

# Executive honesty in the responses provided. a mixed

[Business](#), [Decision Making](#)



**Executive Summary** This study evaluated the case of Red Velvet Event Management with the objectives of identifying different factors that are affecting and aggravating employee's turnover. To do this, the research focuses on getting vital insights from past employees from the company. The decision to settle on this target population was based on the need to propagate honesty in the responses provided. A mixed research method was employed to define the situation. With the implementation of both probability and non-probability sampling used to choose respondents and data collection was from both the quantitative and qualitative methods. Thus, an interview, a questionnaire was used to gather the desired data. The findings of the study show the terms of employments, remunerations and salaries, lack of result focused motivation, workplace settings are factors affecting employee's turnover in the company.

Hence establishing incentive mechanism as encouragement to employees. Employees participating in decision making and acceptable of their views in solving problems. Giving recognition for performance and career advancements opportunities. Good interpersonal relationship with the manager/supervisors and employee making the workplace conducive. Proper treatment of employees regardless of job positions will increase responsibility among the given recommendations. Keywords: employees, turnover, motivation, human resource frame. Chapter One: Introduction 1.

1 Background of the study With the rapid global changes, there are change effects in organizations and also the employees in it. The employee turnover is one of the most constant issues to organizations, and one that needs

special attention. It has some significant effects on organizations; as new employees must be hired, go through some compulsory training(s), considering the time to be effectively productive. Staff turnover is a warning sign 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 been extensively researched since the twentieth century with first motivational theories, Maslow's hierarchy of needs (1943), Herzberg's two-factor theory (1959) and Vroom's expectancy theory (1964). The subject is analyzed through my time at a previous work experience. Initially there was no problem not until time to be paid salaries, then there comes disappointments, complaints, and slight grudges. Even though the company had a black and white contract on the job and its rewards i. e. salaries but there were contradictions.

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

Each employee has his or her own set of expectations upon entering an organization. Should these expectations not be met, the individual will become dissatisfied and leave. Moreover Mobley (1977) suggested that a negative evaluation of the present job leads to dissatisfaction, thoughts of

quitting, and an evaluation of jobseeking expectation utility and cost of quitting.

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

Whereas I deal with the client directly (Nestlé Malaysia) and they are absolutely satisfied and pleased with my work and performances. A big project of the Maggi Media Launching held at CityOne Kuching on 29th April propelled me to arrive at the office by 6.30am to work on designs for layout production. I was displeased and after some complaints to fellow colleagues, they shared similar ordeal experienced. In addition, the inability to increment on the salary was not the issue. Almost every month, I'm paid later than my colleagues.

There are constant reminders to make sure there are not any delays on my payment. These little actions grew over time that I felt unsatisfied with the job, even though my work was done wholeheartedly. I opt to seek other job opportunities both locally and overseas, the sense of non-belonging, racial profiling became noticeable till I decided to leave the company. With

reference to employee turnovers, I observed a total of 5 employees resigned.

1.3 Main questions:

- What are the major factors contributing for employee turnover in the event company?
- What are the effects of employees turn over on the company?
- Does the event company have any method that moderates staff's turnover?

1.4 Specific questions:

- How does the human resource frame play a role in the avoidance of employee turnover?

1.5 Objectives of the study

The general objective of this paper is to identify different factors that are affecting and aggravating employees' turnover in the company and to suggest diagnostic recommendations.

1.6 Significance of Study

This research is of great significance as it will identify the various reasons why there are high employee turnover rates within the event company. The company can identify the areas to work on in reducing high employee turnover rate, saving resources spent in the replacement and employees training. Employees will benefit as organizations will focus on developing a retention strategy to encourage employees to stay by various incentives like motivation, empowerment, bonus programs, training and development etc. The findings will be added to the existing literature in the area of employee's turnover and the application of the reframing perspective - human resource frame to allay the issue.

1.7 Limitation of the Study

The study is only limited to my experience working at Red Velvet Event Management and that it did not present similar case for other event firms. Existing employees were selected as respondents and key informant interviews inclusive of employees who has left the

organization as this would give more exposition on their motive to leave the company. Also, to fill the gap of secondary data which they have filled on permission were referred.

1. 8 Organization of the Research Paper Due to the limitation in the word counts for this report, this paper is organized into four brief chapters. The first chapter - introduction presents the background issue, statement of the problem, objectives, significance and limitations of the study. The second chapter - literature review covers both empirical and theoretical facts. The third chapter discussed research methods employed and embraces research design, data collection methods and tools, data interpretation and presentation. Chapter four gives the findings and discussions.

