

# [Executive honesty in the responses provided. a mixed](https://assignbuster.com/executive-honesty-in-the-responses-provided-a-mixed/)

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Executive SummaryThisstudy evaluated the case of Red Velvet Event Management with the objectives ofidentifying different factors that are affecting and aggravating employee’sturnover. To do this, the research focuses on getting vital insights from pastemployees from the company. The decision to settle on this target populationwas based on the need to propagate honesty in the responses provided. A mixedresearch method was employed to define the situation. With the implementationof both probability and non-probability sampling used to choose respondents anddata collection was from both the quantitative and qualitative methods. Thus, aninterview, a questionnaire was used to gather the desired data. The findings ofthe study show the terms of employments, remunerations and salaries, lack ofresult focused motivation, workplace settings are factors affecting employee’sturnover in the company.

Hence establishing incentive mechanism asencouragement to employees. Employees participating in decision making andacceptable of their views in solving problems. Giving recognition for performanceand career advancements opportunities. Good interpersonal relationship with themanager/supervisors and employee making the workplace conducive. Propertreatment of employees regardless of job positions will increase responsibilityare among the given recommendations. Keywords: employees, turnover, motivation, human resource frame.   Chapter One: Introduction1.

1 Background of the study With the rapid global changes, there arechange effects in organizations and also the employees in it. The employeeturnover is one of the most constant issues to organizations, and one thatneeds special attention. It has some significant effects on organizations; asnew employees must be hired, go through some compulsory training(s), considering the time be effectively productive. Staffs turnover is a warningsign of low morale due to lack of motivation i. e.

incentives, promotions, salary increment etc. Motivation on the other hand is a topic that has beenextensively researched since the twentieth century with first motivationaltheories, Maslow’s hierarchy of needs (1943), Herzberg’s two-factor theory(1959) and Vroom’s expectancy theory (1964).  Thesubject is analyzed through my time at a previous work experience. Initiallythere was no problem not until time to be paid salaries, then there comesdisappointments, complaints, and slight grudges. Even though the company had a black and white contract on the job andits rewards i. e. salaries but there were contradictions.

Hereafter, this casewill be presented in detail and the impacts of high employee turnovers in thecompany will be further elaborated. Finally, the issue will be assessed interms of the human resource frame.  1. 2 Statement of the problem       Porterand Steers (1973) suggested that the issue of met expectations was central tothe individual’s decisions to leave an organization.

Each employee has his orher own set of expectations upon entering an organization. Should theseexpectations not be met, the individual will become dissatisfies and leave. Moreover Mobley (1977) suggested that a negative evaluation of the present jobleads to dissatisfaction, thoughts of quitting, and an evaluation of jobseeking expectation utility and cost of quitting.

My previous job made me to understandhow the company managed. There were high employee turnovers in space of 6-10months of a year and the possibility to seek a replacement on a vacant jobtends to be a protracted and tedious.       Instances of understanding your job scope and duties with salarybenefits serves as a motivation to work. In my case, we agreed on increment ofsalary after 3 months of probation. On the fourth month, the agreement wasbreached, reason been with claims from the employer of unsatisfactory work andefficiency.

Whereas I deal with the client directly (Nestlé Malaysia) and they are absolutely satisfied and pleased withmy work and performances. A big project of the Maggi Media Launching held at CityOne Kuching on 29thApril propelled me to arrive at the office by 6. 30am to work on designs forlayout production. I was displeased and after some complaints to fellowcolleagues, they shared similar ordeal experienced. In addition, the inability to increment on the salary wasnot the issue. Almost every month, I’m paid later than my colleagues.

There areconstant reminders to make sure there are not any delays on my payment. Theselittle actions grew over time that I felt unsatisfied with the job, even thoughmy work was done wholeheartedly. I opt to seek other job opportunities bothlocally and overseas, the sense of non-belonging, racial profiling becamenoticeable till I decided to leave the company. With reference to employeeturnovers, I observed a total of 5 employees resigned 1. 3 Main questions:·              What are the major factors contributingfor employee turnover in the event company? ·              What are the effects ofemployees turn over on the company? ·              Does the event company haveany method that moderates staff’s turnover? 1. 4 Specific questions:·        How does the human resourceframe play a role in the avoidance of employee turnover? 1.

