).

Case studies can either be a single or multiple-case design, (Ardhendu, 2014:80). It is a recommendation that when a study has more than one single case, the multiple-case approach must be used. The study of multiple cases in an experiment helps to understand the commonalities and the variations between the cases. Although there are strong evidence and reliable fact in the study of compound cases, it is costly and time-consuming to apply in research (Morgan et al., 2017:1061). Shkedi (2005:71,157), argue that a single case adds extra and better theory for the fact that researchers have less time to observe every case in multiple cases as compare to the single case during scientific research. The author maintained that the choice to make single case study comes under consideration if the researcher only desires to study one single entity (i.e., one person from a group or a particular group of characters).

Qualitative methods such as case study differ from other research techniques, like an experiment, which empirically separate a phenomenon from its context (Morgan et al., 2017:1061). Unlike others, CSR uses realistic modes of inquiry to discover new relationships of truths (Riege, 2003:77). He added that, regardless of an initially stated research propositions, or the analytical approach of the data collection, the main aim is to develop an understanding of the meaning of realism rather than validating predetermined hypothesis (p.77). In response, the time demand and the vast amount of resources involved in multiple case study clearly contrast the objectives of this study. Hence, the goal of this research is to seek answers to a single entity.

3.5. Research reliability and validity

An important aspect of empirical research is to evaluate the validity of the chosen research methods and design strategy, as well as to verify the reliability of the research results. Research validity is all about the transparency of the outcome so that whosoever assess

the work will understand the methods and approach used in executing the study. Reliability, on the other hand, refers to the consistency of the results, the possibility that any other investigator can replicate the research inquiry to generate the same findings. Various design and equally test approaches are considered appropriate in many kinds of literature to evaluate the validity and reliability of a case study. However, the four types of tests of validity commonly used are internal validity, external validity, construct validity and reliability (Ardhendu, 2014:83; Quinton & Smallbone, 2006:125; Riege, 2003:80).

Even though literature have confirmed the above four validity test to be appropriate in scientific research, other researchers have a different opinion and argue on separate standards for evaluating the quality of research. They based their argument on the following four criteria and believed that their proposed measures best reflect the primary assumption required to assess qualitative research: credibility, transferability, dependability, and confirmability. (Fossey, Harvey, Mcdermott, & Davidson 2002:723; Riege, 2003:81; Quintone, et al., 2006:135). This report mirrored the theory of the latter criterion leading to the quality of the research. The table below illustrates the standard tests for judging the excellence of both quantitative and qualitative types of research.

Table 1. Both standards test for judging the quality of research.

Traditional Criteria for judging Quantitative Research	Alternative Criteria for Judging Qualitative Research
Internal validity	Credibility
External validity	Transferability
Construct validity	Dependability
Reliability	Confirmability

As far as this research concern, the researcher took every possible measure to establish all criteria for the quality of the research. To ensure the Credibility/trustworthiness of the study, the participants could examine and scanned through every information provided to the researcher at the end of each interview. This technique was employed to enable interviewees clarifies their thoughts, corrects errors, and if possible offer additional information. Next, transferability-this was established through the design of the research and interview questions concerning relationships, values, behaviors, and beliefs that correspond to the cultural anthropological principles. Every procedure and action applied to achieve the results of this study were made available to colleagues and supervisor for auditing and approval to establish dependability of the research. Finally, confirmability was ensured through rechecks and cross-check of data against saved documents and dairies made during the entire investigation. This procedure was necessary to guarantee that the analysis, procedures, and decisions made to the results are not subjective or distorted. Caution was taken by the researcher on matters of close involvement, as too much interference may influence the credibility of the outcome. Moreover, some of the participants who were unable to communicate fluently in English had an opportunity to express their sentiment in their preferred dialect. This approach was used to back confirmability of the findings.

3.6. Research ethics

There were reasons why it deemed necessary to follow ethical norms from the early phase of a research project. In the research field, ethical concerns are mainly linked to the systems, procedure, or prospect on the direction of information collection and for analyzing complex issues (Oliver & Eales, 2008:346). Inevitably these standard methods involve cooperating and coordinating with the people and institutions participating in the research project (Oliver,2010:9). Notably, the focus on ethics in qualitative study consistently adheres to ensure the following concerns; that the outcome will improve knowledge, that participants are voluntary, that action used do not cause unnecessary harm, and the decisions made will not disproportionate the research results and undermines its purposes (Johnson, 2014:23; Oliver et al., 2008:346).

Another plausible means to recognize ethics is presented in two main discussions: procedural ethics; and practical ethics. Procedural ethics are preliminary disciplines that take place in the initial stage of the investigation process. Researchers confine in procedural ethics to seeks approval from relevant authorities or ethics boards to conduct their research. This part of research norms focuses on the well-being of the contestants involved in research, which requires researchers to outlines their intent, likable approaches, potential contributions, and associated threat. Together with the ethics committee, the researcher develops strategies that eliminate and minimizes potential risk if any exist. (Johnson, 2014:24.).

"Ethics in practices" or practical ethics, however, refers to the everyday ethical problems that face researchers in the process of the research. These issues relate to the unclear situations that emerge from the study where one is expected to distinguish between conflicts standards that may appear to produce equal advantages and disadvantages. These challenges also can be identified by the ethics boards in the procedural ethics stage, and measures on how to combat are puts in place. Nonetheless, it is uncertain as to how many or big threat will ascend but only to assume at the procedural ethics level as the investigation has not yet commenced. These general assumptions, about "day-to-day" dilemma, describes the actions engaged by researchers in the field as they encounter one of these theories. (Johnson, 2014:24.).

In the University of Vaasa, ethical consideration is valued in all research particularly if the research might endanger the human subjects. As a student at the university, it's an essential part to maintain the university trust in scientific research by following the ethical measures by the research committee along with the main criteria required in researching. Typical guidelines for the academic practices include attesting to the subject of the research practices and professional rules precisely. I have equally been loyal and open to the research community to demonstrate every activities and result of the study in an objective manner. Contributors to this study were voluntary. In the situation where, open expression of participants became a factor, anonymity and confidentiality were a guarantee on recorded information and notes from interviewees. Consistently, measures were taken as to how much closeness I can get and when to interfere, this was required to

respect participant dignity and to avoid violating one's autonomy, integrity by my research. I have observed and followed all guidance about qualified scientific research and therefore can argue that the research was transparent and meets expectation.

