

**THE INFLUENCE OF MANAGEMENT APPROACHES AND
CORPORATE CULTURES TOWARDS THE RETENTION OF
EMPLOYEES: AN EXAMPLE OF REGULATORY
COMPLIANCE AND ENTERPRISE SOFTWARE
CONSULTANCY BUSINESS IN BANGKOK**



**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2014**

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Stamford International University

The Graduate School

Title:

The Influence of Management Approaches and Corporate
Cultures towards the Retention of Employees: An Example of
Regulatory Compliance and Enterprise Software Consultancy
Business in Bangkok

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Abstract

The objectives of this research study is to explore the management approaches and corporate cultures as determinants of employee retention in Regulatory Compliance and Enterprise Software Consultancy business.

Research methodology; case example company is used in this research study and the mixed quantitative and qualitative approach is chosen for this research study. Data collection is collected through questionnaire survey combining with diary study and semi-structured interview.

The conclusion for this research study would be the management approaches of case example company are *Supportive* and *Participative* and corporate culture of case example company is *Interpersonal Relationship Value*. Additionally, one underlying from the findings is there should not be any management approach perfected for any entire organization, but which approach will be used depends on which business and industry they operate in and in which situations or circumstances that organization or management will encounter, which proportion or style that they prefer or prioritize for their organization. For corporate culture, there is probably harder to flexible with it over night however, the corporate culture of *Interpersonal Relationship Value* was chosen as a core identity for the organization of case example company and being supported to *Supportive* and *Participative* management approaches.

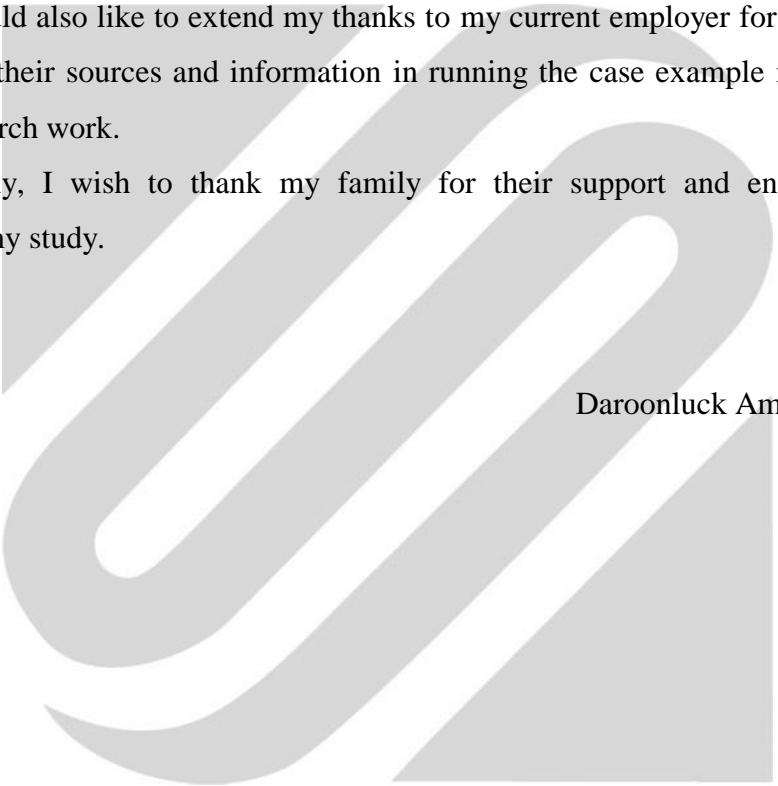
Keywords: Management Approach, Corporate Culture, Employee Retention, Data Triangulation

ACKNOWLEDGMENT

I would like to express my deep gratitude to Dr. Ronald Vatananan, Ph.D., my research advisor, for his patient guidance, enthusiastic encouragement and useful critiques of research methodology for this research work. I would also like to thank Professor Manjiri Kunte, for her professional advice and assistance in keeping my research progress on schedule, her help in doing my research field contents review as well as research methodology and interpretation support.

I would also like to extend my thanks to my current employer for their help in offering me their sources and information in running the case example methodology for this research work.

Finally, I wish to thank my family for their support and encouragement throughout my study.



Daroonluck Amornprasertsri

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CHAPTER 1

INTRODUCTION

1.1 Rationale

In today's world, employee retention is critical and one of the most popular human resources worldwide trends, not mentioning the huge numbers of extensive evidence that human resources managers everywhere have been facing the challenges in attempting to retain their people. Whether or not an organization is thriving rapidly or continually expanding or whether or not there will be an impact of any fluctuation in global economic changes, an organization could not deny that attracting and retaining critical, talented and high productive employees is a key for its business success in the long run.

Critical employees here are simply defined as ones who are in strategic positions or ones who play important roles for an organization as well as talented and high productive employees. The organization's rapidly expanding requirements not only at least in technology advancements or marketing efforts, but any changes also requires a committed workforce. The classic questions for time over time are how an organization maximizes their employee's performance and most importantly how to retain its employee's engagement.

Considering in national context, retention in employees is an important issue across all industries in Thailand and has been of serious concern to every department manager in facing an increasing high rate of employee turnover. Business environments have become very competitive all around, thus making skilled employees a major differentiating factor and advantage for an organization. For sure, the retention of critical employees must be one of the topics in an organization management's agenda.

A Regulatory Compliance and Enterprise Software Consultancy business is kind of a very unique business in Thailand which has a specialized expertise and professional competency in a particular field or area are highly required, especially for consultants who work and play an important role for an organization. This helps us transition to the interesting problem for this specific research topic in a local context at the beginning because, though an organization provides attractive packages and

benefits in attempting to retain its employees, especially, critical, talented and high skilled consultants, still the employees often leave for another opportunity or even a competitor. To this end, the research study aims to focus on one possible issue involving the internal organization's management approaches and corporate cultures in particular.

There have been numerous research studies that investigated the factors which influenced employees to either leave or stay with the organizations which many of findings came later into specific discussion and useful in further research studies. Nonetheless, none of them has a specific discussion or conclusion in the influencing of management approaches and corporate cultures and its implication towards employee retention for the Regulatory Compliance and Enterprise Software Consultancy business in particular. This research's objective aims to explore and understand whether or not management approaches and corporate cultures affect employee retention in the Regulatory Compliance and Enterprise Software Consultancy business which to the extent that which ones of the identified management approaches and corporate cultures that most affected employee retention in the said selected industry.

1.2 Statement of the Problems

Among the others, a consultancy business pays a high cost of investing in their people either in terms of physical investments or time spending in building up their employee knowledge and competency. Though an organization provides attractive packages and benefits, those critical, talented and high skilled employees, still often leave from one organization to another.

Rather than attractive packages and benefits, the previous research studies have investigated the factors that influenced employees to stay with the organizations and the findings of those possible factors suggested that several management approaches and corporate cultures are relevant. There is also some sense to believe that those findings that are not the direct or straight forward statements mentioning management approaches and corporate cultures, anyhow, there is somewhat an indirect feeling of inferences to management approaches and corporate cultures.

Examples of management approaches and corporate cultures inferred by the other factors that influence employees to stay with the organizations such as a lack of recognition (employees are not valued), ineffective and unstable leadership, lack of challenges and opportunities, lack of career advancement opportunities, lack of teamwork, not having the opportunities for a flexible work schedule, lack of trust in senior management etc.

For the other factors that are not relevant or seem nonsense for any management approaches and corporate cultures such as training and development, long travel hours, overall job satisfaction, extremely large case and workloads, inadequate client resources, toxic work place environment, the hiring practices and inadequate selection and hiring processes etc., anyhow they tend to have smaller relationships with the employees or consultants who work for a Regulatory Compliance and Enterprise Software Consultancy business. For instance, long travel hours, which is the distance that an employee has to travel to and from their living place to work or toxic work place environment can take its toll on an employee. This factor tends to have a higher or more significant impact with lower-job level employees who work in the other industries or those whom have a specialized expertise and professional competency in a particular field that are not required, such as operations department employees who work in large factory far away from their living place.

To this end, there is not yet a conclusion or strong evidence whether or not the management approaches and corporate cultures are the keys for employee retention in a Regulatory Compliance and Enterprise Software Consultancy business either for non-consultant or consultant positions. There is a possibility that, rather than management approaches and corporate cultures, the other factors such as training and development or overall job satisfaction etc. are key influences on employee retention. There may be other factors that are more powerful than management approaches and corporate cultures. Thus, the research question comes into as the following statement: *“Does the Management Approaches and Corporate Cultures affect employee retention in a Regulatory Compliance and Enterprise Software Consultancy business”.*

1.3 Objectives

The primary objective of this research study is to explore the management approaches and corporate cultures as determinants of employee retention in a Regulatory Compliance and Enterprise Software Consultancy business.

The secondary objective of this research study is it aims to explore the extent of a primary objective; which identified management approaches and corporate cultures that most influence the retention of employees for a Regulatory Compliance and Enterprise Software Consultancy business.

1.4 Theoretical Framework

One relevant theory and one work study are used as the theoretical frameworks for two different independent variables of management approach and corporate culture for this research study. “Path Goal Theory of Leadership” (House, 1996) or “Path Goal Theory of Leader Effectiveness” (House, 1971) is used as a theoretical framework in initiating a hypothesis for management approaches, while a research study of “Organizational Culture and Employee Retention (Sheridan, 1992)” is used as a theoretical framework in initiating hypothesis for corporate cultures.

Path Goal Theory of Leadership (Path Goal) An original of Path Goal Theory of Leadership was mainly influenced by the “Expectancy Theory of Motivation” by Victor Vroom (1964) and intended to explain the effects or impacts of different leader behaviors relating towards motivation, satisfaction and performance of those who are his or her follower or subordinate. According to Path Goal, the perceptions of those who are a follower or subordinate that are influenced by different leadership behaviors and resulted in the following particular behaviors so called “Path”, those behaviors will lead to a particular outcome at the end so called “Goal”. The usefulness objective of theory development is, it was developed to explain the differentiation or probable unrelated prior research findings regarding the effects and impacts of leader behaviors on satisfaction and performance of his or her follower or subordinate and reconciled them together, either in terms of task orientation or person orientation.

The limitation of original Path Goal theory however, there was some argument that the further testing with correlation and experimental methods are required because

the theory did not create any fundamental, standard or provide any accurate conclusion but the theory was more about a general strong supportive piece of work. The revised of “Path Goal Theory of Leadership: Lessons, Legacy, and A Reformulated Theory” (House, 1996) have been developed after in order to initiate, renew or reformulate the original Path Goal theory. The reformulated theory intended to specify on the enhancement of a follower or subordinate’s empowerment that was influenced by leader behaviors. The reformulated theory when compared to the original Path Goal theory, it was more focused on the interest of leader behaviors influencing and effecting on work unit performance.

Several dimensions of leader behaviors are described in both original and revised theories; however there are two major behavior dimensions or factors that are most referred to or often used to describe the differentiation of leader behaviors which are; *Initiating Structure Leader Behavior* and *Consideration Leader Behavior*. The Initiating Structure Leader Behavior is used to described as a direct dictatorial approach of leader which means the specific job description and particular tasks are assigned to his or her follower or subordinate, the detailed procedures such as work instruction and scheduling need to exactly be followed as well as the expected results or expectations that the leader may need from his or her follower or subordinate are explained. While Consideration Leader Behavior is used to describe a relational approach of the leader, the leader initiates a friendly environment, provide supportive and helpful manners as much as possible to his or her follower or subordinate. The leader shows the respect and trust towards his or her follower or subordinate as well as pays attention to the possible little things such as a welfare program and benefit scheme to create a high level of satisfaction.

The Path Goal defined four-different type of leader behaviors which terms *Directive*, *Supportive*, *Participative* and *Achievement Oriented*. The directive leader behavior may infer to that it bases on the dimension or factor of initiating structure characteristic, while the leader behaviors of supportive, participative and achievement oriented may infer to that they base on the dimension or factor of consideration characteristics. The detailed explanation of these different leader behaviors are described below.

Directive leader behavior This type of leader behavior is a direct dictatorial approach and best fits in with an uncertain environment or situation where a clear direction or instruction from the leader is needed. The expectations that the leader has about his or her follower or subordinate's performance is informed and standards, rules, regulations, procedures, work instructions are classified, a specific guidance and direction are provided including scheduling or timeframe. As directive leader behavior intends to tell the follower or subordinate directly and exactly what they need to do, then this helps in reducing uncertainty, unclear or unknown roles of a follower or subordinate. This directive leader behavior will be most effective when applied to low-level or a large number of unskilled employees.

Supportive leader behavior This supportive leader behavior tends to provide a supportive environment and fulfills the needs, satisfaction and preference of a follower or subordinate as a focus. The leader creates a friendly environment and shows their supportive, sponsoring and caring manner as possible to their follower or subordinate. This leader behavior helps in reducing follower or subordinate's stress and may best fit with the challenging and psychological situations.

Participative leader behavior The leader allows the follower or subordinate to share their idea relating to their work task or performance. This leader encourages the follower or subordinate to get involved in the decision making process and seeks their suggestions and opinions. This leader's behavior can increase a follower or subordinate's commitment to the organization, meanwhile this leader behavior may increase a little tension and pressure for them. The limitation of this participative leader behavior however, this will be the best fit with the highly-skilled, highly-experienced or well trained follower or subordinate only.

Achievement oriented leader behavior The last leader behavior is focused on the "achievement approach". The leader sets a high-level standard of performance as possible or a very challenging goal to be achieved by his or her follower or subordinate. The leader clarifies the expectation that the said high-level standard performance or challenging goal will be achieved by the performing of his or her follower or subordinate. The leader shows confidence, emphasizes and encourages follower or subordinate on their ability for improvement and motivate them to the highest level of performance for the organization only. This leader behavior will be

best fit or most effective with the professional worker, highly-skilled, technical or achievement environment.

Organizational Culture and Employee Retention A research study of “Organizational Culture and Employee Retention (Sheridan, 1992)” investigated the retention in employee of professional hired in six different large public accounting and tax organizations. The research study provided the meaningful analysis and integrated report of the development of previous organizational culture theories and researches. One of important findings from this research study indicated that relationship between employee performance and their decision to stay with an organization or their retention rate was significantly different among the organizations that have divergent cultural values. In summary, the intention of this research study was to report the empirical study results on whether or not the cultural values influence an organization’s performance and productivity and as to the extent of interest that whether or not each of the particular or specific culture value would enhance or be a problem for an organization in employee retention. The empirical study result of this research study being used is it tends to serve and fulfill the shortage of the empirical study which was one of the serious concerns from previous culture theories and researches.

