

# 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 objective 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. A case example company is used in this research study. The mixed quantitative and qualitative approach is chosen for this research study and data collection is collected through a questionnaire survey combed with diary study and semi-structured interviews. The conclusion for this research study would be the management approaches of the case example company are Supportive and Participative and corporate culture of case example company is an Interpersonal Relationship Value. Additionally, one underlying feature 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, the culture of Interpersonal Relationship Value was identified as a core identity for the organization of the case example company and is supported of Supportive and Participative management approaches.*

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

## Introduction

### Rationale

A Regulatory Compliance and Enterprise Software Consultancy business is a kind of a unique business in Thailand which has a specialized expertise and professional competency in a particular field or area which are highly required, especially for consultants such as the employees who are in strategic positions that play important roles 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 A Regulatory Compliance and Enterprise Software Consultancy companies 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 to a competitor.

When an organization loses critical, talented and high skilled consultants or highly productive employees, a huge loss occurs 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 attritions will go to the hand of competitors who can use these benefits to gain a competitive advantage against the organization (Bliss, 2007; Sutherland, 2004).

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 because there have been many research studies that investigated the factors which influenced employees to either leave or stay with organizations. Nonetheless, none of them have 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.

### **Theoretical Framework and Conceptual Framework**

This research's objective is to explore whether or not the management approaches and corporate cultures affect employee retention in a Regulatory Compliance and Enterprise Software Consultancy business and to the extent that which ones of the identified management approaches and corporate cultures that most affected employee retention in the said selected industry. Many studies have proven the relationship between management approaches and corporate cultures and their implications towards retention of employees (Abbasi & Hollman, 2000; Ellett *et al.*, 2006; Hewitts Associates, 2006; Ramall, 2003; Stum, 1998), 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 consultants positions. There is a possibility that, rather than management approaches and corporate cultures, the other factors are key influences on employee retention or other factors that are more powerful. 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."*

"Path Goal Theory of Leadership" (House, 1996, p. 323-352) or "Path Goal Theory of Leader Effectiveness" (House, 1971, p. 321-328) is used as a theoretical framework for management approaches, while a research study of "Organizational Culture and Employee Retention (Sheridan, 1992)" is used as a theoretical framework for corporate cultures.

**Path Goal Theory of Leadership (Path Goal)** In Path Goal theory, the behaviors or styles of the leader are considered as independent variables. The Path Goal defined four-different types of leader behaviors which are termed *Directive*, *Supportive*, *Participative* and *Achievement Oriented*.

**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.

**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.

**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.

**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.

**Organizational Culture and Employee Retention** In Organizational Culture and Employee Retention (Sheridan, 1992), the cultural values were identified as independent variables for the research study. Three groups of cultural values are described as; *Work Task Value*, *Interpersonal Relationship Value* and *Individual Behavior Value*.

According to Sheridan (1992), work task value contains three Organizational Culture Profile (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 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 (Sheridan, 1992, p. 1036-1056).

## Literature Review

### Factors Influencing Employees to Leave from and to Stay with Organization

Abbasi and Hollman (2000) investigated the impact of employee turnover and indicated that an excessive number of employee turnover often causes unimagined results and consequences. In the worst case, a high number of employee turnover may affect to the achieving of organizational goals and objectives. In addition, when an organization loses critical, talented and high productive employees, there will be negative impacts to an organization in many aspects, for example innovative thinking will go down (Abbasi & Hollman, 2000). From this impact it 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 leaving of such critical, talented and high productive employees, as well as the delays in the service delivery to customers (Abbasi & Hollman, 2000; Ramall, 2003).

Several studies cited the similarity of salary or basic pay and competitive compensation, lack of recognition (Abbasi & Hollman, 2000; Hewitts Associates, 2006; Ramall, 2003), under value of employees (Ellett, Ellis, Westbrook, & Dews, 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.

The highlighted reasons from other studies of factors influencing employee turnover in the organization such as management approach or style, a 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 factors influencing employees to leave from the organization (Abbasi & Hollman, 2000; Ellett *et al.*, 2007; Hewitts Associates, 2006).

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 fearlessness 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.

In another study of organizational factors that contribute and impact to employee retention in organizations, factors like flexibility in work hours, 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 work are also the significant factors that are agreed and are cited in several studies (Ellett *et al.*, 2007; Ramall, 2003; Samuel & Chipunza, 2009).

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

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).