3.7. Data collection procedure and time frame analysis

Problem statement

This research has been conducted using a single company that produces and distributes sachet water and food-related beverages through multiples vendors in the various regions across the nation Ghana. The proprietor and the management board writes the strategies entirely for recruiting, hiring, and retaining the workforce for the functioning of the company. By taken into consideration workers security, the welfare and retirement benefits for company's workers are periodically discuss during their tenure of services in the company. Furthermore, there is an opportunity for employees to engage in external programs and other exercises that are within reach of the company if only it benefits both parties. However, the company continues to experience spontaneously hiring of workers to fill positions.

In their case, these impromptu hiring's are not required to fill newly created positions in the company but rather as a replacement for the outgoing employees. This replacement was necessary to facilitate company's activities to meet the relevant demands of the vendors. Some employees had planned to pursue their studies whiles others would risk to explores different professions. Both events were challenging for the management team, and such create an opportunity to diaries the company's culture and employees' intentions that trigger the resigning of their job places. The focus of this study is organization's culture and employee turnover about the current economic setting in the regions of company's location. The understanding of the situation preceded by preliminary questions which were made available to the management board. After a thorough discussion, the study proceeded with the goal of identifying the tangible and intangible artifacts, beliefs, and behaviors that could potentially influence workers' turnover decisions.

3.8. Data collection

Regarding the objectives of this study and data gathering effort in general, many factorials were dialogue with the management team as a consideration for the justification of the data. First, employees with short-term contracts or on internship basis were not involved in the study as they have not experienced the company's culture to its fullness. Secondary, the study required a broad knowledge of company information, so only outspoken employees were considered. And, finally, workers who were on leaves and those that have resigned or dismissed for some reasons were invited to participate to ensure that evidence retrieved were not one-sided but the real identity of the situation under study. The application of these exceptions to the data collection procedure resulted in 70 workers in total out of 400 employed personnel. The figure was again screened with the knowledge of the management team, and further narrowed to a desirable number with a more focus on self-devoted employees willing to participate in the study.

To understands the differences in employees' definition of organizational culture and its significance to the company; participant was chosen so that they symbolize varying ranks of responsibilities. The participants also differ in the tenure of job experiences in the company and the effort to reach those employees who were victims of turnover with regards to the practice culture gave the researcher a clear picture of the happenings in the company. These measures were applied to learn more about the behaviors, values, and beliefs exhibits by the entire working force in the company. To maintain equality of gender, selected participants involved both female and male workers working in different departments.

3.9. Description of the sample

The primary sample consisted of twelve (12) semi-structured interviews that took place between December and January 2016 to 2017. Such includes seven face-to-face interviews and five internet call interviews via Skype. Two of the twelve participants were ranks as senior supervisors with one each in the production, and logistics sections. Out of

the Ten participants left was a senior manager while six of them held no positions in the company, three of those (six) are in production section, two from the logistics section and one in the IT section. An effort was made to reach out to three more past employees who retired or lost a job due to company's rulings or personal decisions totaling to 12 participants, see Table 2. The earliest plan of the study was one interview a day, but some continued to the next day because of the very nature of the work and positions of the interviewees. Interviews that were held face-to-face happened on the company's compound. Internet interviews took place outside work environment specifically at the respondent's residence.

Table 2. Description of sample

Element	Gender	Sample size	Experience (yrs.)	Mode of interview
Retirees	Female/Male	1, 2	2	Face-to-face, online
Normal Operators (no ranks)	Female/Male	3, 3	2	Face-to-face, online
Supervisor	Male	2	$2^{1}/_{2}$	Face-to-face
Manager	male	1	4	Face-to-face

Procedure

Throughout the processes, all data were taped-recorded and text-noted with the consent of the participants and fully transcribed precisely with more attention not to alter or miss a single word. The duration of the interview lasted between 30 and 50 minutes, and the greater part of the interview (7) was held in Akan. Akan, being the local dialect spoken by interviewees were deemed more comfortable and communicative, as the only language

used at work routinely and for transactions. The design of the question allows the respondents to express their opinion freely, but the interviewer could intervene to ask additional follow-up questions to keep the conversation progressive. Although there is a sense of awareness of the data collected by the employees, the interviewer had no discussions with none of the respondents prior to the interviews. Therefore, every interview begins with an introduction to both the topic and the interviewer himself.

As the researcher aimed to achieve a greater level of objectivity in the research, there was always an awareness of how closeness and interrupting the interviewer can exercise. A continuous reminder of privacy of interviewees with response to the given information was guaranteed. Therefore, the open-ended question used for the interviewed enabled the researcher to get the best out of them. Open-ended question helps to seek for in-depth responses from interviewees, and such approach was far enough for the researcher to collect every data required to ascertain the company's situation.

4. EMPERICAL FINDINGS

The focus of this section is to present and analyze the data collected from the respondents, which are most related to the research objectives. Presentation of the result is divided into two themes according to the study setting (see appendix 1.). The interviews were more dialogue in nature with no predetermined question discussed; this gave the interviewees a degree of freedom and of course the ability to remain open to every subject always. The two design topics and the data gathered were all summarized at the end of the chapter. The two central themes of the conducted empirical study are A) the awareness and magnitude of organizational culture B) the reflection of the organization's culture on employees' behavior. The candidates were questioned on their familiarity of organizational culture and its existence in their company, the dimensions and things that make it unique, and the assessment and management practices were the subjects in the first part. The pertinence of these question seeks the employees' awareness of the meaning of both tangible and intangible things around, also to inquire was their knowledge of the company's sets of values governing them. The second parts of the topic concern the company's attitudes on employee turnover, the feelings of it by the employees, the relation of its occurrences and the company's practices, and how it is controlled to keep the workplace balance. Therefore, by being able to apply the above two topics thoroughly to empirical research, it enhances the quality, authenticity, and dependability of the empirical research.

4.1. The magnitude of organizational culture

Among the many descriptions given in the literature about organizational culture, a mutual concern amid confirms the nature and degree of impact that it has on company's performances, and how employees go about their job every day. Therefore, a comprehensive knowledge of its character and values, including the underlying assumption shared by the members of an association is worth investigating. The general notion here, however, is to inquire from the bearers how is culture exercised and what it entails to feel its

existence. To cover the stated objectives in the first part of the empirical study, the understanding of the employees on its role, the importance and contents, assessment and the management aspect of organization's culture are discussed.

4.1.1. The role of organizational culture in the service companies

An essential contribution to the conception of culture and the connections to workers' attitudes is considered relevant to the research. When asked to give the meaning of the concept, the interviewees gave diverse points of view. It was clear that miscommunication of the term has made the employees unreliable which led to selfishness, and people began to work on their own and not as a group. Two participants in junior rank position exclusively refer to themselves on how they do things to keep going and stay happy always.