The background and rationale behind of why Sheridan (1992) focused on six different large public accounting and tax organizations was because there were several previous empirical studies that investigated the impacts and effects of different culture values within one organization either by individually or departmentally or even the impacts or effects of different culture values across the organizations but in widely and different industries. There was only a small number of evidence that verified the impacts and effects of different culture values across the organizations or compares one organization with another in the same industry.

The Organizational Culture Profile (OCP) instrument was used in measuring organizational culture values in this research study. The instrument contains 54 value statements relating to culture values. The reliability of those value statements has been tested by O'Reilly and Colleagues (1991) (O'Reilly, Chatman, & Caldwell, 1991) and the result was concluded to the seven standard dimensions of culture values which can be inferred to the 27 OCP value statements from the original 54 OCP value

statements. According to the seven standard dimensions of culture values, three groups of culture value referred to the said seven standard dimensions are described as; *Work Task Value*, *Interpersonal Relationship Value* and *Individual Behavior Value*.

Work task value contains three OCP dimensions consisting of *detail*, *stability* and *innovation*, interpersonal relationship value contains two OCP dimensions consisting of *team orientation* and *respect for people* and individual behavior value contains another two OCP dimensions consisting of *outcome* and *aggressiveness*. The first group of work task values describing dimensions of *detail* which is the organization emphasizing the values of detailed oriented towards accuracy and highly analytical, *stability* which is the organization emphasizing the direction or position of rules and standard orientations and *innovation* which is the organization emphasizing the values of new idea generation, new opportunities openness and being experimental. The second group of interpersonal relationship values describing dimensions of *team orientation* which is the organization emphasizing the values of team work performance and *respect for people* which is the organization emphasizing fairness and open mind characteristics. The last group of individual behavior values describing dimensions of *outcome* which is the organization emphasizing in output or result with achievement and high performance expectation and *aggressiveness* which is the organization emphasizing competitive environment in one organization.

1.5 Conceptual Framework

Two theoretical frameworks of “Path Goal Theory of Leadership” or “Path Goal Theory of Leader Effectiveness” and the research study of “Organizational Culture and Employee Retention (Sheridan, 1992)” are used in initiating hypothesis for this research study. The conceptual framework is drawn to cast the problem statement within the context of this specific research study topic by follow the mentioned theoretical frameworks. The usefulness of conceptual framework drawn here is to identify the relevant variables of this research study as well as to clarify the relationship among those variables.

Path Goal Theory of Leadership (Path Goal) In Path Goal theory, the behaviors or styles of the leader were considered as independent variables, therefore the rationale of Path Goal theory being used as one of theoretical frameworks for this research study is because the term “leader behaviors” can be inferred and interpreted directly to “management approaches” or styles that are independent variables of this research study.

According to Path Goal, there was some support evidence of the theory hypothesis that one type of leader behavior would affect a follower or subordinate’s perception in one organization but not in other organizations. In addition, the same leader may decide to apply or use a different behavior or approach either in same organization or same follower or subordinate depending on the different situations or circumstances they may have. Therefore, the four-different types of Path Goal leader behaviors leading to the this specific research topic in extent to the questions that whether or not the different leader behaviors or management approaches influence the retention of employees for the particular industry of Regulatory Compliance and Enterprise Software Consultancy business, and in such case, which type of leader behaviors or management approaches that most influences and effects to employee decision’s making to retain with organization.

Table 1.1 Path-Goal Theory of Leadership’s Variables

| Theory | Variables |
|--------------------------------|--|
| Path Goal Theory of Leadership | <ol style="list-style-type: none"> 1). Directive Leader Behaviors 2). Supportive Leader Behaviors 3). Participative Leader Behaviors 4). Achievement Oriented Leader Behaviors |

Organizational Culture and Employee Retention In Organizational Culture and Employee Retention (Sheridan, 1992), the culture values were identified as independent variables for the research study, and the rationale of the Sheridan (1992)’s work being used as one of theoretical frameworks for this research study because, as the same reason with Path Goal theory, the term “culture values” can be inferred to “corporate cultures” that are independent variables of this research study.

According to the findings of Sheridan (1992), two dimensions of *detail* and *stability* from work task value and two dimensions of *team orientation* and *respect for people* from an interpersonal relationship value explained the most difference or variance across the six different large public accounting and tax organizations. While the dimension of *innovation* from the work task value was found as the least important perception in all organizations. Sheridan (1992) added another comment that this finding was not surprising according to the nature of accounting and tax organizations. The conclusion of Sheridan (1992) on “Organizational Culture and Employee Retention” is leading to this specific research topic in extent to the questions that whether or not different culture values or corporate cultures of work task, interpersonal relationship and individual behaviors influence to retention of employees for the particular industry of Regulatory Compliance and Enterprise Software Consultancy business, and in such case, which culture value or corporate culture that most influences and affects employee decision’s in staying with the organization.

Table 1.2 Sheridan’s Culture Values Variables

| Theory | Variables |
|---|--|
| Organizational Culture and Employee Retention (Sheridan, 1992) | 1). Work Task Values; <i>Detail, Stability, Innovation</i> 2). Interpersonal Relationship Values; <i>Team Orientation, Respect for people</i> 3). Individual Behavior Values; <i>Outcome, Aggressiveness</i> |

The conceptual framework diagram of identified hypothesis for this research study is described as follows;

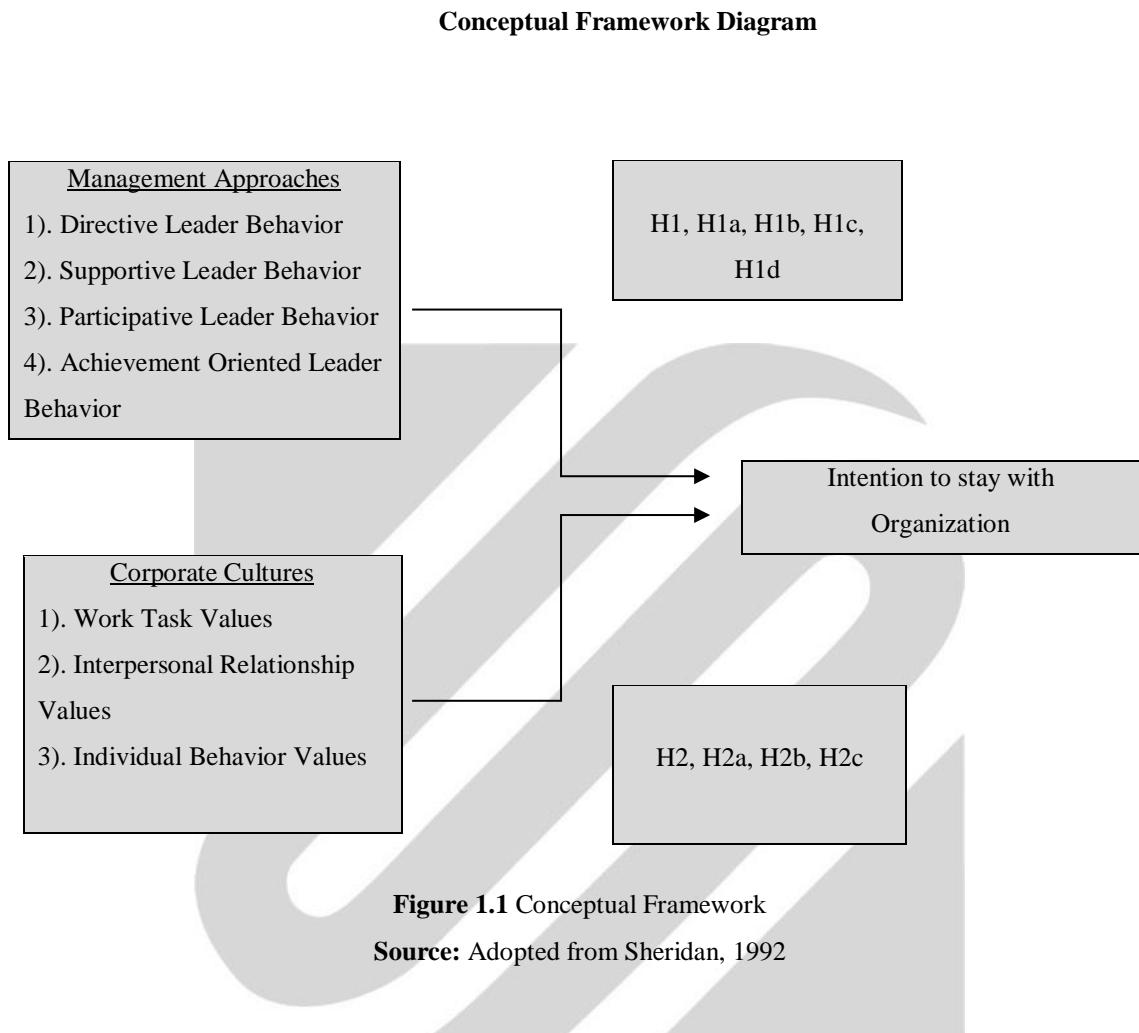


Figure 1.1 Conceptual Framework

Source: Adopted from Sheridan, 1992

1.6 Scope of the Research

This research scope aims to study management approaches and corporate cultures that influence the retention of employees for a specific selected industry which is the business of Regulatory Compliance and Enterprise Software Consultancy.

The variables that come into consideration are described earlier in conceptual framework. Employee retention of a Regulatory Compliance and Enterprise Software Consultancy business is considered as dependent variable, while the management approaches and corporate cultures are considered as independent variables which this research tries to study their relationships and implications between each other.

Targeted respondents of this research study are people who currently work for the Regulatory Compliance and Enterprise Software Consultancy business. This

research study focuses on one organization in the Bangkok area which combines both Regulatory Compliance and Enterprise Software Consultancy business together and being considered as the case example company for this research study. These targeted respondents from the case example company include multi-level participants; organizational executive managements, heads of Regulatory Compliance Consultancy and Enterprise Software Consultancy departments, consultant positions in each department, and non-consultant positions in the organization.

1.7 Limitations of the Research and Future Research Directions

Limitations of the Research The significant limitations of this research study should be well noted. The research's primary objective aims to understand whether or not the management approaches and corporate cultures are determinants of employee retention, and secondary objective study aims to explore the extent of the primary objective; which identified management approaches and corporate cultures that most influence the retention of employees for the Regulatory Compliance and Enterprise Software Consultancy business. Hence, this research focuses only on the study of the influences of management approaches and corporate cultures factors. However, apart from management approaches and corporate cultures this research study does not investigate into the extent of other factors influencing employee retention for the Regulatory Compliance and Enterprise Software business.

To this end and as described earlier, there might be the possibility from other factors influencing in employee retention or other factors that are more powerful and important in employee retention rather than only the management approaches and corporate cultures in this research study. Those factors or variables either have been or have not been investigated through previous research studies are briefly explained through literatures review in chapter 2 of this research study; training and development, long travel hours, overall job satisfaction, extremely large case/ workloads, inadequate client resources, toxic work place environments, the hiring practices and inadequate selection and hiring processes etc.

Future Research Directions The generalizability of the research findings should also be highlighted. This research study intends to investigate the management approaches and corporate cultures influencing the retention of employees for a very

specific selected industry which is the business of Regulatory Compliance and Enterprise Software Consultancy only. Therefore, it is interesting to know whether or not management approaches and corporate cultures are also the important factors and determinants in employee retention for other businesses or industries. Though it seems to be believed that the key findings from this research study can be applied to other businesses or industries, it is good for a future research avenue to examine the implication of management approaches and corporate cultures towards employee retention in other businesses or industries as well.

Lastly, the longitudinal studies in future are desirable because they will provide a broader view with repeated observations. This research study investigates the management approaches and corporate cultures influencing retention in employees for Regulatory Compliance and Enterprise Software Consultancy business for a very short period of time. The data collection and data analysis that conclude the research findings at the end will be processed during only a 3 month study period. Hence, there is a possibility that the variables influence the research outcomes may be changed over time. For instance, for one organization that is being used as a case example company in this research study, management approaches and corporate cultures might not be the issues influence the decision of one employee to stay with the organization during the data collection period, however, there is a possibility that there will be either major or minor changes in the executive managements or managers and supervisors styles in the near future that reflect in the forms of updated policies and procedures for the organization. Those updated policies and procedures impact the working environment atmosphere and corporate cultures of the organization, and the same employee, at the end might have the different attitude towards management approaches and corporate cultures compared to the date of data collection.

1.8 Significance of the Study

The key findings from this research study will be directly beneficial and useful to those organizations that are in the Regulatory Compliance and Enterprise Software Consultancy business or will be applied to other consultancy businesses that have specialized expertise and professional competency in a particular field which are

required. Organizations that are not in a consultancy business, but in service sectors will gainfully benefit from at least some aspects of this research study.

The relationship of management approaches and corporate cultures towards employee retention will be checked and the management approaches and corporate cultures that most influence the retention of employees will be identified. The human resources manager can apply these findings in creating their new employee retention policies or implementing practical strategies as well as enhancing the existing ones. The department managers and supervisors will better understand the implications of management approaches and corporate cultures towards employee retention and be willing to contribute their efforts in retain their subordinates. The organization will improve their ability in achieving its strategic business objectives in overall, not even mention to the competitive advantages that an organization may gain over their competitors.

1.9 Definition of Terms

Regulatory Compliance is a business or an organization that has to comply with and follow the laws or regulations as well as specifications that are relevant to its business. There are normally some legal penalties or punishments in cases of regulatory compliance violations. A Regulatory Compliance Consultancy business specializes in helping the regulated industries establish efficient, cost effective quality systems that will pass inspections and produce high quality products. Consultancy aspects can be provided to its clients including management, quality systems, regulatory inspection preparation, training, computer validation, process validation, auditing etc.

Enterprise Software is normally a purposeful or specifically designed company software or program that will be used to suit the needs of an individual organization's requirements. Enterprise Software is an integral part of a (computer based) information system, and as such includes web site software production. An Enterprise Software Consultancy business normally relies on expertise in a particular area and services provided by the Enterprise Software Consultancy are typically business-oriented tools that are relating to the software development life cycle or

processes such as modeling, requirement analysis, design, implementation, program and system testing, deployment, configuration and change management etc.

1.10 Research Hypotheses

The influences of different leader behaviors or management approaches according to “Path Goal” is written down as four statements of hypothesis for management approaches and the influences of different culture values or corporate cultures according to “Organizational Culture and Employee Retention (Sheridan 1992)” is written down as another three statements of hypothesis for corporate cultures, at the end there are in total nine hypotheses for this research study.