5 Objectives of the studyThe general objective of this paper is to identifydifferent factors that are affecting and aggravating employees’ turnover in thecompany and to suggest diagnostic recommendations. 1. 6 Significance of Study Thisresearch is of great significance as it will identify the various reasons whythere are high employee turnover rates within the event company. The company canidentify the areas to work on in reducing high employee turnover rate, savingresources spent in the replacement and employees training. Employees willbenefit as organizations will focus on developing a retention strategy toencourage employees to stay by various incentives like motivation, empowerment, bonus programs, training and development etc. The findings will be added to theexisting literature in the area of employee’s turnover and the application ofthe reframing perspective – human resource frame to allay the issue.

1. 7 Limitation of the StudyThe study is only limited to my experience working at RedVelvet Event Management and that it did not present similar case for otherevent firms. Existing employees were selected as respondents and key informantinterviews inclusive of employees who has left the organization as this wouldgive more exposition on their motive to leave the company. Also, to fill thegap of secondary data which they have filled on permission were referred.

1. 8 Organization of the Research PaperDue to the limitation in the word counts for this report, this paper is organized into four brief chapters. The first chapter -introduction presents the backgroundissue, statement of the problem, objectives, significance and limitations ofthe study. The second chapter -literaturereview covers both empirical and theoretical facts. The third chapterdiscussed research methods employedand embraces research design, data collection methods and tools, datainterpretation and presentation. Chapter four gives the findings anddiscussions.

Finally, chapter five shows conclusion and recommendations. Chapter Two: Literature Review2. 1 Human Resource ManagementAccording to (Storey, 2001), humanresource management is an idiosyncratic method to employment administrationwhich seeks to achieve viable gain through the tactical disposition of an exceedinglydedicated and capable work force, using an integrated array of cultural, structural and personal techniques. This paper explores the use of reframing, the perspective that organization can be viewed using the Human Resource Frame.  2. 2 The Human Resource Frame(Bolman & Deal 2013, p. 101) states that the human resourceframe focuses on people.

This approach emphasizes support, empowerment (perhapsthrough distributed leadership mechanism), staff development, andresponsiveness to employee needs. A focus on people works well when employeemorale is a consideration and when is relatively little conflict. 2. 2 Employee Turnover: DefinitionEmployee turnover refers to the movement of employees inand out of a business. However, the term is commonly used to refer to wastageor the number of employees leaving.

It refers to the number of persons leavingand the ones retained within the organization. Employee turnover is considered to be one of the persisting problems inorganizations (Armstrong, 2004). In most formal organizations, employeeturnover is inevitable. Based on this issue, employee turnover can beclassified into five categories: Functionaland Dysfunctional, avoidable and unavoidable, voluntary and involuntary, internal and external, skilled and unskilled turnover. 2. 3 Causes and inducing factors forturnoverTurnover arises from the discontent of job place for anyemployee. Being discontented in a job is not the only reason why people leaveone company for another. If the skills that they possess are in demand, theymay be lured away by higher pay, better benefits or better job growthpotential.

That’s why it is important to know and recognize the differencebetween employees who leave the job because they are unhappy and those wholeave for other reasons. There are number of factors that contribute toemployee turnover. I shall explore only three factors in brief details:               i.       Unequalor deficient wage structures – inequality in wagesplan is a main cause of dissatisfaction and can drive the notion to quit.

Sincemoney is an asset, a need, sensitive and mode of motivation it can be a meansto an end of a job. This was a case I experienced as the proposed wageincrement after three months of probation wasn’t attained. Rather was prolongedto couple more months before my resignation.             ii.

Feelingunappreciated ? since employees are willing to do a goodjob, it follows that they also want to be appreciated and validated for theirworks. There were cases where I wasn’t appreciated for my designs and inputsfor the project layouts and production rather it was overlook regardless of theextra unpaid hours.            iii.       Mismatchbetween the employee’s skills and the job scope? Employees who are placed in jobs that are too difficult for them or whoseskills are under-utilized may become discouraged and quit the job. Since the eventindustry is a tactical one and things are done in briskness and dash; there wasan instance whereby I did designs jobs that wasn’t inclusive to my job scope asinitially stated. Chapter Three: MethodologyThemixed research approach will be employed for this paper completion to generaterich data from multiple sources, which are both quantitative (primary data fromsurvey questions) and qualitative (secondary data from key informant’sinterview) type.