> *"For me, it is the way that I should do my job correctly and finish on time, go home early to rest so that I can come to work every day. I also have to respect and obey the instructions that my boss gives me because rules are essential here if you want to enjoy working in this company."* (Person C)

> *"It is one of the things that I believe help me to achieve my goal for the day. For example, If I listen to advise and do the right thing I can finish as quick as possible. It is also about my behavior to act decently so that my colleagues can learn from the good behavior and do the same."* (Person D)

There is a definite sense and awareness of the existence of culture in the company that they work because the two interviewees mentioned work conduct and regular procedures for employees to follow accordingly. Nevertheless, according to the interviews, the concept of organizational culture was referred to individual ways of acting to maintained order and not as a group of values and behaviors that are established and supported by the company. From the leaders' perspective, the concept was a bit flawless than some of their subordinates:

"The ritual of our company, the beliefs, and the basic values carried forth by the personnel which makes us unique from another company. It's something that is understood differently by every company." (Person A).

"The key role of the organization's culture creates a brand for our company. It gives us an identity that only those who work here will notice. For instance, how we do things, the kind of work language we use, and the level of support we show to ourselves is not exposed to the outsiders." (Person B).

Although it was too early to comment as the interview progresses, it became clear during the discussions that the resources channeled to educate staffs on primary goal, and the definition of culture was insufficient. Employees felt that culture is about personal decisions and had no or little knowledge of it. An intriguing detail noted in the empirical research that was not convincing from some of the junior ranks was how they discussed annual scheduling to be a core element of the company's culture when they were questioned to describe their workplace culture.

"For me, it is important to know the yearly schedule so that you plan the task very well. Culture is not doing things anyhow, but you plan very well to complete your day–to–day task that you are assigned." (Person E).

"First of all, punctuality is an important thing to be recognized; therefore, workers should know the schedule beforehand, maybe three months, six months or one year to plan the holidays so that they can avoid too many absent." (Person F).

The distance between junior rank personnel and management was more understood as few interviewees debates on a familiar topic which was in contradiction of what was said by senior rank employees (Person G, H, J).

"For me, what bothers me is, sometimes you will be in a team of workers, and you don't even know what you are up to." (Person J).

"I know every company has a specific culture, but I don't see it here from a personal standpoint. Everyone here is eager to finish and go because we're given a day's quota; therefore, I'm more concern about completing it than caring for others." (Person H).

"Working at this place is more like competing in a marathon, each one for himself/herself, you make sure you earn the good praise from your leaders among your friends." (Person G).

To further get to the bottom of the current culture of the company, the interviewees were asked to clarify the actual character and hierarchies of actions related to organizational culture. The query for them was to identify the three primary levels of organizational culture and possibly give examples in their organization. From management understanding, support data from heads of units, code of conducts of the company, and the practiced form of culture reflect on the ideas, customs, and social behavior of the company, and that the levels of the organization's culture were emphasized depending on the departmental and company's policies and directives. Besides, many of the respondents emphasize more on the aspects of beliefs, and physical objects available at their reach which somehow demonstrate some level of organizational culture structure.

Employees were surprisingly less informative about basic assumptions of the said culture that they have been with for some years now, mainly, the invisible elements such as perceptions and feelings that form the core source of values and actions. The fact is that this ultimate source can transform and enable change to transpire in an organization. The typical artifacts level of organization's culture includes, dress code, workplace layout, company's symbols and slogans (Person C, E), ceremonies organized by the company in the form awards, annual business conferences, and training activities are all visible things (Person H). In the same way, a considerable number of interviewees had a more profound knowledge of activities that relate to espouse values; these are the desires and conscious behavior that management seeks from us to portrays the real image of the company (Person G). The moral character of the workers to show commitments during their term of work with the company (Person I).

As of the shared underlying assumptions, many of the interviewees were unable to identify critically the functional activities that demonstrate its hierarchy as far as organizational culture is concern:

> *"A genuine attitude that shows that the willingness of workers to act irrespective of the situation. It is how I will devote myself to the company and do the job as required."* (Person F).

> *"It's all about the passion that I have for work, think about a situation that you feel like not coming to work, but because of the desire you have for the job you will manage to come."* (Person D).

> *"What comes to mind is like the effort or motivation that I need during difficult and hard times at work, especially when nobody wants to stand for you."* (Person C).

These whole concepts and how they understood the interests of the company concerns on shared assumption affected them directly. They were mostly just doing and acting according to self-interest. The company had sound basic assumption but spend a minimum time to transfer the information to the workforce. As one of the respondents explained: *"the company has constitutions and bylaws that govern everyone from management to a non-management position, skilled to unskilled employees, permanent staff to short-term workers, etc."* (Person B). Although the management level is aware of the underlying assumption and handle the question well, some of the interviewees struggle to understand, and the absence of information left them wandering in search of an open and informative workplace.

4.1.2. The importance and content of organization's culture.

The evidence presented here, from the empirical data, suggests that culture is certainly something that the company board members should take notice of it. Without a doubt,

culture affects organization performances. In support of the data gathering, two subordinates mentioned these points to elaborate the relevance of culture. *"the point here is when something is valuable to the company." "it is the very moment when there is a good result for what you did – like anything you put into organizing, operation, sales, or delivery should be important to the company."* (Person E, G). *"I know it's one of the things prioritize in our company, but I don't know what is it."* (Person H). Apparently, employees were confused and doubtful about the importance of culture. Working under these uncertain conditions will have a negative impact on the employees' future.

> *"One can see this when it can create an environment that encourages and support employees."* (Person J).

> *"I doubt if there is something important like culture in this company, it is only discussed on occasions, and that is all."* (Person L).

Some workers understand that the company will not have survived and continued operating had it not taking organization culture important. Among other interviewees who found organization culture important also expresses their views laudably.

> *"For one to know how important it is, just consider the workers here, about Seventy-five percent of the workers come from a different region yet we still place our interest aside and follows what the company recommends."* (Person I).

> *"For me, without it, we will not get anywhere - that is to say, to work as a team requires a lot of commitment, communication, and sacrifices." (Person A). All new employees have the opportunity to benefit as well, as they engage in what we do here every day."* (Person B).

Moving on to the contents and the core packages that would make one see and experience the company's culture. The participants were asked to explain standard features which are shared by employees in the company. The content was described by three out of the

twelve participants as something that represents them in the public eye. Our style of dressing, the work schedule, our way of celebration of success.

> *"If you look at how we dress to work every day, it tells people outside the company that we do have a culture here – of course, someone can report to work with a different uniform at someday, but the truth is we do have a dress code."* (Person F).

> *"Like our way of recruitment, there are many procedures that people must go through before they are employed, which I think is different from other company."* (Person C).