- H1* Management approaches are the factors influence the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.
- H1a* Directive Management Approach is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.
- H1b* Supportive Management Approach is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.
- H1c* Participative Management Approach is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.
- H1d* Achievement Oriented Management Approach is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.
- H2* Corporate cultures are the factors influence the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H2a Corporate Culture emphasizing Work Task Value is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H2b Corporate Culture emphasizing Interpersonal Relationship Value is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H2c Corporate Culture emphasizing Individual Behavior Value is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.



CHAPTER 2

LITERATURE REVIEWS

2.1 The Cost of Employee Turnover

Abbasi and Hollman (2000) investigated the impact of employee turnover and indicated that over number or excessive number of employee turnover often caused unimagined results and consequences. In worse case, high number of employee turnover may affect to the achieving of organizational goals and objectives at the end. In addition, when organization loses critical, talented and high productive employees, there will be the negative impacts to an organization in many aspects, for example innovative thinking will go down. This impact also can be inferred that the organization's productivity or output, organizational efficiency, employees' motivation will decrease, and this would mean the consistency in providing service to internal and external customers may be damaged by the leave of such critical, talented and high productive employees, as well as the delays in the service delivery to customers (Abbasi & Hollman, 2000; Ramall, 2003).

Another study cited the similarity that an organization loses their productivity, social capital and also may lose customer advantage if a critical, talented and high productive employees leave. A huge loss happened because the knowledge or competency, work skills, and stakeholders contact information etc. that those leaving employees have will go away with them when they quit from the organization and in most and worse cases, those attributions will go to the hand of competitors who can use these benefits to gain a competitive advantage against the organization (Bliss, 2007; Sutherland, 2004).

Ramall (2003) mentioned in the *Organizational Application: Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness* that the organization supervisor response that, the critical, talented and high productive employees are important because they process and build up a deep knowledge for the organization and other employees, this knowledge is necessary in enhancing and growing the competitiveness for organization. In addition, when consider the work results, critical, talented and high productive employees, normally perform and do

better with efficiently work compare to the other employees. Additionally Ramall (2003) estimated the costs of employee turnover as about 150 percent of an individual employee's annual salary. Therefore, when critical, talented and high productive employee's leave or a high number of employee turnover happened, this would mean the organization suffers from huge loss of such human capital issue.

In another study, Fitz-Enz (1997) suggested that an organization loses approximately one million dollars with every ten managerial or professional employees leaving from the organization, and when we combined the direct costs and indirect costs together; the total turnover costs of the critical, talented and high productive employees is equal to, as a minimum of one year's salary and benefits, or maximum of two years' salary and benefits. While Hale (1998) argued that from organization's point of view, they indicated the recruitment costs equal to 50 to 60 percent of that individual employee's first year's salary and this can be up to 100 percent if those employees are specialized or high skilled positions for organization.

2.2 Factors Influencing Employees to Leave from Organization

Several studies cited the similarity that salary or basic pay and competitive compensation, lack of recognition (Abbasi & Hollman, 2000; Hewitts Associates, 2006; Ramall, 2003), under value of employees (Ellett, & Ellis, 2007), ineffective and unstable leadership (Ellett et al., 2007; Ramall, 2003), and training and development (Abbasi & Hollman, 2000; Hewitts Associates, 2006) are the factors influencing employees to leave from an organization. Ramall (2003) indicated the potential factors that most significant influencing employee's decisions to leave the organizations are salary, lack of challenge and opportunities, and lack of career advancement opportunities. Other factors also included lack of teamwork, not having the opportunities for a flexible work schedule, long travel hours, trusting in their senior management, and low overall job satisfaction.

While the extensive factors from another view of Child Welfare professionals study that considered as the most frequently and generic perspectives are also identified by the employees who work for Child Welfare professionals. Those factors are for example, the number of workloads and extremely large cases, an environment atmosphere and organizational culture of tension and fear (which means those

employees aware of their personal safety while performing their duty), job dismissal, inadequate number of clients, communication channel, number of paper works etc. (Ellett et al., 2007).

The highlighted reasons from other studies of factors influencing employee turnover in the organization such as management approach or style, toxic work place environments, less interesting works, less job security, opportunity for promotion (Abbasi & Hollman, 2000; Hewitts Associates, 2006) are also identified, even the hiring practices, selection and hiring processes are also considered as the factors influencing employee to leave from the organization (Abbasi & Hollman, 2000; Ellett et al., 2007; Hewitts Associates, 2006).

2.3 Factors Influencing Employees to Stay with Organization

It becomes significantly more and more important in today's world that organization recognizes that the commitments of their employees to organization is a key for business success, hence the organization needs to create the environments in which employees would like and be willing to stay with (Harris, 2000).

From the literatures review, there are somewhat unsurprisingly the strong commonalities and agreements between the factors influencing employees to leave and to stay with the organization, but those factors came into opposite view or in the other way round. Job satisfaction (Stum, 1998), opportunities for personal growth or career development (Stum, 1998), training and development (Ellett et al., 2007; Ramall, 2003; Samuel & Chipunza, 2009), and attractive benefits (Ellett et al., 2007; Ramall, 2003) are referred as the factors influencing employees decision either to leave or to stay.

Ramall (2003) and Stum (1998) concluded in their studies that job satisfaction, opportunities for personal growth or career development are the major drivers of employee retention. Stum (1998), in his special report on recruitment & retention also indicated that rather than two drivers of job satisfaction and opportunities for personal growth as mentioned earlier, a fearless of corporate culture, organizational direction and the understanding from management of employee's work/ life balance needs are also the true drivers in employee retention. While Ramall (2003) argued that employees cited location of the company is the most important reason in their decision

making whether or not to stay with the organization, other reasons possible included the respect and reputation that the organization have shown to its employees, job security, organization culture, empowerment and attractive benefits.

In another study of organizational factors that contributing and impacting to employee retention in organization, the factors like flexibility in work hours which means the company allows, from time to time the employees to attend their personal emergency business or unexpected events and situations, the quality of support that supervisors provide to the employees in consultation and leadership that values to the employees are included (Ellett et al., 2007). Challenging and interesting works are also the significant factors that agreed and cited in several studies (Ellet et al., 2007; Ramall, 2003; Samuel & Chipunza, 2009).

Hausknecht, Rodda, & Howard (2008) generated a theoretically-derived set of factors relating to employees' reasons for staying with the organization that have been reported in previous research studies. The foundation could be used as guidance for the content analysis for further study, as to this end, the major theories in the literatures over the last 50 years have been reviewed, those advanced literatures help to explain the decision making of employees why would they stay or quit from the organizations.

Samuel & Chipunza (2009) argued that rather than training and development and challenging or interesting work, there are intrinsic motivational variables that also important and have significantly influencing retention in employees for either public or private sector organizations. Those intrinsic motivational variables included the sense of individual employees that they feel of belonging to stay with organization, job security, and freedom for innovative thinking etc.

2.4 Understand Management Approaches and Corporate Cultures

We found many times that the management approaches or styles and corporate cultures are relevant as either the factors influencing employees to leave from or to stay with organization, either direct or indirect statements. Those factors included teamwork environment, trusting in management, organization culture (Ramall, 2003), an atmosphere and organizational culture of tension and fear (Ellett et al., 2007), management style (Abbasi & Hollman, 2000; Hewitts Associates, 2006), a fearless

corporate culture (Stum, 1998), leadership that values employees (Ellett et al., 2007) etc.

Management approach (style) There are many definitions of management approaches or management styles for instance, management styles are characteristic ways a leader or supervisor in making decisions and the results of those decisions will be relating to their subordinates.

Management styles are different and vary from one person to another, by each organization, institution or industry, depending on which of those management styles is relevant or will be involved with. The management styles can be divided into several categories, anyway the most often and agreed categories of management styles are typically these three main categories which are autocratic, paternalistic, and democratic. There could also be sub-categories or even further grouping by type, such as two main management styles of either autocratic or permissive (“Exploring Different Management Styles,” 2012). At the end, it depends on which conceptual model will be applied for.

The autocratic management style is a direct dictatorial form of organizational leadership and management, sometimes this style allows followers or subordinates or employees to have some freedom in thinking and performing their work, so called “permissive autocrat”, another sub-category of autocratic management style, so called “directive autocrat” which expects all instructions and orders to be followed and executed by followers or subordinates or employees without any feedback or question or input. To the end, the autocratic management style seems to be effective only when apply to the large number of low-level or un-skilled employees for instance, workers in factory etc. or when the time that organization faces any crisis (“Exploring Different Management Styles,” 2012). In such situation, a clear direction or decision from the top leader and management is strongly required.

The second category of management style which is paternalistic management style is closed and partly related to the autocratic management style however, the followers or subordinates or employees can be dictatorial when only needed. The leader of paternalistic management style may sometimes pay more attention to the needs of its subordinates or employees in terms of social or morale. However, this management style, the followers or subordinates or employees mostly relate with the

leader and management as to a symbolic of father-figure. The leader and management may listen to the opinion, feedback, input and view of followers or subordinates or employees, but the final decision anyway will be on the hand of leader and management. The strong advantage of this management style is it encourages loyalty of employees (“Exploring Different Management Styles,” 2012).

The third category of management style described here is democratic management style. This management style seems to be the most flexible one that allows the followers or subordinates or employees in direct participation or, so called two-way management style. The followers or subordinates or employees are involved in decision-making with leader and management. The most important concerns, however, there are limitations because leadership skills, the proper delegation of authority are required, as well as the followers or subordinates or employees themselves must have more sense of responsibility (“Exploring Different Management Styles,” 2012).

From the three categories of management approaches or styles described above, there is some sense to believe, which may briefly conclude here that, in the view of employees who work for a Regulatory Compliance and Enterprise Software Consultancy business especially, consultant positions those specialized expertise and professional competency in particular field or area are required, democratic management style seems to be best fit for them. This is because their job levels normally are classified and are in the middle to upper-level positions for an organization, as well as the nature of their works that always involves interaction and participation with people either internally or external customers for the organization.

Corporate culture Similar to management approach (style), there are many definitions and many ways to define corporate culture. The corporate culture or organizational culture may refer to the people’s behaviors, the way, action or the meaning that people attach to those behaviors within an organization. In several instances, there are the agreements that corporate culture also includes vision, mission, norms, language, values, systems, assumptions, symbols, belief, and habits of the people in organization (Sadri & Lees, 2001). Those behaviors typically become into a pattern that the existing members of organization will teach and transfer to the new members of organization. At the end those transfer will be reflected in the way of

people perceiving, feeling, and thinking which also affects to the interaction with each other and stakeholders. The heavily influencing from several factors could make the differentiation in the definitions of corporate culture. Those factors include the industry that the business operates in, the location and organizational geographic, the history events in the past as well as characteristics and personalities of employees in such an organization (Sadri & Lees, 2001).

Schneider, S. C. (1987) mentioned a short definition of corporate culture that, it as a behavioral control, instilling norms and values that result in “the way things are done around here”. Examples of corporate cultures definitions from various studies; The set of values, beliefs, and behavior patterns (R.Denison), or even the share of mental assumptions (Ravasi & Schultz, 2006) that form the core identity of organization (R.Denison). Those help in guiding the organizational action and interpretation as well as help in shaping and defining appropriated employees’ behavior for the various and different situations (Ravasi & Schultz, 2006).

Rashid, Sambasivan, & Johari (2003) suggested that corporate culture is one of the important components of organizational behavior, especially, corporate culture help in trying to understand the context of organization better, and also reflected the way people managing the organization.

2.5 Management Approaches and Corporate Cultures and Its Implications toward Employee Retention

We found many times that management approaches or management styles, is the way that top executive leaders manage and operate the organization, typically referred to the corporate identity or corporate culture of such organization, either in the perception of employees or external stakeholders.

Holly (2001) in the study of *Examining Female Entrepreneurs' Management Style: An Application of a Relational Frame* inferred management approaches and corporate cultures in the same situation linked. Women are normally not burdened or suffer from responsibilities by the influences of organizational culture or expected behaviors regarding their interpersonal styles and appropriated management styles which exist in large organizations. Women who were participants in the study had opportunity to perform and implement management practices in their own businesses.

The findings indicated that women's management style would typically be based on their beliefs and values about effective ways as a relational approach to relate to their employees and clients.

Most of the literatures have been more focused on the studying of management approaches and corporate cultures in the means of its implications toward the achievement of an organization's goals, objectives or strategic business planning (Kim, 2002; Rashid et al., 2003; Sadri & Lees, 2001). Some of those may assumed at the end of conclusion or at the section of management's discussion that management approaches and corporate cultures also the factors attract to employee retention and can reduce absenteeism and turnover.

Rashid et al. (2003) and Sadri & Lees (2001) indicated that in today's world, the organization have to make a positive corporate culture environment because it is one of the critical aspects and advantages of the business success in being globally-competitive. Corporate cultures could affect the success of an organization in trying to achieve its goals and objectives, it has become an essential concern for business success for most organizations. The good and positive corporate cultures will allow an organization to attract and also retain its critical, talented and high productive employees. Kim (2002) cited that the corporate culture that emphasizes employee participation could contribute to organizational effectiveness and directly affects employee overall job satisfaction, positively and to which the extent that such corporate culture will reduce absenteeism and employee turnover. A comparison of the effectiveness of organizations across several countries that could be linked to differences in organizational culture, work values, and behavior however, should not be under value (Denison, Haaland, & Goelzer, 2004).

To this end, considering management approaches and corporate cultures and its implications toward employee retention, it is however, difficult to find one that tends to investigate the impact factors influencing the retention of employees in particularly one study.

2.6 Management Approaches and Corporate Cultures as Determinants of Employee Retention in Regulatory Compliance and Enterprise Software Consultancy Business

The previous research studies investigated the factors influencing employee's decision to either leave from or to stay with organization. Those factors such as training and development (Ramlall, 2004; Samuel & Chipunza, 2009), and job satisfaction (Hausknecht et al., 2008; Ramall, 2003) are commonly found as the factors influencing in employee retention. According to the study of *Employee Retention and Turnover: Using Motivational Variables as a Panacea* (Samuel & Chipunza, 2009), training and development was found as the most important and crucial certain variable influenced to employees for both public and private sector organizations. Training and development was found greatly important and still, until today remain as one of the best ways in retaining key employees for organization. Ramlall (2004) also provided a similar view that employee development is one of the critical factors among the study of respective motivation theories and the implications for developing and implementing employee retention policies and practices.

Ramall (2003) argued that the factors influencing and contributing to employee's satisfaction with a position (job satisfaction) are similar to the factors contributed to likelihood in seeking new employment, those factors included rewards and recognition, task identity, feedback, number of positions held at the company etc. Additionally, the study emphasized that a flexible work schedule is also cited as one of the main reasons for employees to remain with an organization. While, Hausknecht et al., (2008) provided the additional comments that when considering the performance-based and job-related differences, high performers or higher job-level employees reported to stay for relational retention reasons including advancement opportunities, constituent attachments, job satisfaction etc. at a higher rate than low performers or lower job-level employees whereas transactional retention reasons such as pay and benefits reported as significant factors for low performers or lower job-level employees to stay.