Finally, chapter five shows conclusion and recommendations. Chapter Two:

Literature Review

2. 1 Human Resource Management According to (Storey, 2001), human resource management is an idiosyncratic method to employment administration which seeks to achieve viable gain through the tactical disposition of an exceedingly dedicated 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 resource frame focuses on people.

This approach emphasizes support, empowerment (perhaps through distributed leadership mechanism), staff development, and responsiveness to

employee needs. A focus on people works well when employee morale is a consideration and when there is relatively little conflict.

## 2.2 Employee Turnover: Definition

Employee turnover refers to the movement of employees in and out of a business. However, the term is commonly used to refer to wastage or the number of employees leaving.

It refers to the number of persons leaving and the ones retained within the organization. Employee turnover is considered to be one of the persisting problems in organizations (Armstrong, 2004). In most formal organizations, employee turnover is inevitable. Based on this issue, employee turnover can be classified into five categories: Functional and Dysfunctional, avoidable and unavoidable, voluntary and involuntary, internal and external, skilled and unskilled turnover.

## 2.3 Causes and inducing factors for turnover

Turnover arises from the discontent of job place for any employee. Being discontented in a job is not the only reason why people leave one company for another. If the skills that they possess are in demand, they may be lured away by higher pay, better benefits or better job growth potential.

That's why it is important to know and recognize the difference between employees who leave the job because they are unhappy and those who leave for other reasons. There are number of factors that contribute to employee turnover. I shall explore only three factors in brief

details:

- i. Unequal or deficient wage structures - inequality in wages plan is a main cause of dissatisfaction and can drive the notion to quit.

Since money 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 were collected from the 8 participants who volunteered to participate in the research. The questionnaires did an excellent job in sourcing this data from the participants and thus enabling the use in determining the underlying factors behind the high employee turnover rates. Below is a brief presentation of the results obtained from each question after the participants offered their insights through the questionnaires. There was a total of 6 respondents in the research all of whom were previous employees within the company of whom I was able to get. Most of the respondents are male with a 2: 1 ratio as compared to the female respondents and the dominant age group is from 23-30 years. Most of the employees are young adults and even the CEO is just 28 years. The monthly income categorizes from RM800-RM3000 exclusive of the interns who get RM400.

One of the key informants shared he works closely (mediator) with the CEO and the client. There was an agreement on getting new clients and sharing the profits but this was breached after couple months even after constants and reminders but no avail. He has attracted a lot of big clients to the company and the CEO didn't keep to the part of the deal, resulting to his resignation and joining a better event company and now they are rivals.

Moreover, of the participants, some stated that an increase in pay would have definitely made them stay longer at the company. This indicated that there were major issues with level of pay these respondents received and in some cases, there were deductions where necessary. Others stated career advancement would have made them stay as this shows barriers to their career goals. They just did the job for the money in mind and therefore

waiting for perfect time to resign. Lastly, few mentioned more flexible hours as they have to work everyday including weekends without any incentives as motivation. Chapter Five: Conclusion and Recommendations 5. 1

**Conclusion** This paper has pointed out to the existence of several factors that contribute to the high employee turnover rate in the event company. The business of the event company is solely based on the human resources, but still the turnover is high.

This study shows that the factors affecting employee's stabilities are internal. Firstly, there was the lack of motivation from the respondents. Motivation is needed to improve their performances as well as instill some vital skills that comes in handy in their task executions. There is lack of equality amongst staffs; as some get special treatments, improper arrangement of logistics for staff, paucity of recognition and encouragement for good job performances and or poor communication internal factors whereby information isn't properly shared. Remunerations and benefits such as wages, incentives etc in some cases weren't met. There are concerns over salary they received and manner in which they received it. This applies in my case of late disbursement of salary.

It negatively impacted on my dedication to my job. The company should revisit the employee remuneration packages offered. An adequate pay should be awarded according to their work input. 5. 2 Recommendations It is important to implement practicable strategies at least to reduce observed problems.

Although the information retrieved was quite useful, it was based on accounts given by past employees. Efforts started by the company isn't enough to curb turnovers. Hence, special attention should be given to human resource development and staff benefits through revising benefits packages. Here are some recommendations for the company to better prevent employee turnovers:

- Establishment of incentive mechanism to encourage employees according to the job.
- Participation of employees in decision making and accepting their constructive views in solving problems.
- Good and proper relationship between the manager/supervisor and employees, to make the workplace conducive, pleasant and workable.
- Giving recognition for significant accomplishments and performances, chance of advancement and career advancement growth has to be considered.
- Proper treatment of employees regardless of job positions will increase responsibility.