> *"It's interesting that you ask this question, I have always said one of the reasons why most customers like our services remain the fact that we serve better than our competitors. [.......] we show much respect when talking to them, we don't fail them, we're always on time anytime they place a request for products."* (Person G).

> *"We have always taught to be punctual at work, and not just work but we try to follow planned schedule for every task that we perform, there is nothing like disappointment to our customers."* (Person B).

It makes sense for persons (H, J, L) to criticize the company's stands on how culture is valued. In their speech, one of the common fact they shared on this topic was the inconsistency of culture. It means that the level of communication must be adjusted across the length and breadth of the company to last and further develop its workforce. The importance of culture and the things it carries along captures people's attention and evolve throughout an organization – it establishes through various processes such as selections, assessment and training, meetings and events. It is believed that culture is challenging to control, however, a close observation of it will give the company best chance to manage and recognizes the surrounding situation. The workforce has become more dynamic; this requires a strong organizational culture to attract and retain skilled and talented personnel.

4.1.3. Implementation and assessment of organization's culture

The earlier that company successfully assess its culture, the better and stronger it becomes. A Company culture directly affect job success because many job hunters are more concern of a company's culture rather than the figures that they will earn – is the environment very dynamic, are decision makers more autonomous? According to the interviews, the company does not have any specific tool nor platform to evaluate every detail activities of culture. Participants who hope to see a change in employee attitude and better customer relations desired that the administration would take full control of assessment mechanism to enable its effectiveness. Preferably, the direction that the company will navigate and the change that it will have towards society and environment (Person H, J, K, L). Monitoring culture has a lot of merits, a step to examine potential differences which could undermine the values and the shared assumption of the company, or to check whether it has become misaligned due to subcultural group practices (Person A, B).

There is a need to be sure of the present position and where you would like to be and how to get there. That is to say; honesty is an essential principle in organizational culture assessment: being able to recognize the current state of your culture, and not the way it used to be or how you wish it were. The culture assessment is best to perform by identifying and evaluating leadership behavior and policy-making topics that are most supportive of the industry and other entities such as, employees, and customers. Firstly, the interviewees were asked to outline common leadership behavior they have observed in the company. The second question demands personal evaluation of the decision-making process in the company. Next is what majority of the participants responded:

> *"in some cases, leaders are very nice, and sometimes too they will show the real character of who they are – leaders pretend they like you but that is not the case, it's a lie."* (Person E).

> *"They talk to you whenever they feel to do so, they don't have a good relationship with us, mostly if you belong to a different department."* (Person G).

"is one of the very things that concern most of us, one second they are with you, the next moment is a total different. So, we keep asking ourselves is this a kind of strategy or it's just a behavior? .... but we still try to cooperate to do our job." (Person F).

Some of the workers felt different after they had their appointment letter because the behavioral appearance and the very positive attitudes of leaders they had observed outside the company conflicted with what is happening inside the company. *"I enjoy friendly talks and positive posture from some leaders, that was one of the moral that brought me here. It is not like that at all"* (Person H). *"Would you believe that the very same person that recommended me for this job acted almost anonymously? And it doesn't end there because the level of closeness we always share outside the company is a lot more different from when we are at work?"* (Person D). Although most of the respondents have in mind the need to exercise some distance from leaders and coworkers during work hours, they were troubled that their(leaders) actions and behaviors could ax them from the company. When given a Likert scale to appraise the decision-making process in their perspectives, the participants did not provide an overall rate for the procedure but instead offered explanations based on their personal experiences. Three of the lower level employees had this in mind:

"It depends, for example on the situation and the level of discussion. If the policy that is to be addressed will only be used at the departmental level, I will say four out of five. If it is meant for the entire company, although my presence is needed to listen and participate in every activity, my contribution will be somewhere like one out of five. The point is, the upper management and leaders rely on and believe in their contribution more than what most of us had to say." (Person G).

"That would be fantastic if I can give an absolute value to these questions because the rate of my participation in meetings is not regular like others. [....] some people normally represent the rest of us on most occasions, it's frustrating but what do I say. I will give two as the general rating." (Person C).

"It often happens at the top. I lost trust in management. If I offer excellent and better opinion, the management only listens but never take it. I think the meetings here are just company formalities. I'm not sure; maybe they already have answers for anything. I can only say that two is the best rating as an answer" (Person F).

Interestingly, interviewees who held leadership positions were more positive in their postures as far as decision-making matters. They have been involved in every single decision the company had made. There is always awareness for events and meetings to engage every employee, this is because every person that works here is expected to add knowledge to the decision we make here if we are to go in the right direction (Person A, B). Two leaders share the same opinion as oppose to a higher number of the respondent in the study. As was mentioned above, the relationship between position-held staff and regular staff is entirely distant regarding decision making. Consequently, it creates a negative experience and perception which influence their attitudes towards the level of commitment to the company.

4.1.4. Challenges in managing and integrating organization's culture

A useful description of the means to manage a company culture is to move the company from one stage of culture to another, mostly through series of culture change exercises. These exercises, however, requires close attention to a range of issues which makes managers validate concerns about uncharacteristic company activities. "*things are not in order in recent days. There is no motivation anymore; I have not felt so frustrated like this before in my entire career."* (Person C). The management or decision makers and leaders' behavior became very much sophisticated that affected some workers to feel dispirited. Participants were questioned to get a fuller understanding of the easiness or difficulties in performing tasks and follow the rules. Also, desire for modification or addition in enhancing the company's culture were also brought to question. Some too talked about the dissociating aspect they have been enjoying during decision-making hours.

"I cannot express myself the way I want to; it's like forcing a square peg into a round hole. The bosses here are so much strict that I don't have room to operate

– I can't chip in my opinion during team work. All I have to do is just obey what the leader says to the point of completion." (Person H).

"I am aware that I don't belong to the management team, but that doesn't restrain me from the ability to imagine or suggest what is best for the company. All that I have known in this company is; they said this, they said that so do it. Nobody, I mean no genuine person will continue to work in this commanding environment." (Person E).

"Rules set by the managers are here to guide us to work every day, but it often becomes confusing that I have to stop in the middle of something or before to complete a task. Sometimes I'm required to change my schedule of delivery or substitute a coworker that I don't have prior notice of it. I know it can happen sometimes, but it shouldn't be a regular pattern that workers wouldn't get an early notice whenever changes in job schedules occur." (Person F).