Some of the studies mentioned the factors relevant to the aspects of management approaches and corporate cultures influencing in employee retention for some particular industries or organizations; Sheridan (1992) investigated

organizational culture that influenced employee retention among six accounting public companies and argued that innovative culture was perceived as being the “least important” among the firms (firms that have nature of routine works). Sheridan (1992) also emphasized that personal-organization fit may have less influence in employee retention than situation effects of particular cultural values. Stum (1998) reported, of the several times that the studies are dealing with the work environment and a fearless corporate culture which is one of the factors that strongly influenced the decision of employees to stay. It would be possible only in the environment and corporate culture that there is no fear of punishment or retribution from organization where the employees are being able to speak anything against the organization. In another study there was also the argument that employees believe that a supervisor is the agent of the organization and thus more completely embody and represent the organization’s basic character, saying that in the eyes of employees, management approaches are reflected by the way that supervisor’s react to the employees (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

Ramlall (2004) on the same study of *Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations*, reviewed the employee motivations theories and their implications for employee retention and defined that work environment or corporate culture that employees want to work in an environment that is productive, respectful to each other, and the environment that provides a feeling of privileges or inclusiveness or the culture that offers a friendly environment, is one of the critical factors among those respective motivation theories and influencing the implications for employee retention within organization. Similarly, Ellett et al. (2007) indicated that the culture of strong supervisory, leadership and administrative support are a best fit for the person who chooses to remain employed in the professional service sector of child welfare. Cox & Blake (1991) provided an opinion in another extent that which organizations wishing to maximize the benefits and minimize or reduce the negative impacts of employee diversity in the organizations, those organizations must create a “multicultural” environment. Because rather than capitalizing on the potential benefits of cultural diversity in work groups, the organizations also gain the competitive advantages in creativity, problem solving skills and flexible adaptation to changing from those

diversifications. This can be implied to the extent that organizations emphasizing in managing diversity or corporate culture of “multicultural” environment may gain an advantage on attracting and retaining employees at the end.

Though, it is found that there may be value and be more benefit in making retention applications to specific employee groups rather than adopting undifferentiated strategies to all employees in an organization (Hausknecht et al., 2008), however, the importance of other variables should not be under-valued when an organization is formulating retention policies and procedures (Samuel & Chipunza, 2009).



CHAPTER 3

RESEARCH METHODOLOGY

Two independent variables of this research study are the management approach and corporate culture. Management approach or management style has been defined as the characteristic ways of a leader or supervisor in making decisions and the results of those decisions will be relating to their subordinates, while organizational culture or corporate culture has been defined as the people behaviors, the way, action or the meaning that people attach to those behaviors within the organization. In several instances, there are the agreements that corporate culture also includes vision, mission, norms, language, values, systems, assumptions, symbols, belief, and habits of the people in the organization.

According to theoretical framework and conceptual framework from chapter 1, the figure 1.1 of the Path Goal theory defined four different types of management approaches which terms as *Directive*, *Supportive*, *Participative* and *Achievement Oriented* while the figure 1.2 of research study of Sheridan (1992) defined three groups of corporate culture which terms as *Work Task Value*, *Interpersonal Relationship Value* and *Individual Behavior Value*.

Many studies have proven the relationship between management approaches and corporate cultures, and their implications towards retention of employees either directly or indirectly inferences. Many times management approaches and corporate cultures are identified as the factors influencing employees to stay with an organization (Abbasi & Hollman, 2000; Ellett et al., 2006; Hewitts Associates, 2006; Ramall, 2003; Stum, 1998). Several specific types or some aspects of management approaches and corporate cultures are also described in those studies as the factors influencing the retention of employees (Eisenberger et al., 2002; Ellett et al., 2007; Ramlall, 2004; Sheridan, 1992; Stum, 1998). Therefore, according to conceptual framework and based on literatures review, this research study by the intention of particular industry focusing of Regulatory Compliance and Enterprise Software Consultancy business, the hypothesizes come as following;

H1 Management approaches are the factors influence the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H1a Directive Management Approach is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H1b Supportive Management Approach is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H1c Participative Management Approach is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H1d Achievement Oriented Management Approach is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H2 Corporate cultures are the factors influence the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H2a Corporate Culture emphasizing Work Task Value is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H2b Corporate Culture emphasizing Interpersonal Relationship Value is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

H2c Corporate Culture emphasizing Individual Behavior Value is the factor influences the retention of employees for Regulatory Compliance and Enterprise Software Consultancy business.

3.1 Research Design

3.1.1 Methodology The mixed quantitative and qualitative approach is chosen for this research study because only a quantitative or high structured based approach might not be suitable with the organizational issue as the quality and depth result of response accessing would not be allowed. Then the quantitative based approach of enquiry through a questionnaire survey and less structured or less directive using a qualitative based approach of semi-structured interviews are used for gathering data in this research study. Moreover, a diary study is also conducted in this research study for the purpose in supporting and cross-checking the feedback from the questionnaire survey of targeted sample respondents. The qualitative based approach seems to be a better fit for understanding the organizational issues or complex human being reactions and attitudes towards either employee's decision to leave from or stay with the organization.

3.1.2 Case Example Study The empirically based single organization case example study is used in this research. The major advantage of only a one case example study is that it strives toward all aspects and in-depth understanding of the relevant phenomena under the research study topic. The case example study methodology is also appropriate when the organizational issue is in focus rather than the technical or specific issue.

This research study is based on the detailed analysis study of one Consultancy Company in Bangkok who serves Regulatory Compliance and Enterprise Software Consultancy services to its clients in the region, including Thailand and South East Asia countries as well as the projects implementation in other countries worldwide. The case example company deems as small enterprise according to the size of its organization and nature of its business. The total number of employees as at the date of data collection is about thirty employees, consisting of two sub-department or sections in Operations Department (Regulatory Compliance Consultancy and Enterprise Software Consultancy), Sales and Marketing Department, Systems and Development Department, Accounting Department, Human Resources Department and General Administration Department. Though the Operations Department consisting of Regulatory Compliance Consultancy and Enterprise Software Consultancy is in the main focus for this research study because its history of the

highest number of employee turnover in the past few years, however, as to the concerning of the size of its organization and nature of its business, as well as the interesting of true drivers or factors influencing the retention in employees for the entire organization, the questionnaire survey and diary study methods are applied to every employee from all departments in the organization and the semi-structured interview is applied with top management leaders and managers or department leaders in the organization to ensure a 360 degree review.

According to the background of case example company, the case example company was founded in 2004 in central Bangkok city, Thailand, started with only the formers and few employees, since then the business has been expanding rapidly. However, the number of total employees until the date of this research study was conducted is not that too many? The main reason is because the organization's direction and its business in nature that a high number of employees is not required but only the quality, high productive and high expertise ones. Another reason that affected and slowed down the growth of number in employees is also the employee turnover issue. The company at present is emphasizing heavily in employee retention policies and procedures in attempting to retain its best employees.

3.2 Data Collection

3.2.1 Data Triangulation Triangulation is the combination of methodologies in the study under the same phenomenon (Jick, 1979) and is typically perceived as a strategy for improving the research findings validity as well as essentially a strategy that will support in bias elimination (Mathison). The researcher obligates to triangulate in good research practice, which means to use the multiple methods, data sources, and researchers to enhance the validity of research findings (Mathison).

There are four kinds of triangulation; methodological, data, investigator, and theoretical. Methodological entails the use of a variety of qualitative methods to collect data, such as in-depth interviewing, observation, and focus groups, however, it can also contain a combination of qualitative and quantitative methods. With data triangulation, it includes time, space, and person and different data sources are used for instance, one might triangulate transcriptions or copies of different interviewees within the same research topic. While investigator triangulation, two or more

researchers observe and/or analyze the same phenomenon and theoretical triangulation refers to the use of different theoretical perspectives to interpret the research findings (Denzin, 1978).

At the end triangulation is a means of using the strengths of one method to offset the weaknesses of another, when used together, the researcher obtains a more comprehensive picture of the phenomenon under study.

The data collection is conducted through a primary resource. The primary data is collected through a questionnaire survey combining with a diary study and an in-depth interview conductive.

Questionnaire survey Questionnaire survey method is used in this research study for primary data collection. The advantages of a questionnaire survey in general are it is practical and a large amount of information can be collected in a short period of time in a cost effective way. Moreover, the number of questions is standardized into one and same template, therefore when the data has been calculated and qualified, it can be used to compare and contrast with other research. The questionnaire survey is being used for this research study as to the first source of data collection, however as to the concerns of the quantity of targeted sample respondents which consisted of only about thirty employees as well as quality and depth result of response accessing therefore, the diary study and semi-structured interviews are also conducted for this research study.

Diary study Diary study method is used in this research study for primary data collection. The purpose of the diary writing technique being used is, especially the research topic concerning human beings and organizational issues, it is more flexible to participants in expressing their ideas and feelings openly and freely. The instructions and definitions of variables normally are provided as the starting point and as for guidance, as to this end these will be useful in interpreting the results from collected data.

Semi-structured interview Semi-structured interview method is used in this research study for primary data collection, generally the advantage of this semi-structured interview is, while a structured interview has a specific set of questions which seems to be only one way communication between the interviewer and interviewee, semi-structured interview is more flexible and allowing the new ideas to

be brought up at all times during and on progress of the interview. The interviewer and interviewee may exchange their thoughts and add up any new ideas from the themes they may have during the interview. Another advantage of a semi-structured interview is the building up a sense of trust and personal rapport between the interviewer and interviewee, it does not only allow the interviewer and interviewee to engage and exchange information, but also it would allow the interviewer to easily notice and identify any fears and doubts the interviewee may have during the interview as well as the interviewee can hear themselves think on the topics which they may never have a chance to do so. Previous studies suggested that the interview method typically generates a high response rate and is normally the preferred method of data collection by participants (Jones).

3.2.2 Sample Respondents Targeted sample respondents for primary data collection which combines the methodology of a questionnaire survey with a diary study and an in-depth interview conductive are designed to not only have the concluded involvement of employees in an operational level, but also top management leaders of the organization who take control of the overall business operations, organizational objectives and goals as well as business strategies. The rationale behind this combination is because it is good to have another layer of ideas and thoughts regarding the perspectives of top management leaders toward the factors influencing employee retention and its implications within the organization, especially factors contributing to management approaches and corporate cultures. Although various numbers of factors influencing employee retention are identified, management's perspective is generally considered and emphasized more on the factors referred to organizational profitability and stability or the importance of the organizational management, while employees are typically driven and influenced by personal gains such as pay and benefits or extrinsic rewards etc. (Netswera, Rankhumise, & Mavundla, 2005).

The questionnaire survey and diary study method are applied to every employee from all departments in the organization and the semi-structured interview is applied to top management leaders and managers or department leaders in the organization to ensure a 360 degree review. The participants of the questionnaire survey and diary study as well as the participants of the semi-structured interview

conductive are planned and described in the following tables and organizational chart of the case example company as shown in appendix B.

Table 3.1 Detailed Positions of Questionnaire Survey/Diary Study's Participants

| Detailed Positions | | |
|---|---|------------------------|
| Departments | Position | Number (Person) |
| Compliance & eQMS Department (Regulatory Compliance Consultancy) | Compliance Project Manager | 2 |
| | Principal Compliance Consultant | 1 |
| | Compliance Consultant | 1 |
| | Associate Compliance Consultant | 1 |
| | Senior eQMS Engineer | 1 |
| | eQMS Engineer | 1 |
| | Associate eQMS Engineer | 1 |
| Total | | 8 |
| Manufacturing Execution System (MES) Department (Enterprise Software Consultancy) | MES Project Manager | 2 |
| | MES Project Assistant Manager | 1 |
| | Senior MES Consultant | 1 |
| | MES Consultant | 1 |
| | MES Engineer | 2 |
| | Assistant MES Engineer | 5 |
| | Total | |
| Sales and Marketing Department | Sales and Marketing Manager | 1 |
| | Senior Sales and Marketing Executive | 1 |
| | Sales and Marketing Executive | 1 |
| | Total | |
| Systems and Development Department | Senior Developer | 1 |
| | Senior Business Systems Administrator I | 1 |
| | Total | |

Table 3.1 Detailed Positions of Questionnaire Survey/Diary Study's Participants (Cont.)

| Departments | Detailed Positions | |
|-----------------------|----------------------------------|-----------------|
| | Position | Number (Person) |
| Accounting Department | Senior Accounts Administrator II | 1 |
| | Senior Accounts Administrator I | 1 |
| | Senior Business Administrator II | 1 |
| | Business Administrator | 1 |
| Total | | 2 |
| Grand Total | | 29 |

Table 3.2 Detailed Positions of Semi-Structured Interview's Participants

| Departments | Detailed Positions | |
|---|-------------------------------|-----------------|
| | Position | Number (Person) |
| Top Management | Managing Director | 1 |
| | Deputy Managing Director | 1 |
| Total | | 2 |
| Compliance & eQMS Department (Regulatory Compliance Consultancy) | Compliance Project Manager | 2 |
| | Total | 2 |
| Manufacturing Execution System (MES) Department (Enterprise Software Consultancy) | MES Project Manager | 2 |
| | MES Project Assistant Manager | 1 |
| Total | | 3 |
| Sales and Marketing Department | Sales and Marketing Manager | 1 |
| | Total | 1 |
| Grand Total | | 8 |

3.2.3 Data Collection Procedures The data collection is conducted through a primary resource. The primary data is collected through a questionnaire survey combining with a diary study and an in-depth interview conductive.

Questionnaire survey

1) Thirty sets of questionnaire surveys are randomly and individually sent out to all participants ($N= 30$), consisting of every employee from all departments except top management leaders of the organization. The participants are Operations Department (Regulatory Compliance Consultancy and Enterprise Software Consultancy), Sales and Marketing Department, Systems and Development Department, Accounting Department, Human Resources Department and General Administration Department. This designed questionnaire survey uses thirty six questions from the Survey of Perceived Organizational Support (SPOS) (Eisenberger, Huntington, Hutchison, & Sowa, 1986) with a Seven-Point Likert Scales ranging from strongly disagree (1) to strongly agree (7).