I am interested to present the employees view towards themotive for turnovers in the event company. In addition to this, the paper willoffer resourceful insight into what actions companies in the event industryshould take to improve their employee retention rate. 3. 1 Data Collection MethodRequired data were collected from both primary andsecondary sources, which complement each other. Gather primary data; surveyquestionnaire was used. Thus, interview of key informant like the execs, whoare working directly with the management of the company was conducted. To access a wider audience, an onlinequestionnaire was deemed appropriate as a data collection method.

This was available to participants who hadpreviously worked in the event company for a year. The major benefit of usingquestionnaires to collect information is the fact that feedbacks are given onthe exact questions asked. The information is precise and to the point, therebyimproving its efficiency in the research process. In addition, it is a reasonableway of gathering information compared to other methods like interviews, where alot of expenses may have to be incurred (Johnson and Turner, 2003). 3.

2 Sampling FrameSampling is a statistical population consisting of researchrespondents and participants (Kotrlik and Higgins, 2001). The sampling for thisstudy will be the past and reachable employees from the event managementcompany. 3. 3 Sampling TechniqueIn the process of this study, both probability andnon-probability sampling is used to select study respondent. It is purelyvoluntary. The study respondents with different positions of the company wereselected on purpose.  Chapter Four: Findings and discussionThischapter focuses on critically analyzing the results obtained in this research. It will present the results in a systematic manner, making it easier to gatherconclusive and informed conclusions pertaining to the issue of high employeeturnover rates within Red Velvet Event company.

Vital primary data werecollected from the 8 participants who volunteered to participate in theresearch. The questionnaires did an excellent job in sourcing this data fromthe participants and thus enabling the use in determining the underlyingfactors behind the high employee turnover rates. Below is a brief presentationof the results obtained from each question after the participants offered theirinsights through the questionnaires. There was a total of 6 respondents in theresearch all of whom were previous employees within the company of whom I wasable to get. Mostof the respondents are male with a 2: 1 ratio as compared to the female respondentsand the dominant age group is from 23-30 years. Most of the employees are youngadults and even the CEO is just 28years. The monthly income categorizes fromRM800-RM3000 exclusive of the interns who gets RM400.

Oneof the key informant shared he works closely (mediator) with the CEO and theclient. There was an agreement on getting new clients and sharing the profitsbut this was breached after couple months even after constants and remindersbut no avail. He has attracted a lot of big clients to the company and the CEOdidn’t keep to the part of the deal, resulting to his resignation and joining abetter event company and now they are rivals.

Moreover, of the participants, some stated that an increase in pay would have definitelymade them stay longer the company. This indicated that there were major issueswith level of pay these respondents received and in some cases, there weredeductions where necessary. Others stated career advancement would have madethem stay as this shows barriers to their career goals. They just did the jobfor the money in mind and therefore waiting for perfect time to resign. Lastly, few mentioned more flexible hours as they have to work everyday includingweekends without any incentives as motivation.  Chapter Five: Conclusion andRecommendations5. 1 ConclusionThis paper has pointed out to theexistence of several factors that contribute to the high employee turnover ratein the event company. The business of the event company is solely based on thehuman resources, but still the turnover is high.

This study shows that thefactors affecting employee’s stabilities are internal. Firstly, there was thelack of motivation from the respondents. Motivation is needed to improve theirperformances as well as instill some vital skills that comes in handy in theirtask executions. There is lack of equality amongst staffs; as some get specialtreatments, improper arrangement of logistics for staff, paucity of recognitionand encouragement for good job performances and or poor communication internalfactors whereby information isn’t properly shared. Remunerations and benefitssuch as wages, incentives etc in some cases weren’t met. There are concernsover salary they received and manner in which they received it. This applies inmy case of late disbursement of salary.

It negatively impacted on my dedicationto my job. The company should revisit the employee remuneration packagesoffered. An adequate pay should be awarded according to their work input. 5. 2 RecommendationsIt is important to implement practicable strategies atleast to reduce observed problems.

Although the information retrieved was quiteuseful, it was based on accounts given by past employees. Efforts started bythe company isn’t enough to curb turnovers. Hence, special attention should begiven to human resource development and staff benefits through revisingbenefits packages. Here are some recommendations for the company to betterprevent employee turnovers:·        Establishment of incentivemechanism to encourage employees according to the job.·        Participation of employees indecision making and accepting their constructive views in solving problems.·        Good and proper relationship betweenthe manger/supervisor and employees, to make the workplace conducive, pleasantand workable.·         Giving recognition forsignificant accomplishments and performances, chance of advancement and careeradvancement growth has to be considered.·        Proper treatment of employees regardlessof job positions will increase responsibility.