Some of the interviewees talked about training exercises that were initially organized by the company are now in possession of a private body. At the time the company was handling the training exercise, workers were better and had enough time to go through all the training procedures. Ever since the company outsourced the training exercise, employees had to trample all programs within a shortest possible period which does not prepare them enough for their job. Complains and feedback have been submitted yet the situation remains the same. When management turn deaf-ear to workers concerns, it encourages them to feel that the company is not bothered by adverse circumstances regardless of the strategic decisions and plans laid down by the company. These are what some has to say:

"From my point of view, the company should take responsibility for the training exercises to get the best out its workers. Unfortunately, that is not what is happening here now, although many of us have commented on that. [......] we must still attend; we can't ignore because it's a mandatory periodical program for every worker. We are still pressing till authorities hear our voices otherwise we

have to look for extra training courses outside what the company is offering." (Person D).

"It certainly important, because the employees are somehow the assets of a company and if that company refuses to invest in or train them, the company will automatically collapse. It's not acceptable the kind of preparation that is given to new employees. That is not enough; I don't think they expect these newcomers to keep the same speed at work as experienced employees; of course, I can direct or guide the newly hired person except that it will make the job slower. And the truth is I'm not going to be paid if I am to teach these newcomers the things that they are supposed to learn at the expense of the company. I do my best to help a little bit, but there is not much I can do. [....] why not, if the company gives little incentive I will give them all the help they need." (Person G).

"objectives about employees are good, and maybe they are considering the best possible ways to work things out, but for how long do we have to keep waiting to see our concerns being address? I don't believe we have contributed to any decisions in the company. The reality is the role of employees regarding matters on the company is insufficient." (Person E).

Workers union have also been acting in separate ways to discuss employees concern of the training issues. According to the interviewees, the union has had meetings with upper management of the company about the training matters; however, no changes as at now. This attitude has driven the workers to wonder what to do and who to contact with their grievances if they should keep working for the company. They are disappointed because they felt the firm does not represent the image that people witness from outside. As one respondent expressed *"I was personally somehow motivated to apply for a job here because of sweet talks I heard from a leader who was formerly working here. And I'm not the only one saying this, many of my colleagues came here because of good perception of the company."* (Person G). These unattended grievances had created an environment where employees potentially lack the real commitment of the company.

4.2. Employees' turnover as an element of organization's culture

Employee turnover is one of its kind which is believed to be a challenging issue currently facing industries. Evidently, from the general review section, many organizational policies and principles were variables that strongly affect the rate of absenteeism and employee turnover. A company could enormously suffer from turnover and steadily devastate its operations. Hence, assessing the relation of company's values on employees' behavior as its presumed that it occurrences is mainly determined by organizational policies. To provide a thorough understanding of turnover creation and how it should be a top concern for management to discuss, the participants were questioned to describe the term employee turnover and give practical instances that assist its creation in their company. Moreover, the impact that it has had on the company according to their experiences, including the salary, job security, working environment, etc. Finally, some ideal situations that can lower the rate of employee turnover were asked.

4.2.1. The reality of employee turnover in the company

While some turnovers are maybe inevitable, organizational values can create platforms to disengaged employees from completing their term of services. When someone is engaged, he or she displays qualities including passion, trust, and transparency in the tasks they do irrespective of the place of work. In contrast, a disengaged employee will often stay silence on critical issues, laziness, independent, and among others shows an employee lack of coordination. Disengagement at work is a primary symptom of employee turnover. The desire to know the company's position on the topic led to the collection of respondent thoughts on the subject. *"We're going to have a great discussion for raising this topic"* (Person C). With the reliance on company values to determine the conditions that led to the cause of employee turnover, external forces that can influence employee decisions were discussed likewise.

> *"Obviously, it's a give and takes of company workers. Every company wants to make a profit so if a worker doesn't work very hard the company has to replace him or her." (Person H).*

"I don't know how to report this although I have seen people come and go. Especially those who think there are many opportunities out there." (Person J).

"It's tough to define though it's something that happens more often in this company. For instance, one guy just told me He would search for a new job. [……..] I'm not sure, only that he complains a lot about the salary. He thinks it's too small for him." (Person E).

On the interview that was organized, respondents were asked that do they feel some company practices motivate most departing employees to leave the company? Majority of them mentioned these, unattractive pay and benefits packages, biased and discrimination by managers in activities like selection and promotion, the detachment of employees from participating in meetings and events are few reasons that make people quit the job.

"I have no plan to leave my work, but I am not happy with the current position that I hold. I have achieved the tenure of promotion, but I haven't received promotion letter yet. [......] my coworkers had received theirs some months ago. [.....] I have asked my immediate boss about it, but He said the company could be working on it. As I said, I don't want to quit this job, but I will change my decision if the managers choose not to promote me." (Person G).

"A common reason that I heard most leavers talk about is job characteristics. Some jobs are challenging and post threat than others yet, those who take such difficult jobs never get the required recommendation. [……] at least they should get some tips or extra wages for the daily risk that they face." (Person L).

"There are times that people resign or leave the job because they find it tough after few months into their contract period. They don't get enough training for the position that they were appointed which cause them to struggle to settle in their new workplace." (Person F).

"People leaves because they get tired doing the same task repeatedly. How can you work in night shift for barely three to six months before changing work roster? I think it's unfair on the part of the leaders to allow some people to go through these hard times." (Person K).

"Employees willing to explore more opportunities in their career will always leave a company. I know that managers do their best to avoid losing employees especially when the company had trained them for the job. But the fact is, some employees in this company have different career background but still ended up here for some reasons. There are those who have experience or little knowledge of the work before they got hired and those who have none. The experience employees usually resign because they want to change company or seek another career opportunity elsewhere. As for those with less or no work experience, I think they are being motivated by their peers who work in other companies. [.......] I cannot precisely say that they leave because of salary or training." (Person A).

"I can say for sure that almost all those workers who stop working in this company have a different mind for stopping. Some of them stop because they want to go back to school, other reasons are family relocation, end of contract period, and job prospect. Some hired personnel are high school leavers who want to raise some capital to continue their schooling. These group of workers will undoubtedly move on to achieve their purpose without worrying about work happiness, good salaries, and other motivation packages from the company. They are just passers who come and go." (Person B).

Only participant E comments supported the two leader's statements about worker resignation, in addition to that, He commented on the opportunity available for workers to acquire additional knowledge or to ask for an extra training period.

"It depends on the circumstance and the contract terms of the hired person. Some people are hired on a short-term and others on a long-term agreement. Sometimes, the company decides to extend some workers contract after the trial or end

period, but they refused to stay because they want to go somewhere else. For the newly appointed employees who choose to leave after an initial struggle, the company grants them a second opportunity to take more training exercise only this time the worker has to pay for the cost which discourages them from staying in the company." (Person E).

The same question was presented to former employees to find out what contributed to their resignation. Here is what they said; lack of proper training, mismanagement, low salary, looking for better opportunities, unbalanced workload allocation was some of the company policies that drove them away. Family influence and change of profession were the only personal decision that they alternatively choose over their job.