2) The Perceived Organizational Support (POS) (Eisenberger et al., 1986) originally was formulated to determine the organization's readiness to reward increased work effort of employees. According to the theory, employees create and develop beliefs concerning how an organization values their contributions and cares about their well-being. Employees showed through various statements as a pattern agreement concerning of how the organization appreciated their contributions and how it would treat them either in favorable or unfavorable ways. The POS influences the employee's interpretation of organizational treatment and what the employee would expect from the organization in various situations, these POS include the organization's reaction concerning to employee's future illnesses, mistakes, and performance, and whether or not the organization would pay a reasonable compensation and make the employee's job more interesting or meaningful. Perceived support would raise an employee's expectation that organization would reward them greater effort toward meeting organizational goals, hence the employee would incorporate organizational membership and thereby develop a positive commitment to the organization.

More, as to the concerns of agreement response bias or ethical issues, half the statements were positively asked and another half statements were negatively asked. Each question from the original Survey of Perceived Organizational Support (SPOS) (Eisenberger et al., 1986) uses the wording of “organization”, in representing various behaviors that the organization will react or treat their employees, we replace the wording “organization” with the wording of “organization/ supervisor” because in the view of the employees, managers or department leaders are also act as the agents of the organization, who have responsibility for directing and evaluating subordinates’ performance, employees would consider their leader’s favorable or unfavorable orientation toward them as indicative of the organization’s support (Eisenberger et. Al, 1986)

3) The questionnaire survey contains thirty six questions from Survey of Perceived Organizational Support (SPOS) (Eisenberger et al., 1986) describing the thirty six commitment statements indirectly contributing to the employee retention factors within an organization either by the influences of organizational factors or supervision factors. Each question was already priorly evaluated, interpreted and categorized to one of the four different types of management approach (*Directive, Supportive, Participative and Achievement Oriented*) and one of the three groups of corporate culture (*Work Task Value, Interpersonal Relationship Value and Individual Behavior Value*), at the end, each question from these thirty six describes and represents two variables concerning one type of management approach and one group of corporate culture.

Thirty six questions being categorized towards the aspects of management approaches and corporate cultures are shown in the following table;

Table 3.3 36 Question's Survey of Perceived Organizational Support (Eisenberger et al., 1986)

| Question No. | Questions | Categorized Management Approach | Categorized Corporate Culture |
|--------------|---|---------------------------------|--------------------------------------|
| 1 | The organization/supervisor values my contribution to its well-being. | Participative (P) | Individual Behavior Value (IB) |
| 2 | If the organization/supervisor could hire someone to replace me at a lower salary it would do so. | Directive (D) | Work Task Value (W) |
| 3 | The organization/supervisor fails to appreciate any extra effort from me. | Supportive (S) | Interpersonal Relationship Value (I) |
| 4 | The organization/supervisor strongly considers my goals and values. | Participative (P) | Interpersonal Relationship Value (I) |
| 5 | The organization/supervisor would understand a long absence due to my illness. | Supportive (S) | Work Task Value (W) |
| 6 | The organization/supervisor would ignore any complaint from me. | Directive (D) | Interpersonal Relationship Value (I) |
| 7 | The organization/supervisor disregards my best interests when it makes decisions that affect me. | Directive (D) | Work Task Value (W) |
| 8 | <i>Help is available from the organization/supervisor when I have a problem.</i> | Supportive (S) | Interpersonal Relationship Value (I) |
| 9 | The organization/supervisor really cares about my well-being. | Supportive (S) | Interpersonal Relationship Value (I) |
| 10 | The organization/supervisor is willing to extend itself in order to help me perform my job to the best of my ability. | Achievement Oriented (A) | Work Task Value (W) |

Table 3.3 36 Question's Survey of Perceived Organizational Support (Eisenberger et al., 1986) (Cont.)

| Question No. | Questions | Categorized Management Approach | Categorized Corporate Culture |
|--------------|--|---------------------------------|--------------------------------------|
| 11 | The organization/supervisor would fail to understand my absence due to a personal problem. | Supportive (S) | Interpersonal Relationship Value (I) |
| 12 | <i>If the organization/supervisor found a more efficient way to get my job done they would replace me.</i> | Achievement Oriented (A) | Individual Behavior Value (IB) |
| 13 | The organization/supervisor would forgive an honest mistake on my part. | Supportive (S) | Work Task Value (W) |
| 14 | It would take only a small decrease in my performance for the organization/supervisor to want to replace me. | Achievement Oriented (A) | Work Task Value (W) |
| 15 | The organization/supervisor feels there is little to be gained by employing me for the rest of my career. | Achievement Oriented (A) | Individual Behavior Value (IB) |
| 16 | <i>The organization/supervisor provides me little opportunity to move up the ranks.</i> | Participative (P) | Work Task Value (W) |
| 17 | Even if I did the best job possible, the organization/supervisor would fail to notice. | Achievement Oriented (A) | Work Task Value (W) |
| 18 | The organization/supervisor would grant a reasonable request for a change in my working conditions. | Supportive (S) | Interpersonal Relationship Value (I) |
| 19 | If I were laid off, the organization/supervisor would prefer to hire someone new rather than take me back. | Directive (D) | Individual Behavior Value (IB) |

Table 3.3 36 Question's Survey of Perceived Organizational Support (Eisenberger et al., 1986) (Cont.)

| Question No. | Questions | Categorized Management Approach | Categorized Corporate Culture |
|--------------|---|---------------------------------|--------------------------------------|
| 20 | The organization/supervisor is willing to help me when I need a special favor. | Supportive (S) | Interpersonal Relationship Value (I) |
| 21 | The organization/supervisor cares about my general satisfaction at work. | Supportive (S) | Interpersonal Relationship Value (I) |
| 22 | If given the organization/supervisor, the organization would take advantage of me. | Achievement Oriented (A) | Individual Behavior Value (IB) |
| 23 | The organization/supervisor shows very little concern for me. | Supportive (S) | Work Task Value (W) |
| 24 | If I decided to quit. The organization/supervisor would try to persuade me to stay. | Participative (P) | Interpersonal Relationship Value (I) |
| 25 | The organization/supervisor cares about my opinions. | Participative (P) | Interpersonal Relationship Value (I) |
| 26 | The organization/supervisor feels that hiring me was a definite mistake. | Directive (D) | Individual Behavior Value (IB) |
| 27 | The organization/supervisor takes pride in my accomplishments at work. | Participative (P) | Interpersonal Relationship Value (I) |
| 28 | The organization/supervisor cares more about making a profit than about me. | Achievement Oriented (A) | Individual Behavior Value (IB) |

Table 3.3 36 Question's Survey of Perceived Organizational Support (Eisenberger et al., 1986) (Cont.)

| Question No. | Questions | Categorized Management Approach | Categorized Corporate Culture |
|--------------|---|---------------------------------|--------------------------------------|
| 29 | The organization/supervisor would understand if I were unable to finish a task on time. | Supportive (S) | Work Task Value (W) |
| 30 | If the organization/supervisor earned a greater profit, it would consider increasing my salary. | Participative (P) | Work Task Value (W) |
| 31 | The organization/supervisor feels that anyone could perform my job as well as I do. | Achievement Oriented (A) | Individual Behavior Value (IB) |
| 32 | The organization/supervisor is unconcerned about paying me what I deserve. | Participative (P) | Interpersonal Relationship Value (I) |
| 33 | The organization/supervisor wishes to give me the best possible job or which I am qualified. | Participative (P) | Work Task Value (W) |
| 34 | If my job were eliminated, the organization/supervisor would prefer to lay me off rather than transfer me to a new job. | Directive (D) | Work Task Value (W) |
| 35 | The organization/supervisor tries to make my job as interesting as possible. | Supportive (S) | Interpersonal Relationship Value (I) |
| 36 | My supervisors/organization are proud that I am a part of this organization. | Participative (P) | Interpersonal Relationship Value (I) |

Source: Perceived Organizational Support, Eisenberger et al., 1986

Remark:

“D” uses as an abbreviation of “Directive Management Approach”

“S” uses as an abbreviation of “Supportive Management Approach”

“P” uses as an abbreviation of “Participative Management Approach”

“A” uses as an abbreviation of “Achievement Oriented Management Approach”

“W” uses as an abbreviation of “Corporate Culture of Work Task Value”

“I” uses as an abbreviation of “Corporate Culture of Interpersonal Relationship Value”

“IB” uses as an abbreviation of “Corporate Culture of Individual Behavior Value”

Each commitment statement is evaluated, interpreted and categorized to one of the four different types of management approaches and one of the three groups of corporate culture as the following example;

Question No. 8 *“Help is available from the organization/supervisor when I have a problem.”* describes the supportive (S) management approach and corporate culture of interpersonal relationship value (I) because a supportive leader behavior tends to provide a supportive environment and fulfills the needs, satisfaction and preference to employees while an interpersonal relationship value tends to provide and emphasize the fairness and open mind characteristics to employees.

Question No. 12 *“If the organization/supervisor found a more efficient way to get my job done they would replace me.”* describes the achievement oriented (A) management approach and corporate culture of individual behavior value (IB) because the achievement approach emphasizes and encourages the achievement oriented that strive towards the highest level of performance for the organization while individual behavior value also emphasizes output or result with achievement, high performance expectation and competitive environment in one organization.

Question No. 16 *“The organization/supervisor provides me little opportunity to move up the ranks.”* describes participative (P) management approach and corporate culture of work task value (W) because participative leader behavior normally encourages employees to get involved in the decision making process and seeks for their suggestions and opinions, hence a little opportunity to move up the ranks reflects the participative management approach in a negative way while work task value with stability emphasizes the direction or position of rules and standard orientation that can be interpreted that the position promotion or opportunity in

moving up to the next ranks will be allowed only for a qualified person according to the organization's standard career path.

4) The participants are asked to indicate the extent of their agreement by using one rate from the Seven-Point Likert Scales ranging from strongly disagree (1) to strongly agree (7) to each question that they think most fit. The instructions and procedures of information security in the results answered is explained, verbally to all participants in the Company General Meeting which is held prior to the distribution of the questionnaire survey in order to provide the introduction of this research study to all employees concerning the influences of management approaches and corporate cultures towards retention of employees for the organization. The Company General Meeting was led by the Managing Director who is top management of the organization to encourage the employees in participating in these data collection procedures as well as to emphasize and confirm the "confidentiality" and "anonymity". The blank space at the end of the questionnaire survey is provided for any additional comments that they may have from any participant. An interpretive approach is used in summarizing and interpreting open-ended feedback as to the attempt in understanding of a participants comment on this additional part.

5) Each set of the questionnaire survey is numbered in advance and contains the general instructions of how to blind the answers and return the completed questionnaire survey, total pages of questionnaire survey with instructions about how to rate or indicate the Seven-Point Likert Scales in both Thai and English languages. The purpose of Thai translation is to ensure that the participants will truly understand the contents and feel very freely and openly in answering the questionnaire survey. The response boxes for responding are provided in the area of company premises for the questionnaire survey that was completed and ready to be returned. The two-week timeframe for the questionnaire survey to be returned is fixed for data collection. The rationale and advantage of implementing the timeframe is because a). The company that is using as a case example deems as small enterprise and there is only small number of participants who receive the questionnaire survey therefore, the quickest and highest level of quality is expected and 2). The data collection and data analysis that conclude to research findings at the end have been processed during only a three month study period therefore; the timing of overall research processes is controlled.

Hence, after one week that thirty sets of questionnaire survey are distributed, there is confidence that we could easily keep track or make a general announcement to the participants those who do not return the questionnaire survey and are needed to be gently reminded again in the second week. At the end the questionnaire surveys that are sent out are expected to be totally a hundred percent returned.

Diary study

1) Thirty diary booklets are randomly and individually sent out to all participants ($N= 30$), consisting of every employee from all departments except top management leaders of the organization. The participants are Operations Department (Regulatory Compliance Consultancy and Enterprise Software Consultancy), Sales and Marketing Department, Systems and Development Department, Accounting Department, Human Resources Department and General Administration Department. A diary booklet is distributed, as a package, in the same envelope with the questionnaire survey, totaling thirty sets of packages, the general instructions of how to blind the answers and return the completed diary booklet as well as the instructions of how to write a diary booklet is provided in both Thai and English languages with the returned envelope. The response boxes for responding are provided in the area of company premises for the questionnaire survey and diary booklet that were completed and ready to be returned.

2) The definition of four different types of leader behavior or management approach in which the terms are *Directive*, *Supportive*, *Participative* and *Achievement Oriented* and the definition of three groups of corporate culture describes *Work Task Value*, *Interpersonal Relationship Value* and *Individual Behavior Value* are explained and affixed at the first page of diary booklet in both Thai and English languages. The purpose of the Thai translation is to ensure that the participants will truly understand the contents and feel very freely and openly in writing in the diary booklet. Data is collected for the period of one week or five working days only as the business operating hour is five days per week from Monday to Friday. The participants are assigned to write down something in the diary openly and freely after the end of each work day, before they leave from the company premises or work site starting from the first working day of the week by capturing the definition of four different types of management approach and three groups of corporate culture as a guide. One or more

terms of management approaches and one or more values of corporate cultures are expected each day from the participants in which they explain the aspects that they think most fit in their daily work.

3) As much detailed explanation of diary writing is recommended daily for each style from both the management approach and corporate culture perspectives for a specific period of five working days, starting from the 16th of February 2015 until the 20th of February 2015. The rationale of this timeframe implementation is because, as the similarity of the questionnaire survey, the case example company deems as a small enterprise and there is only small number of participants involved, therefore the highest level quality is expected and the timing of the overall research processes is controlled. Moreover, the most and major group of participants (Regulatory Compliance Consultancy and Enterprise Software Consultancy) work onsite or out of the company premises regularly, hence it difficult in response tracking for a longer period of time. However, as to the concern of sample size and number of responding, participants who have the plan for other business or the day leave during that week are allowed to write the diary starting instead from the first day that they are available for another period of five working days, continually. For example, a participant who had a plan to take the day off on the 16th of Monday, will be assigned instead to write the diary starting from Tuesday the 17th until Monday of the following week. The 17th writing however, will be made on the page of the 16th as to the purpose in feedback blinding. The collection date of returned envelopes will be at the end of the following week, to allow sensible time of action and to ensure the confidentiality and anonymity. As to the control of everyday diary writing, the number and date (dd/mm/yyyy) in totaling of five working days for two pages per day (one page for management approach and one page for corporate culture) are assigned in advance at the right hand top of each diary booklet in helping participants arrange, manage as well as to remind them the diary writing each day.

4) Prior to the starting of diary writing, The Company General Meeting was led by the Managing Director who is the top management of organization to encourage the employees in participating in these data collection procedures as well as to emphasize and confirm the “confidentiality” and “anonymity”, at the same date and time of the questionnaire survey. General and necessary information as well as

instructions of the diary study are also explained, verbally to ensure the quality of data collection and the same page of understanding to all employees as well as to answer the questions and concerns the participants may have.