"I'm not the kind of person that moves around anyhow. I love the job and the environment I was working, the guys around, I mean my coworkers were nice to me, but there is this attitude of leaders that I couldn't stand throughout the period I spent working for the company. My boss always assigned me to one job while my colleagues will be rotating from jobs daily to acquire additional knowledge. I wasn't pleased with it. Moreover, the other leaders also ignored my interest. Because I had wanted to grow in knowledge, I resigned to look for a similar company that I believe had answered my petition." (Person J).

"I worked in the company for a while, but I had to resign due to low paycheck I was receiving. There were similar companies in the neighborhood that offered better paycheck as compared to what our company was paying. There is nothing like salary comparison, but whenever I talked to my friends from another company I realized that there is too much gap in salary between us. I decided to give a try to the other company when I noticed an open position." (Person K).

"I quit the job for the simple reason that I had no idea what I had to do. As a freshman from high school, I was expecting more time to trained and get used to the speed of the work. I always finished late, and the leaders don't care about my struggles. My colleagues also thought we were getting the same salary and they

never assisted, therefore, each one for himself. I wasn't enjoying the job because I had to come home late every day from work. After my contract ends, I refused to ask for a contract extension." (Person L).

"At times I feel sorry that I resigned from the company, but I had no other option at the time of the resignation. For three years I tried to get admission into college, but my application always falls short of the list. Things turned around last year when I got an offer to pursue my dream in one of the schools. There was no excused I could give but quit the work." (Person K).

4.2.2. Benefit and challenges of employee turnover

Several perspectives have been renowned in the factors of employee turnover in a company. It would be useful to evaluate the positive and negative effect that it has on both a company and the remaining workers. Although, this research has purposely focused on the negative impact of workers turnover – ways that employee turnover could distract the company from competing at the highest level so to say. Nevertheless, the concerns on the need to dismiss employees were also discussed during the interviews. Strategically, organizations will far benefit from withholding experience and productive workers than to hire fresh ones. However, monitoring and keeping key members come with enormous cost and high-tech finances which undeniably revoke the company's planned budget. Hence, the company concerns about maintaining experience and dedicated workers becomes futile.

Beside the fluctuation that employee turnover placed on company's productions and finances, there are many disruptions and consequences that haunt those left behind; loss of morale and focus, imbalanced workload, the prospect of better opportunity, etc. To understand the situation, interviewees were asked to comment on how employee mobility affect their ways of work and the company.

"Neither do the company nor management encourage employee turnover because we live in a community where jobs are scarce to find. For that reason, the company does everything possible to avoid workers' resignation because it doesn't only affect the company but the community unemployment rate will also rise. However, the company or managers will dismiss a worker for a reason which is in the best interest of the company and the entire staff. The various activities that are not condoned in the company and may cause employee dismissal are: constant troublemaker, bad relationship with customers, unfriendly attitude towards colleagues, living under different rules other than the company's own, creating divisions at the workplace, and a lot that the company teaches during induction." (Person I).

"There is a downside of workers' resignation battling the entire activities of the company, especially during the first week. I can talk about the time to look for a suitable replacement, time and cost of job training, redefining of job allocation and much more which are to the disadvantage of the remaining workers as well." (Person A).

"A lot of errors which affect the reputation of the company in service delivery. There are divisions among the workers, old workers move together, and new employees do likewise. The old and experienced workers hardly make friends with the fresh ones because they feel they are most likely to leaves after a while." (Person B).

"The company does not just lose a key and skilled worker, but the production rate and performance level reduce until the void created by the leavers are filled up. Consider when an employee leaves a job behind unfinished, the uncompleted work delays the rest of the activities because the remaining workers must rotate to finish the task. The company also must deal with a lot of late deliveries because of the shortage of workers. This issues sometimes lead to bad customer feedback or in the worse response; a customer can cancel and withdraw from doing business

*with us. Late deliveries are challenges that the company has to deal with fre-
quently."* (Person F).

*"It is awful for the company, even though the company will hire a new person as
a replacement for the worker who retired or is leaving, it sometimes takes a week
or a month to get someone to work with finally. In the case that the newcomer is
not familiar with the work, he or she has to start work slowly which affect the
work efficiency."* (Person I).

*"It affects my mind because I become suspicious of the situation. I begin to ques-
tion myself or others the reasons for the resignation or the layoff. Until I know the
cause of the resignation, I can't be myself."* (Person C).

*"I don't feel motivated anytime I see coworkers leaves their job. It doesn't help
me being around, is like I have lost something valuable that can't be replaced. I
tried my best to overcome, but it takes time, maybe a month or two months."* (Per-
son G).

*"There is too much stress and too much workload that I have to deal with at the
same time. The commitment to welcome and teach newcomers some basics things
like work layout and the pressure to finish my work is not easy to adapt."* (Person
D).

*"Anytime a friend departs to another company; I'm tempted to leave because I
get the feeling that there is something far better like good pay, teamwork, growth
opportunity in the other company"* (Person H).

The impact of employee resignation or dismissal can be a significant setback as employ-
ees depart with their knowledge, skills, and techniques they may have developed through
company's investment. A company struggling with employee turnover may have applied
alternates strategies to either acquire loyal workers or develop the expertise to minimize

its impact. The perception of management effort to retain workers lead to ask the interviewees about the decision made already or suggestion to make employees stay more with the company.

"It obvious that people outside the company will think that managers and leaders don't treat their workers very well that's why some workers leave to another place. Already, team leaders have met on how to resolve this issue of resignation. However, there is only a little impact that the company has observed so far." (Person A).

"Specifically, there have been some changes in the hiring process, workload, health packages, as well as pay increase which is under negotiation. All these are strategies carefully put in place to help convince departing employees to reconsider their decisions." (Person I).

"We need to have a say in some of the decisions made for us. If the company want to see people stay longer than it's now, then our voice must be heard. [……..] when we (workers) raises an awareness during meeting session, managers have to respond to it. Another thing is there should be more representatives of the lower-rank staff at company meetings and event so that we can also contribute to matters concerning us" (Person F).

"From my point of view, training should be one of the key areas that managers have to pay more attention to avoid some of these issues. Less training makes some people frustrated because they don't know what to do. Given a bit more time for training could ease the frustration and these inexperienced workers will enjoy the work" (Person D).

"Personally, I think that leaders need to recognize their relationships with their subordinates - if there are good relations between both the employees and their leaders, anything that troubles or harm their interest will be addressed, and the appropriate response can be taken. Without a good relation, I don't think the

leaders will know from us what is bothering us because not everyone will have the courage to present a complaint to a manager." (Person E).