Semi-structured interview

1) The definition of four different types of leader behavior or management approach in which the terms *Directive*, *Supportive*, *Participative* and *Achievement Oriented* and the definition of three groups of corporate culture describes *Work Task Value*, *Interpersonal Relationship Value* and *Individual Behavior Value* are being used as a guide. The participants include top management leaders and managers or department leaders in the organization those who are classified as the representative of entire organization in the view of employees. The guideline definition helps the interviewer to focus on this specific topic and ensure the feedback or same page of understanding according to the response received from the questionnaire survey and diary study from all employees but in the view and perspectives of top management leaders and managers or department leaders who are classified as the management level for the organization.

2) Then one by one each participant is individually interviewed which is conducted with each round being approximately thirty to sixty minutes. The interview starts with a general introduction regarding the purpose of the interview contributing to the benefit and usefulness of the research study, the data collection methods, the confidentiality and procedures, timing etc., the four different types of leader behavior or management approach in which the terms *Directive*, *Supportive*, *Participative* and *Achievement Oriented* and the definition of three groups of corporate culture describes *Work Task Value*, *Interpersonal Relationship Value* and *Individual Behavior Value* are explained to each participant.

3) The participants are asked to rate or prioritize the management approaches and corporate cultures that they prefer or that they think are most represented, or the least represented management behaviors and organization behaviors with the given scores out of hundred percent and explanations. Moreover, opened-ended questions are also conducted at the end as to purpose in cross checking the answers from participants whether or not they have the correct understanding regarding four different types of management approach and three groups of corporate culture. The

record materials and tools are used and the same set procedures is repeated but in different and in informal ways for different persons as to the flexibility of each individual style.

The questions being used as a guide in prioritizing management approaches and corporate cultures are similar to “*Which management approach and corporate culture do you think make people stay & not leave (the one that works for you)*” or “*Which management approach and corporate culture do you prefer as the most for employee retention*” and the opened-ended question is “*Please state five top reasons why should people stay with you?*”

3.3 Data Analysis

3.3.1 Questionnaire Survey

1) About thirty sets of questionnaire surveys using thirty six questions from the Survey of Perceived Organizational Support (SPOS) (Eisenberger et al., 1986) with a Seven-Point Likert Scales ranging from strongly disagree (1) to strongly agree (7) are returned. Each question from these thirty six questions is already prior evaluated, interpreted and categorized to one of the four different types of management approach and one of the three groups of corporate culture. The scales from strongly disagree (1), disagree (2), disagree somewhat (3), undecided (4), agree somewhat (5), agree (6) and strongly agree (7) from thirty six questions of the returned questionnaire survey are summarized into the table as raw data with the assumption of management approach and corporate culture factors that influence indecision making of employee to either leave from or stay with the organization.

2) The raw data table with thirty six questions and completed answers given are divided and categorized to sub-table for four different types of management approach and three groups of corporate culture that have been arranged and decided earlier. The total score for each set returned questionnaire survey is calculated together with total averaged score and total averaged percentage.

3) The ending result of total averaged scores from each of four different types of management approach and three groups of corporate culture are determined and represented the most common value among variables, the seven numbers of common values are summarized into the table to conclude which one is the best.

3.3.2 Diary Study

1) Thirty diary booklets are randomly and individually sent out to all participants ($N= 30$). The definition of four different types of leader behavior or management approach in which the terms *Directive*, *Supportive*, *Participative* and *Achievement Oriented* and the definition of three groups of corporate culture describes *Work Task Value*, *Interpersonal Relationship Value* and *Individual Behavior Value* are explained and affixed at the first page of diary booklet in both Thai and English languages. The openly and freely five-day writing diaries are returned explaining the aspects of management approaches and corporate cultures that they think most fit in their daily work. The result contains one management approach and one corporate culture description from each participant.

2) An interpretative approach is used in interpreting detailed explanations from each five-day diary writing verifying management approaches and corporate cultures that are determined by participants in their diary writing. The purpose of the diary study for the period of these five working days is to ensure the stability and non-stability of the responses compared with the prior answers given by participants in the questionnaire survey, at the end the most common type management approach and corporate culture among thirty diaries are determined.

3.3.3 Semi-Structured Interview

1) The participants include top management leaders and managers or department leaders in the organization those who are classified as the representative of the entire organization in the view of employees. The definition of four different types of leader behavior or management approach in which the terms *Directive*, *Supportive*, *Participative* and *Achievement Oriented* and the definition of three groups of corporate culture describes *Work Task Value*, *Interpersonal Relationship Value* and *Individual Behavior Value* are explained to the participants. The participants are asked to rate or prioritize the management approaches that they prefer or that they think are most represented, or least represented management behaviors with the given scores out of a hundred percent and explanation, as to the same with corporate cultures, the participants are asked to rate or prioritize, out of a hundred percent of which one of

corporate cultures that they think is most represented or least represented organizational behaviors and directions with the given scores and explanation.

2) The opened-ended questions are conducted at the end as to purpose in cross checking the answers from participants. The answers received from the opened-ended questions are summarized into the table and the analysis with the interpretative approach is used to determine and cross check whether or not the descriptive answers are truly matched with the scores given earlier. The hundred percent scores and answers of opened-ended questions from participants are summarized and calculated into the tables.

3) The opened-ended question of "*Please state five top reasons why should people stay with you?*" is conducted and the results are summarized into the table for interpretation. Each of these given answers is linked, as the answer to the question of one from thirty six questions of the Survey of Perceived Organizational Support (SPOS) which management approaches and corporate cultures are already determined and concluded to the seven numbers of common values.

CHAPTER 4

RESEARCH FINDINGS

4.1 General Data of Respondents

The case example company deems as a small enterprise, the number of targeted sample respondents for the questionnaire survey and diary study was twenty nine employees and the number of targeted sample respondents for the semi-structured interview was eight participants from top management leaders and managers or department leaders. However, at the end the two packages of the questionnaire survey and diary study could not be returned, the restricted reason due from two employee's business trips in overseas countries for a period of longer than one month until the day of data collection date.

The general data of respondents from returned questionnaire survey and diary study as well as semi-structured interview conductive are classified by gender and by detailed positions in the following tables;

Table 4.1 Respondents Personal Data from Questionnaire Survey and Diary Study
Classified by Gender

| Gender | Questionnaire Survey and Diary Study | Percentage (%) |
|--------------|---|----------------|
| Male | 8 | 27.58 |
| Female | 19 | 65.52 |
| Non-Returned | 2 | 6.90 |
| Total | 29 | 100.00 |

From table 4.1 the respondents personal data from questionnaire survey and diary study classified by gender were eight male (27.58%), nineteen female (65.52%) and two of non-returned (6.90%).

Table 4.2 Respondents Personal Data from Semi-Structured Interview Classified by Gender

| Gender | Semi-Structured Interview | Percentage (%) |
|--------------|---------------------------|----------------|
| Male | 3 | 37.50 |
| Female | 5 | 62.50 |
| Total | 8 | 100.00 |

From table 4.2 the respondents personal data from semi-structured interview classified by gender were three male (37.50%) and five female (62.50%).

Table 4.3 Respondents Classified by Detailed Positions for Questionnaire Survey and Diary Study

| Departments | Detailed Positions | |
|---|--------------------------------------|-----------------|
| | Position | Number (Person) |
| Compliance & eQMS Department (Regulatory Compliance Consultancy) | Compliance Project Manager | 2 |
| | Compliance Consultant | 1 |
| | Associate Compliance Consultant | 1 |
| | Senior eQMS Engineer | 1 |
| | eQMS Engineer | 1 |
| | Associate eQMS Engineer | 1 |
| Total | | 7 |
| Manufacturing Execution System (MES) Department (Enterprise Software Consultancy) | MES Project Manager | 1 |
| | MES Project Assistant Manager | 1 |
| | Senior MES Consultant | 1 |
| | MES Consultant | 1 |
| | MES Engineer | 2 |
| | Assistant MES Engineer | 5 |
| Total | | 11 |
| Sales and Marketing Department | Sales and Marketing Manager | 1 |
| | Senior Sales and Marketing Executive | 1 |
| | Sales and Marketing Executive | 1 |
| | Total | 3 |

Table 4.3 Respondents Classified by Detailed Positions for Questionnaire Survey and Diary Study (Cont.)

| Departments | Detailed Positions | |
|--|---|-----------------|
| | Position | Number (Person) |
| Systems and Development Department | Senior Developer | 1 |
| | Senior Business Systems Administrator I | 1 |
| | Total | 2 |
| Accounting Department Human Resources Department General Administration Department | Senior Accounts Administrator II | 1 |
| | Senior Accounts Administrator I | 1 |
| | Senior Business Administrator II | 1 |
| | Business Administrator | 1 |
| Total | | 4 |
| Grand Total | | 27 |

Table 4.4 Respondents Classified by Detailed Positions for Semi-Structured Interview

| Departments | Detailed Positions | |
|---|-------------------------------|-----------------|
| | Position | Number (Person) |
| Top Management | Managing Director | 1 |
| | Deputy Managing Director | 1 |
| Total | | 2 |
| Compliance & eQMS Department (Regulatory Compliance Consultancy) | Compliance Project Manager | 2 |
| | Total | 2 |
| Manufacturing Execution System (MES) Department (Enterprise Software Consultancy) | MES Project Manager | 2 |
| | MES Project Assistant Manager | 1 |
| | Total | 3 |
| Sales and Marketing Department | Sales and Marketing Manager | 1 |
| | Total | 1 |
| Grand Total | | 8 |

4.2 Research Findings

4.2.1 Questionnaire Survey The completed answers given are divided and categorized to sub-tables for four different types of management approach and three groups of corporate culture. The total score for each set of returned questionnaire surveys, divided and categorized by sub-tables, is calculated together with total averaged score and total averaged percentage (*Likert Scale of 7 = 100%*). The ending result of total averaged scores from each of four different types of management approach and three groups of corporate culture that represented the most common value among variables are presented in the following table(See Appendix E Questionnaire Survey's Likert Scales Scores Summary).

Table 4.5 Questionnaire Survey Total Averaged Scores Summary

| Total Averaged Scores | Management Approaches | | | | Corporate Cultures | | | | |
|-----------------------|-----------------------|------------|---------------|----------------------|--------------------|-----------------|----------------------------------|---------------------------|-------|
| | Directive | Supportive | Participative | Achievement Oriented | Total | Work Task Value | Interpersonal Relationship Value | Individual Behavior Value | Total |
| | 3.19 | 4.63 | 4.66 | 3.91 | 16.39 | 4.20 | 4.52 | 3.78 | 12.50 |
| Percent (%) | 19 | 28 | 29 | 24 | 100 | 34 | 36 | 30 | 100 |

Findings The twenty seven sets of returned questionnaire surveys indicated the total averaged score of *Participative* management approach as the highest score or the most common value between four different types of management approach which was twenty nine percent(29%) out of hundred percent, followed by *Supportive*, *Achievement Oriented* and *Directive*, respectively. While corporate culture of *Interpersonal Relationship Value* represented the highest score or the most common value between three groups of corporate culture which was thirty six percent (36%) out of hundred percent, follows by *Work Task Value* and *Individual Behavior Value*, respectively. The results explained that the participants or employees of the case

example company determined the management approach of *Participative* and corporate culture of *Interpersonal Relationship Value* as the most perceived values for their organization.

4.2.2 Diary Study The frequency of each type of management approaches and corporate cultures determined by participants among twenty seven sets of returned diaries are summarized in the following table (See Appendix F Five Day Diary Writing Summary);

Table 4.6 Diary Study's Answers Frequency Summary

| Total Frequency | Management Approaches | | | | Corporate Cultures | | | | Total Frequency |
|-----------------|-----------------------|------------|---------------|----------------------|--------------------|-----------------|----------------------------------|---------------------------|-----------------|
| | Directive | Supportive | Participative | Achievement Oriented | Total Frequency | Work Task Value | Interpersonal Relationship Value | Individual Behavior Value | |
| | 30.50 | 39.67 | 19.16 | 45.67 | 135.00 | 21.17 | 77.16 | 36.67 | 135.00 |
| Percent (%) | 23 | 29 | 14 | 34 | 100 | 16 | 57 | 27 | 100 |

Findings The twenty seven sets of returned diaries indicated the different results or contrast findings against the questionnaire survey, the total frequency of *Achievement Oriented* management approach came as the highest score or the most common value between four different types of management approach which was thirty four percent (34%) out of hundred percent, followed by *Supportive*, *Directive* and *Participative*, respectively. While corporate culture of *Interpersonal Relationship Value* represented the highest score or the most common value between three groups of corporate culture which was fifty seven percent (57%) out of hundred percent, followed by *Individual Behavior Value* and *Work Task Value*, respectively. The results explained that the participants or employees of the case example company determined

the management approach of *Achievement Oriented* and corporate culture of *International Relationship Value* as the most perceived values for their organization.

4.2.3 Semi-Structured Interview First part, the importance of management approaches and corporate cultures are prioritized with the scores given out of hundred percent together with the explanation of the answered scores given of which management approaches and corporate cultures that participants prefer or that they think are most represented, until least represent management behaviors and organizational behaviors and directions. The scores given by each type of management approaches and corporate cultures determined by participants are summarized in the following table;

Table 4.7 Semi-Structured Interview's Scores Calculation Summary

| Respondents No. | Detailed Position (Title) | Management Approaches | | | | | Corporate Cultures | | | |
|------------------------------|-------------------------------|-----------------------|------------|---------------|----------------------|------------|--------------------|---------------|--------------------|---------------------------|
| | | Directive | Supportive | Participative | Achievement Oriented | Total | Work Task Value | Interpersonal | Relationship Value | Individual Behavior Value |
| 1 | Managing Director | 15 | 30 | 35 | 20 | 100 | 45 | 45 | 10 | 100 |
| 2 | Deputy Managing Director | 10 | 35 | 30 | 25 | 100 | 30 | 50 | 20 | 100 |
| 3 | Compliance Project Manager #1 | 20 | 60 | 10 | 10 | 100 | 30 | 40 | 30 | 100 |
| 4 | Compliance Project Manager #2 | 15 | 30 | 40 | 15 | 100 | 30 | 60 | 10 | 100 |
| 5 | MES Project Manager #1 | 25 | 40 | 25 | 10 | 100 | 40 | 50 | 10 | 100 |
| 6 | MES Project Manager #2 | 15 | 40 | 30 | 15 | 100 | 40 | 50 | 10 | 100 |
| 7 | MES Project Assistant Manager | 10 | 40 | 20 | 30 | 100 | 35 | 35 | 30 | 100 |
| 8 | Sales and Marketing Manager | 20 | 10 | 50 | 20 | 100 | 10 | 60 | 30 | 100 |
| Total Averaged Scores | | 16 | 36 | 30 | 18 | 100 | 32 | 49 | 19 | 100 |

Findings From the first part of the scores given out of a hundred percent, total averaged scores from 8 participants represented that *Supportive* management approach was chosen as the most aspect that managements prefer for employee retention. *Participative* management approach came in second place, followed by *Achievement Oriented* and *International Relationship Value* as the most perceived values for their organization.