Also, suggestions and the opinions of workers who have already resigned from the company revealed very slight similarities but in a more detailed about leaders' character.

"First of all, I don't think that managers assess the leaders before hiring them, if they do, then there have to be a periodic evaluation for the leaders. If the company add a clause in its policies which requires leaders to go under periodic assessments, I believe the leaders will put up a sociable character towards their subordinates. This practice will help them to know much about their employee's thoughts or grumbling and perhaps take preventive measures before it becomes a reality." (Person J).

"It always has to start with things that keep the workers happy at all time. If employees are not happy with the very thing that earns them money, then I think there is something wrong somewhere. The managers and leaders must encourage their workers with words and anything other than money to make them feel that they are in the right place. It's true that good salaries will make workers happy but I also think there are other things as well because I know someone who was getting a good monthly salary but he still quit his job." (Person L).

4.3. Summary

The precious data revealed in the interviews has offered an accurate knowledge of the employees' perceptions in the workplace and of how they identify and be acquainted with their surroundings. Their reactions have provided a collection of views and beliefs about their life and job relations. It was clear that the role of culture in the firm created a strong concept, relating primarily to continuous divisions, increasing discrimination among workers, and company reputation. Due to inconsistency nature of culture, individual de-

cisions and isolations were naturally everyday issues, mainly with junior ranks employees. Nevertheless, there were also a particular group of employees who apparently showed cooperative attitude at the workplaces.

The focus areas of the magnitude of culture varied among the affluence, significance, evaluation, challenges and its managing aspect in the company. The role and managerial sections of culture were more emphasized, especially with perceptions relating to features, compliance, and improving techniques. The other relevant data included in the findings appeared to connect to employee turnover, which also regarded as an approach to improving company performance. Most elements for companies to encourage cost-saving, operational excellence, employee attraction and motivation were the center of the interviews. In general, the qualitative response, and assessment from the empirical findings has provided a real awareness of the connection between culture and employee turnover intentions. The table below contains a summary of the main points and issues.

Table 3. Highlights from finding

Cases	Positive reaction	Negative reaction
The role of organizational culture in the service companies	Uniqueness, privacy, ethical.	Inconsistency, inactive, miscommunication, Segregations, individualism.
The importance and content of organizational culture	Diversity, flexibility,	Unawareness, doubt, feebleness, irrelevance.
Creating, implementation, and assessment of organizational culture	Simplicity	Inaccuracy, misalignment, unfriendliness, uncooperative.
Challenges in managing and integrating organization's culture	Training, meetings, positive attitude	Frustrations, dispiritedness, departures, retirements, grievances, disappointment.
Contributor of employee turnover in the organization	An unrestricted clause, career advancement.	Available opportunities, competitiveness, relocation, demotion, unattractive rewards.
Benefit and challenges of employee turnover	Law abiding, extended contract	Fluctuations in finances, imbalanced workload, wrong reputation, workplace dissections.

5. DISCUSSION AND CONCLUSION

Decision makers in private industries are exposed to an increasing and fluctuating trend of menaces and encounters to which they must respond. The rapidity of it had led many to believed that a complete reshuffle of their policies and how they manage activities is necessary for their businesses to steer clear this turbulent environment (Schein 2003:26; Willcoxson et al., 2000:96). Employee turnover, however, is challenging to manage and its occurrences difficult to predicts (Fields et al., 2005:64). Given an indefinite future in this context, an already published knowledge on the matter deem to be revisited. The revision discussed empirical research, mostly aligned and supported by the existing knowledge that can impact (my) position in understanding the relationship between organizational culture and employee turnover.

The first goal of the research paper was to specify the extent of the approved culture in the company. In a longitudinal study on the guide to managing a small business, Wilson et al., (2003), observed that organizational culture creates a frame of references as an efficient mechanism for companies to mature in policies and principles in sustaining company's safety. Likewise, Sackmann (1991) responded to the degree of culture as a control system in organizations that initiates commitment, encourage strong relationship in companies and create directions to useful transformations. To some intensity, this was in alignment with the empirical data, some respondents statutory pronounced the possible awareness of the privacies and the unique brand that distinguishes them from other companies. Nonetheless, as suggested by Schein (2010:28) that culture incorporates beliefs and values, like the theory-in-use, which are undetected and indistinct and hence very difficult to change, employees underestimated the company's culture as inactive, feebleness, and inaccurate. For instance, how interviewees applied to the relevance and contents of culture raised some crucial perceptions, perceptions which are inconsistent with the philosophy of the company can often release perverse outcomes.

Looking at the managing techniques of the traditional culture in the case company from the outlook of the six strategic steps reported in the literature review, evidently, no full awareness suggests the case company willingness to redefine the existing culture. The

processes involved in transforming and accomplish the cultural change to a desired one (Flamholtz et al., 2011:12; Alvesson 2002:178) should be actively defined and managed, and not just be allowed to take its progression in due time. Furthermore, managers failed to identify the appropriate means or tool to connect human and non-human to build a sustainable, productive culture taken into consideration the employees and the company's needs. Poor communication and lack of education of culture awareness created insights that were obstructive to change and attaining an adjustment to the current culture – a setback emphasized in most of the interviews. While employees and company were striving for improvement, the cooperation between upper and lower management was at odd as junior ranks employees always ignored when organization transformation is on demand. Socialization is a formal practice (Jia et al., 2016:2) for employees to learn about the corporate culture. The company most often attempts to reach to and retain departures, but such effort always comes late as the wrong impression has already established.

The second goal of this research investigated the evidence of the role of company's culture on employee behavior. The review uncovered several methodological cultures which stimulate some practices of conduct and obstruct employees' performances. First, it appears that general knowledge disproved the positive esteems of culture to the managing of organizational workers. This contested fact may somehow be the result of structure and strategy focus. The cultural form of structure focus in organization attempt to deliver a consistent custom of behaviors, while the strategy focus emphasizes on the factors such as employee wellbeing and skill to adjust well into the accepted culture (Gregory et al., 2009; Yu & Wu, 2009). The company uniquely does things differently which ultimately add to its culture. Reactions from the interviewees were predominantly congruent to the existing knowledge. The indication of separation of workers from their contractual duties and behavioral signs between the state of leaving or staying with a company (regts et al., 2012:194) were very much emphasized in the interviews.