Oriented and *Directive*, respectively. While corporate culture of *Interpersonal Relationship Value* represented the highest score between three groups of corporate culture, followed by *Work Task Value* and *Individual Behavior Value*, respectively. The results explained that the participants or managements of the case example company determined the management approach of *Supportive* and corporate culture of *Interpersonal Relationship Value* as the most perceived values for their organization.

Second part, the opened-ended questions was conducted for the purpose in confirming the scores given by participants in first part. The answers received from opened-ended questions are summarized into the table (See Appendix G Semi-Structured Interview Opened-Ended Question's Answers Summary) and the commonalities and common agreements of answers given by 8 participants are grouped and classified into thirteen factors in the following table;

Table 4.8 Semi-Structured Interview Summary of Opened-Ended Question's Answers
Commonalities and Common Agreements

| Top Five Reasons | Answer Given From Organizational Management |
|------------------|--|
| 1 | Unique Jobs/ Specialized IT Solutions and Consulting Company |
| 2 | International Standard Level/ International Experiences/ Opportunity to Learn New Things |
| 3 | Dynamics/ New Business Area/ Always of doing new things/ Company Growth Trends |
| 4 | Mixed and International Cultures |
| 5 | Family & Friends Environment and Cultures/ Family & Friends Relationship |
| 6 | Flexibility in Working Hours and Working Conditions |
| 7 | Openness for New Idea/ Participating in Determining the Company Future Direction/ Participating in Decision Making Relating to Works |
| 8 | Work & Life Balance Environment/ Flexibility in Working Styles (Manage Yourself) |
| 9 | Competitive, Attractive and Extra Benefits |
| 10 | Dynamics/ Various and Challenged Works (Consulting) |
| 11 | Career Path/ Not Complexity of Organizational Hierarchy/ Open to Suggestion, Recommendation and Compliant |
| 12 | Extra HR Activities (e.g. Company Night etc.)/ Extra Supportive to Employee's Demand (e.g. Game Areas and Benefits etc.)/ Extra Benefits (e.g. Food & Beverages etc.) |
| 13 | Supportive to All Employee's Demand (Common Facilities, Conveniences at Work Place) |

The analysis with interpretative approach is used to determine and confirm whether or not the descriptive answers given are truly matched with the scores given earlier in first part. Each of these thirteen given answers is linked, as the answer to the question of anyone from thirty six questions of the Survey of Perceived Organizational Support (SPOS) which management approaches and corporate cultures are already determined and concluded to the seven numbers of common values. The implication towards management approaches supported to the scores given earlier in first part that, the participants indicated that *Supportive* management approach was chosen as the most important aspect that the management think they are or that the management prefers for employee retention, followed by *Participative* management approach and *Achievement Oriented* while *Directive* management approach was not found as any indicator from the descriptive answers given among thirteen factors. As to the same direction with the implication towards corporate cultures, the corporate culture of *Interpersonal Relationship Value* represented the highest number or the most common value between three groups of corporate culture, followed by *Work Task Value* and *Individual Behavior Value*, respectively. The results from second part of opened-ended questions provided the supportive evidence to the first part of semi-structured interview conductive that the participants or managements of the case example company determined the management approach of *Supportive* and corporate culture of *Interpersonal Relationship Value* as the most perceived values for their organization(See Appendix H Semi-Structured Interview Summary of Opened-Ended Question's Answers Commonalities and Common Agreements/ Implications toward Management Approaches and Corporate Cultures)

CHAPTER 5

SUMMARY, CONCLUSION & RECOMMENDATION

5.1 Summary

From employee's point of view, employees of the case example company perceived *Participative* management approach as the highest score or the most common value between four different types of management approach, follows by *Supportive*, *Achievement Oriented* and *Directive*, respectively. While corporate culture of *Interpersonal Relationship Value* represented the highest score or the most common value between three groups of corporate culture, followed by *Work Task Value* and *Individual Behavior Value*, respectively. The results explained that the participants or employees of the case example company determined the management approach of *Participative* and corporate culture of *Interpersonal Relationship Value* as the most perceived values for their organization.

The employees perceiving of *Participative* management approach can be interpreted into several positive aspects for instance, the employees feel that their management values their contributions and goals, care about their opinions or ideas relating to their work task or performance, the management encourages and would like them to get involved in the decision making process and seek their suggestions and opinions. Furthermore, management wishes to give them the best possible job for which they are qualified as well as take pride in their accomplishments at work or even proud that they are part of the organization etc. As to the same, the employees perceiving corporate culture of *Interpersonal Relationship Value* can also be interpreted into several positive aspects for instance, rather the organization emphasizes the values of team work performance and respect for people as well as showing fairness and open mind characteristics, the employees feel that help will be available from their organization when they have a problem. The organization cares about their well-being and will understand while accepting any reasonable requests when needed either in terms of work or non-work conditions etc.

From management's point of view, management of the case example company perceived *Supportive* management approach as the most aspect that they think they are

or that they prefer for employee retention. The *Supportive* management approach was also chosen as a common agreement with highest scores given by 6out of 8 participants. *Participative* management approach was come in a second place, followed by *Achievement Oriented* and *Directive*, respectively. While corporate culture of *Interpersonal Relationship Value* represented the highest score or the most common value between three groups of corporate culture, followed by *Work Task Value* and *Individual Behavior Value*, respectively. The results explained that the participants or management of the case example company determined the management approach of *Supportive* and corporate culture of *Interpersonal Relationship Value* as the most perceived values for their organization.

The management's perception of *Supportive* management approach can be interpreted into several positive aspects for instance, the management feels that they provide a supportive environment and fulfills the needs, satisfaction and preferences of their employees. The management creates a friendly environment and shows their support, commitment and caring manners as possible. Furthermore, management perceived that they really care about an employee's well-being or general satisfaction at work and try to make the job as interesting as possible for their employees. Another example for being supportive by management for instance, is they would understand a long absence due to illness or if employees were unable to finish a task on time and would forgive them for an honest mistake, they would grant a reasonable request for a change in working conditions, willing to help when employees need special favor or when they have a problem etc. The management perceived corporate culture as an agreement with employees of *Interpersonal Relationship Value*.

At the end, the results of perceived management approaches and corporate cultures determined by employees and managements can be inferred to the same pattern. Even though employees perceived *Participative* management approach as the most and management perceived *Supportive* management approach as the most, however, considering from the scores given by employees and management, *Supportive* and *Participative* came up with very much closed scores which was *Participative*, twenty nine percent (29%) and *Supportive*, twenty eight percent (28%) by employees and *Supportive*, thirty six percent (36%) and *Participative*, thirty percent (30%) by management. Moreover, considering in the contexts of meaning and

interpretation between *Supportive* management approach and *Participative* management approach, they came up with most of the similar meaning and interpretation, therefore the management approaches of the case example company deems as and strong at *Supportive* and *Participative* styles. For corporate culture, the employees and managements of case example company perceived and had a common agreement that they emphasize on corporate culture of *Interpersonal Relationship Value*.

5.2 Discussion

Though the management approaches of the case example company are *Supportive* and *Participative* which is aligned with their business in nature as the business has to deal with interaction and participation with people either internally or external customers for the organization most of the time however, the *Achievement Oriented* and *Directive* management approaches should not be under valued and come into further discussion. Among four different types of management approach, the *Achievement Oriented* was determined of lower importance while *Directive* was determined as being the least important by both employees and management, the employees and management perceived *Achievement Oriented* style as still as one of the most important approaches for their organization because considering the nature of work contexts in Regulatory Compliance and Enterprise Software consultancy, the expectation of a high-level standard performance or a very challenging goal to be achieved is very important and could not be ignored, especially when they are a consulting business those specialized expertise and professional competency in particular field or area are highly required, therefore *Achievement Oriented* management approach comes into consideration. While the result of scores given to *Directive* management approach as being least important became a confirmative evidence to the management styles of the case example company that they really strong at *Supportive* and *Participative* because normally the directorial approach will have the different projection or behavior compared against *Supportive* and *Participative* approaches, the *Directive* leader behavior is a direct dictatorial approach and does not allow their employees to share their ideas or opinions much. On the other hand, directive leader behavior prefers and intends to tell employees directly and

exactly what they need to do, the expectation on performance, standards, rules, regulations, procedures as well as work instructions are usually classified including specific guidance and direction. The results of *Supportive* and *Participative* management approaches also suggested that, the management of the case example company is supportive from a human resources perspective; this was consistent with their business in nature because an employee is the most valuable asset for their organization.

The corporate culture of the case example company is *Interpersonal Relationship Value* which is supported to *Supportive* and *Participative* management approaches, perfectly. The organization emphasizes the values of team orientation or teamwork performance and respect for people with fairness and open mind characteristics that reflects and encourages the *Supportive* and *Participative* management styles however, as similar comments to the management approach, though employees and management perceived corporate culture of *Interpersonal Relationship Value* as the most, the *Work Task Value* and *Individual Behavior Value* should not be under valued and come into further discussion. Among three groups of corporate culture, the *Work Task Value* was determined of lower importance while *Individual Behavior Value* was determined as being the least important by both employees and management, the employees and management perceived *Work Task Value* still as an important perspective for their organization, as discussed earlier, they are a consulting business those specialized expertise and professional competency in particular field or area are highly required, as such the values of detailed oriented towards accuracy and highly analytical, direction or position of rules and standard orientations as well as the values of new idea generation with brain storms, new opportunities and openness and being experimental through the dimensions within *Work Task Value* are also important and the organization's projection of being the best for their clients should be one of their corporate objectives. While the result of scores given to the corporate culture of *Individual Behavior Value* was perceived as being least important because though the output or result with achievement and high performance expectation is required in the business but the organization emphasizes on a teamwork environment and open mind characteristics rather than a competitive

environment in one organization, corporate culture of case example company tends to support each other rather than competition.

To this end management approaches being used in any organization should be mixed approaches combining *Directive*, *Supportive*, *Participative* and *Achievement Oriented* because there should not be any approach perfected for any entire organization, but which approach will be used depends on the situations or circumstances that organization or management will encounter and in which proportion or style that they prefer or prioritize for their organization. The mixed approaches was also agreed, as one important note from a semi-structured interview of the case example company that all participants those are top management leaders and managers or department leaders suggested that they usually tend to apply mixed approaches within one organization, rather than demonstration of *Supportive* and *Participative* management approaches to employees, they are emphasizing the flexibility with other types of management approaches as well.

For the Regulatory Compliance and Enterprise Software consultancy, they prefer *Supportive* and *Participative* management approaches as decided that these align and are consistent with their business in nature and fit best with their organization, however, the limitations of the implementation must be noted. The *Supportive* and *Participative* may fit best with the challenging and psychologically situations or where a business with the highly-skilled, highly-experienced or well trained employees only, in some circumstances for instance, in launching of new technical issues or in dealing with lower level or junior employees, the *Achievement Oriented* and *Directive* management approaches are still required.

For corporate culture, it is probably harder to be flexible with it being an overnight as its signature, the way, action or the meaning that people either management or employees already attached to their behaviors within an organization and typically gravitate into pattern that will be reflected in the way of their perceiving, feeling and thinking. The corporate culture of *Interpersonal Relationship Value* considers as a core identity for the organization of case example company and being supported to *Supportive* and *Participative* management approaches however, in some circumstances for instance, in dealing with a new client's project assignment where

the highest level of commitment is required *Work Task Value* and *Individual Behavior Value* should play the roles within the organization as well.

5.3 Conclusion

Employees and management of the case example company perceived management approaches for their organization as *Supportive* and *Participative* and employees and management of the case example company perceived corporate culture for their organization as *Interpersonal Relationship Value*.

Management Approaches of *Supportive* and *Participative* and Corporate Cultures of *Interpersonal Relationship Value* do not affect employee retention in a Regulatory Compliance and Enterprise Software Consultancy business.

5.4 Limitation of the Study

One important limitation for this research study is the findings from data collection through diary study did not come out as well as expected. The diary study's answers frequency summary of the returned diaries (See Table 4.5 Diary Study's Answers Frequency Summary) have shown the different results and against the findings from data collection through the questionnaire survey and semi-structured interview because the respondents of diary study did not provide enough or sufficient data or information in their diary writing therefore, substantial conclusions of the diary study were not drawn out.

One from thirteen factors of answers given by the organizational management in the Semi-Structured Interview Summary of Opened-Ended Question's Answers Commonalities and Common Agreements(See Appendix H Semi-Structured Interview Summary of Opened-Ended Question's Answers Commonalities and Common Agreements/ Implications toward Management Approaches and Corporate Cultures) which is *Mixed and International Cultures* has not been found as a link to the 36 Question's Survey of Perceived Organizational Support, therefore this factor could not be included to the implications toward management approaches or corporate cultures. This invisible data which management highlighted it as one of reasons for employee retention but was not found as a perceived organizational support factor possibly relating to the organization's future mission and vision.

5.5 Recommendation

5.5.1 Future Research Direction As to the concerning of the size of organization and nature of its business of case example company, as well as the interesting of true drivers or factors influencing the retention in employees for the entire organization, the triangulation through questionnaire survey and diary study as well as semi-structured interview is applied to ensure a 360 degree review.

The contribution of this research methodology of data triangulation with empirically based single organization case example study should be then discussed for future research direction. As for organizational issue, triangulation can improve the accuracy of the judgments by collecting different kinds of data on the same phenomenon, and may be also used not only to examine the same phenomenon from multiple perspectives but allowing for new and deeper understanding. Therefore, the future research direction should be, to apply the same research approach and methodology of data triangulation with a larger sample size of another companies in the same industry or across the industry as well as to extend the followed up research with human resource actionable strategies.

5.5.2 Underlying of Directive Management Approach There should not be any approach perfected for any entire organization, but which approach will be used depends on which business and industry they operate in and in which situations or circumstances that organization or management will encounter, which in proportion or style that they prefer or prioritize for their organization.

The management approaches of *Supportive* and *Participative* of the case example company are considering more or exceed on employees favor and from an employee's perspective this should fulfill satisfaction at the work of employees in an organization for most cases already because they work in a friendly environment whereas management shows support, commitment and caring manners possibly either in terms of work or non-work conditions, their contributions and goals, opinions or ideas are also valued by their management etc. however, considering from an organizational management principle, the management approaches of *Achievement Oriented* and *Directive* should also be underlying, especially *Directive* style which

was scored as being least important by both employees and management. Even though the directive leader behavior will be most effective when applied to lower-level or large number of unskilled employees but for the case example company, the lack of dictatorial style has been proven. Rather than allow freely styles of *Supportive* and *Participative*, closer monitoring and control by management is needed to balance the entire organization, the management may emphasize more on a top down approach, giving stronger direction and retreat or repeat the corporate goals, visions, missions, strategies as well as action plan to its employees from time to time.

5.5.3 General Management and Human Resources Strategies Thirteen factors from Semi-Structured Interview Opened-Ended Question's Answers have presented the commonalities and common agreements from 8 of organizational management of what factors they think helps in employee retention. The information given by the human resources department provided supportive evidence of existing practices in the organization against those thirteen factors and a major gap between management and human resources perceptions has not been found. The answer given from the organizational management of what they think helps in employee retention compared against the existing practices of what human resources thinks helps in employee retention are drawn out(See Appendix H Semi-Structured Interview Summary of Opened-Ended Question's Answers Commonalities and Common Agreements/ Implications toward Management Approaches and Corporate Cultures). To this end, one recommendation here would be the systematic and documentation as well as implementation of exit interviews for employees who decided to leave from organization should be one of human resources official records as an existing practice is an exit interview. This should be done by a human resources officer or department leaders but without any official procedure, so the meaningful information will be used in future research for the organization.

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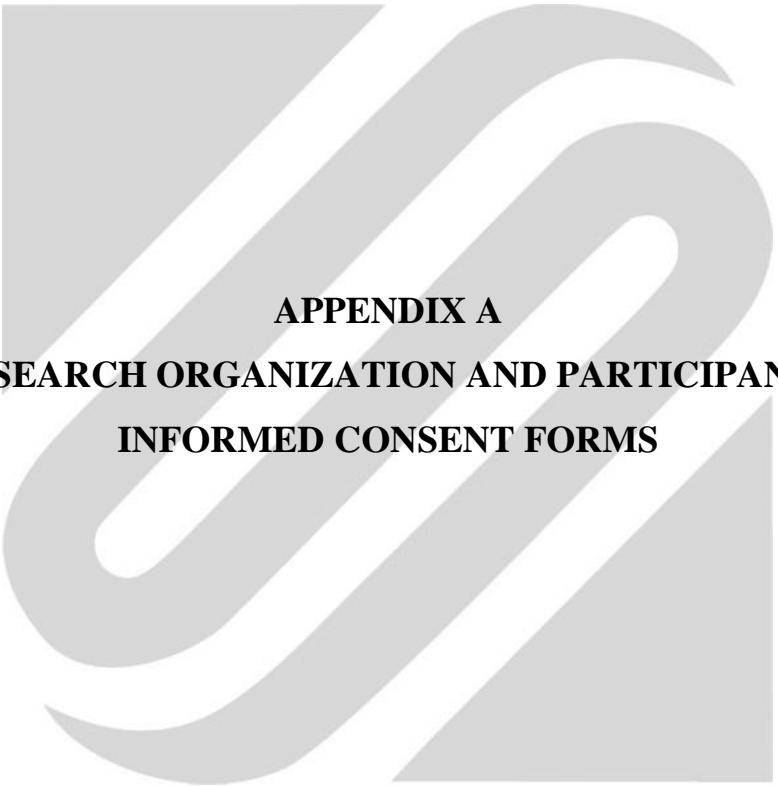
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APPENDIX A
RESEARCH ORGANIZATION AND PARTICIPANTS
INFORMED CONSENT FORMS





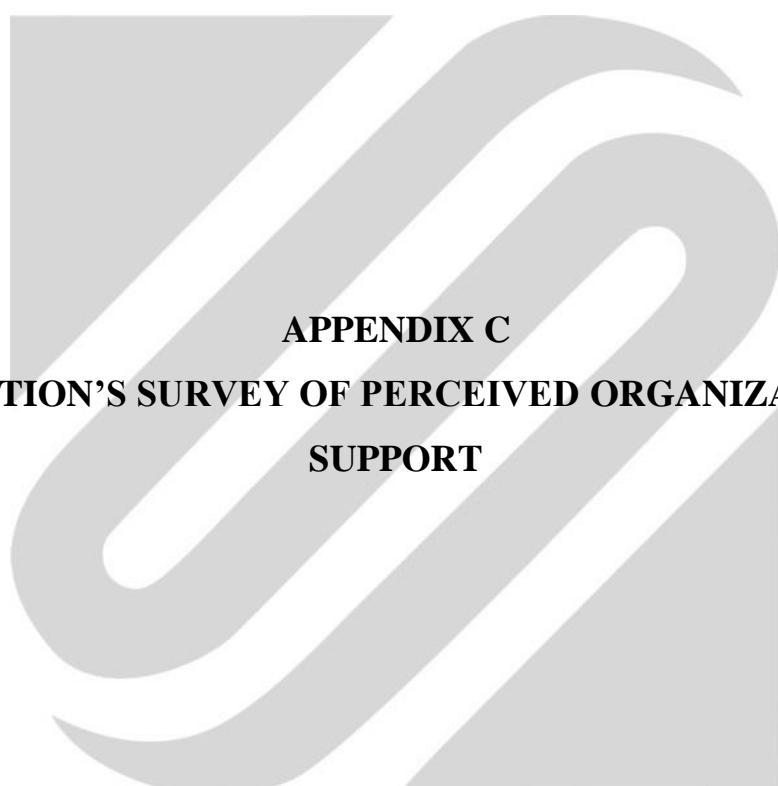




APPENDIX B
CASE EXAMPLE COMPANY'S ORGANIZAITON CHART







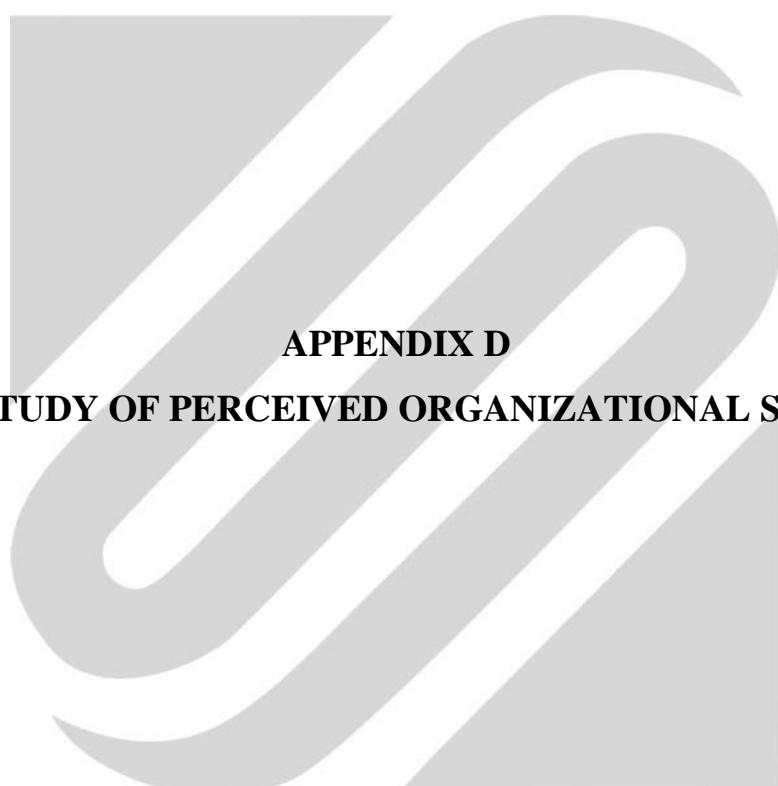
APPENDIX C

36 QUESTION'S SURVEY OF PERCEIVED ORGANIZATIONAL SUPPORT









APPENDIX D

DIARY STUDY OF PERCEIVED ORGANIZATIONAL SUPPORT





APPENDIX E
QUESTIONNAIRE SURVEY'S LIKERT SCALE SCORES
SUMMARY





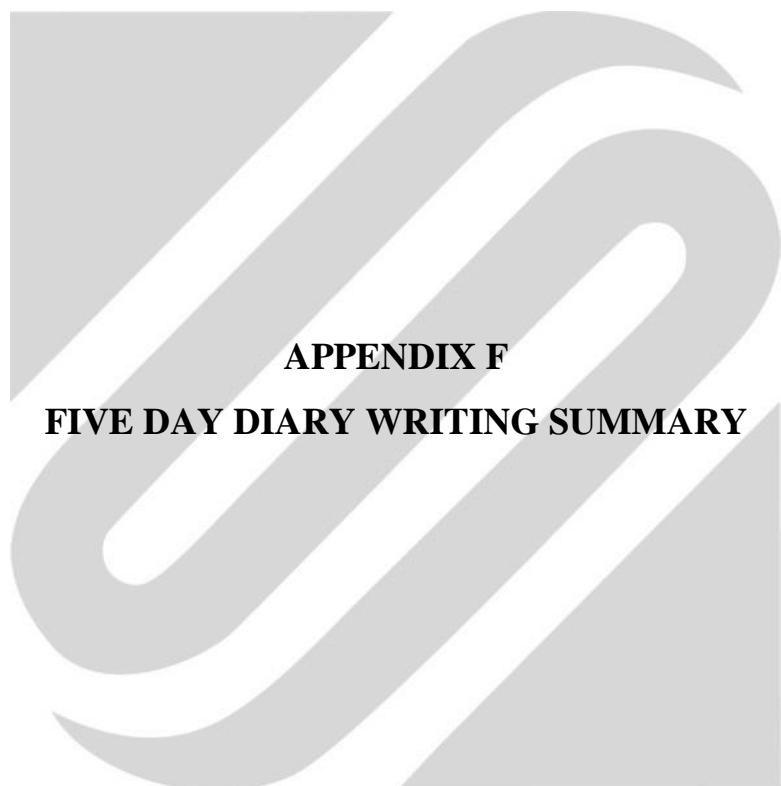










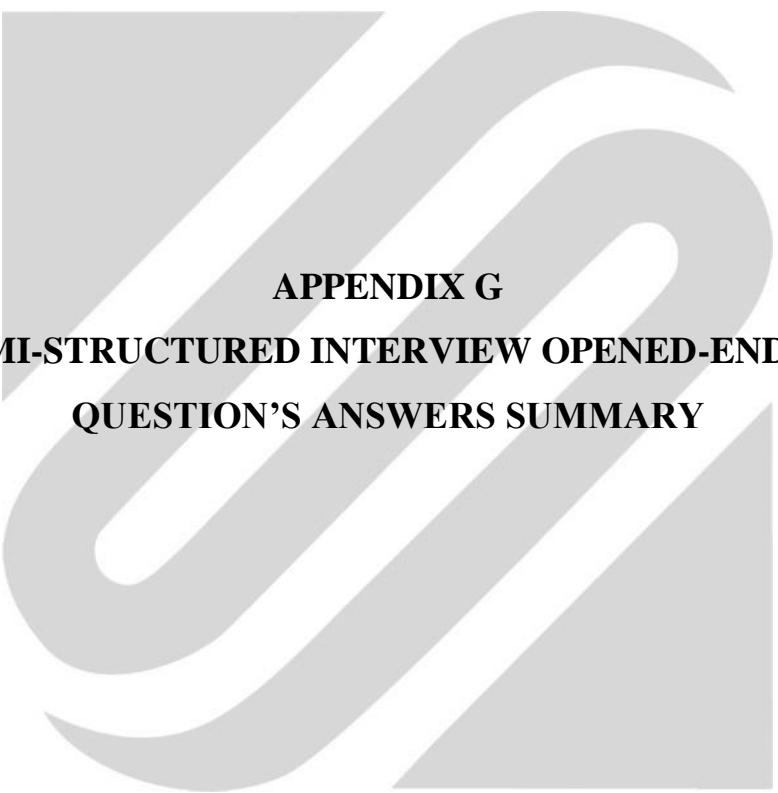


APPENDIX F
FIVE DAY DIARY WRITING SUMMARY



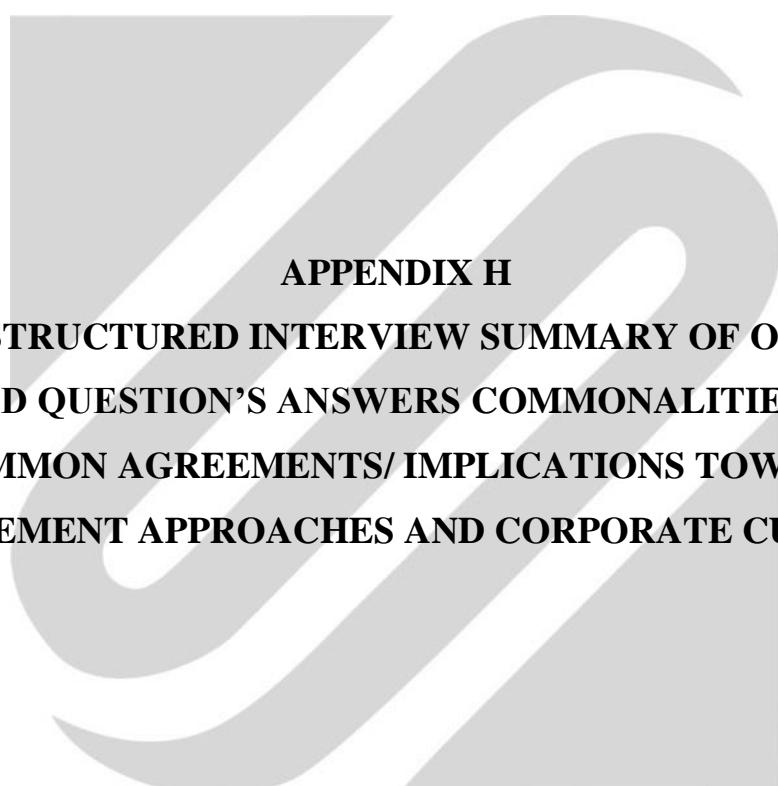






APPENDIX G
SEMI-STRUCTURED INTERVIEW OPENED-ENDED
QUESTION'S ANSWERS SUMMARY





APPENDIX H

SEMI-STRUCTURED INTERVIEW SUMMARY OF OPENED-ENDED QUESTION'S ANSWERS COMMONALITIES AND COMMON AGREEMENTS/ IMPLICATIONS TOWARD MANAGEMENT APPROACHES AND CORPORATE CULTURES



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