During the interviews, the evidence was consistent that disruptions and lack of focus haunt remaining workers anytime an employee withdraw from the company. The conventional reason for these drawbacks is that almost every worker acknowledges the excess workload that awaits to be taken care of before a qualified replacement is found. The

review highlighted several challenges that strategically affect employees state of mind as they go through these uncontrolled experiences (Abbasi et al., 2000:344). The excessive job led to the situation where workers began to question the input (time) and output (wages) indistinctively. This comparison became part of the primary cause that employee did not understand or would not share future with the company. While employees had pretty knowledge of the financial standing of the case company, the company acted negligence to the situation leading to the loss of commitment and distressing at the workplace. An apparent response of carelessness to the employee departure.

For clarification of strategies to succeed in retention of workers, few propositions were developed in the literature reviews. Previous studies have proposed that it is somewhat benefits to an organization to design retention strategies than identifying things that persuade them to leave (George 2015:102). The empirical data widely addressed this concern, as the relation of organizational culture and worker's turnover came into discussion during the interviews. Retention policies were acknowledged by many interviewees to be firmly connected to the ongoing menace to both employees and case company. More precisely, there have been some changes to the recruitment process and job assignment for employees. A positive environment establishes organizational traits to achieve success and enhancing creativities to gain much from employee retention (Buttigieg et al., 2013:173).

Also, most reactions from the empirical data that were relevant factors to control the exit of company members had to do with leadership and growth opportunities. In most of the interviews, the employee-leadership relationship was very much prioritized to act as a deterrent to employee movement. Their instinct would undeniably work because existing knowledge confirms that a good leadership style encourages and motivates organizational members to remain with their jobs (Jogulu 2010:707). Creating growth opportunities in an organization is regarded as a motion that could convince and encourages employees to stay – a strategy also attested by George (2015:105). This kind of reasoning implies that the workers are a prominent asset to the company and also create the impression which makes them hesitant to leave.

Recommendation

The study discovered a substantial variation in the employees understanding of the impact that organizational culture has on company assets, given the proof that the company has done little to educate and make known the current culture to the workforce. At the very least, the shared rules, values, and beliefs of culture existed in the company must be described. Active teaching program can help transform and navigates employees to adjust to the desired culture (Asree et al., 2010). Extensive knowledge of the accepted culture theory is the top option. As in the case of cultural awareness, the company charisma and field of operation owing to company's philosophies, strategies, and objectives should be acknowledged in practice on a daily basis. Without a doubt, employees will reason and behave alike when managers demonstrate and communicate the company's traditions to them. Information (Nonaka et al., 2001) is quickly passed on from one person to another through tacit and explicit knowledge.

An additional proposal to this study for decision makers on employee's protests such as insufficient training period, disproportionate to workload, and small wages. Positive response (Zimmerman 2008:318) shows satisfaction for meeting the psychological needs of an employee. While an employee cannot always be required to ultimately apprehend the complexities of the training packages within the shortest period, they must be permitted to acquire training that best answers the immediate situation. Quality training produces expertise and provides an essential capability to the needs of industry. As Deery (2008:799) note, the choice of induction that recruiters offer hired workers will lead to work happiness, and job commitment.

What is more, effective retention entails rewards and compensations which are equivalent or above the time and effort devoted to an employer. Retention impacts can vary, but knowing that additional time or production means more company's returns on sales, will tend to drive employees to complain and decline to work more diligently to stay if salary is not good enough. If all things being equal, an employee will exit a low-paying industry to a higher one. Firm that make it a policy to offer decent wage attract and retain professionals generously (Huang et al., 2006:494).

Perhaps most important, remaining employees endure job stress as they endeavor to cover up the vacant position. Negative and emotional fatigue (Azedah et al., 2014:345) describe variations in job requirement and capabilities. An excellent reaction to workers who go through difficult stages in combining job schedules with domestic life and attend to other duties of their lives is for an organization to establish work-life balance policy. The ability (Deery, 2008; George 2015) to delegate sufficient time at the workplace and employee life is strategic to retention.

Research limitation

The primary limitation of this research includes the selection of the sample. The sample selections strategy was based on participant availability instead of choosing randomly. Enquiries about the employees were made, and those that had interim breaks were invited. Although this could favor some workers, the sample was still reduced to the desired number with criteria as very outspoken, self-devoted, and willingness to participate. The sample was centered on a single case; therefore, the results are not openly generalizable to other cases. Future research could consider more significant sample for the study. Fear of privacy also most likely constrain due to the videotaping and exposing of the enormous corruption scandal of practitioners in the country's Judiciary System by an undercover reporter. Such awareness might have created variation in contribution from participants.

Future research area

Policymakers need to continue exploring to ascertain strategies that enhance the attraction and the control of professionals. First, general turnover motivation among employees should be determined. Secondly, investigators should reflect on the various programs that contribute to employee retention to decide which programs are most effective. Thirdly, the uses of Online Focus Group for empirical finding will prove a safer atmosphere for participants to openly express their discrepancy and sensitive issues without obstruction than in face-to-face communication.

Conclusively, this study has provided a general knowledge of the effect of organizational culture on the intention of the employee within the job environment. Some evidence of the effect of company's culture and techniques on how to revive and build a conducive

environment for employees were discussed. Additionally, strategic approaches to lessen the normal exit of the employees were suggested. Confidently, the application of the deliberated concept of culture and retention strategies will improve employee commitment and company's performance.

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APPENDIX

Appendix 1. Interview approach and questions

I'm here as a researcher trying to understand the impact of company's culture on employee turnover. A total of 12 questions regarding the existence of culture in the company and the intention of people relating to departure.

I want to assure you that the response and any result presented to the company will be treated confidentially. Only a summary of the data will be used in my research paper, but no individual/company references will be published or link to a result or data----I have few cases to raise, and you are to respond to the best of your knowledge---are you willing to participate?

Can you tell me in brief, who are you, how did you get here, and why are you here?

1. The magnitude of the company's culture
   I. The role of organizational culture in the service companies
      - What do you think about organizational culture in general and employee turnover in particular?
      - How would you characterize the culture in your company?
   II. The importance and content of organizational culture
      - What are the common features which are shared by employees in your company?
      - How is your company's culture different from another company in the same industry?
   III. Creating, implementation, and assessment of organizational culture
      - In what way would you describe the leadership style in your company?
      - How do you evaluate the decision-making process in your company?
   IV. Challenges in managing and integrating organization's culture
      - How difficult or easier it is to follow and practice the current culture?
      - What are the few things you think needs to be improved on the current culture?
2. Organization's culture as an element of employees' turnover
   I. Contributor of employee turnover in the organization
      - How is voluntary/involuntary employee turnover perceived in your organization?
      - What organization's practices do you feel motivates most departing employees to leave your organization?
   II. Benefit and challenges of employee turnover
      - What are the conditions under which employee turnover impact your organizations?
      - What recommendations would you suggest to keep employee turnover in your company at a minimum?