Most of the literature has 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 have assumed at the end of the conclusion or at the section of management's discussion that management approaches and corporate cultures are also the factors attractive to employee retention and can reduce absenteeism and turnover.

Rashid *et al.* (2003) and Sadri and Lees (2001) indicated that in today's world, the organization has 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, so 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.

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. Sheridan (1992) also emphasized that personal-organization fit may have less influence in employee retention than situation effects of particular cultural values.

Ramlall (2004) 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 and 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.

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.

## Research Methodology

### Research Design

A Regulatory Compliance and Enterprise Software Consultancy business is a kind of a unique business in Thailand which has a specialized expertise and professional competency in a particular field or area which are highly required and the empirically based single organization case example study is used in this research study.

The research study is based on detailed analysis study of one consultancy company in Bangkok who provides 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 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. The company at present is emphasizing heavily in employee retention policies and procedures in attempting to retain its best employees.

### **Methodology**

The mixed quantitative and qualitative approach is chosen for this research study because only a quantitative or high structured based approach, the quality and depth result of response accessing would not be allowed. The qualitative based approach also seems to be a better fit for understanding the organizational issues or complex human being reactions and attitudes. The quantitative based approach of enquiry through a questionnaire survey and qualitative based approach of semi-structured interviews are used for gathering data. 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.

### **Case Example Study**

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. The case example company is deemed 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 twenty-nine employees. 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.

At the end, the key findings from this research study will be directly beneficial and usefulness to those organization that are in Regulatory Compliance and Enterprise Software Consultancy business or will be applied to others consultancy business those specialized expertise and professional competency in particular field are required. Organizations those are not in consultancy business but in service sectors will gain benefit from at least some aspects of this research study. The unique nature of the company business will act as a contribution to the research field by applying the same research approach and methodology 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.

### **Data Collection**

#### **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, 1988). 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, 1988). 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 for this research study 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.

### **Sample Respondents**

Targeted sample respondents are designed to not only having 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. 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). Therefore, 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.

### **Data Collection Procedures**

#### **Questionnaire Survey**

1) Twenty-nine sets of questionnaire surveys are randomly and individually sent out to all participants ( $N=29$ ). 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 (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 pre-evaluated, interpreted and categorized to one of the four different types of management and one of the three groups of corporate culture. 3) The participants are asked to indicate the extent of their agreement by using one rate from the Seven-Point Likert Scale ranging from strongly disagree (1) to strongly agree (7) to each question that they think most fit.

4) 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 Scale in both Thai and English languages and the two-week timeframe for the questionnaire survey to be returned is fixed for data collection.

#### **Diary Study**

1) Twenty-nine diary booklets are randomly and individually sent out to all participants ( $N=29$ ). A diary booklet is distributed, as a package, in the same envelope with the questionnaire survey, totaling twenty-nine 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.

2) The definition of four different types of leader behavior or management approach and the definition of three groups of corporate are explained and affixed at the first page of diary booklet in both Thai and English languages. Data is collected for the period of one week or five working days only. 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.

3) As much detailed explanation of diary writing is recommended daily 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, 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.

### **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 entire organization in the view of employees. One by one each participant is individually interviewed which is conducted with each round being approximately thirty to sixty minutes.

2) 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.

## **Data Analysis**

### **Questionnaire Survey**

1) Twenty-nine sets of questionnaire surveys using thirty six questions from the (SPOS) (Eisenberger *et al.*, 1986) 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.

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 to conclude which one is the best.

### Diary Study

1) 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 twenty-nine diaries are determined.

### Semi-Structured Interview

1) The participants are asked to rate or prioritize the management approaches and corporate cultures. 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.

2) 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.

## Research Findings

### Demographic Data of Respondents

The case example company deemed 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.

**Table 1** Respondents Personal Data Classified by Gender

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

Gender	Semi-Structured Interview	Percentage (%)
Male	3	37.50
Female	5	62.50
<b>Total</b>	<b>8</b>	<b>100.00</b>

### Research Findings

**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;

**Table 2** 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.

**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;

**Table 3** Diary Study’s Answers Frequency Summary

Total Frequency	Management Approaches				Total Frequency	Corporate Cultures			Total Frequency
	Directive	Supportive	Participative	Achievement Oriented		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.

**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. The scores given by each type of management approaches and corporate cultures determined by participants are summarized in the following table;

**Table 4** 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	Total
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
<b>Total Averaged Scores</b>		<b>16</b>	<b>36</b>	<b>30</b>	<b>18</b>	<b>100</b>	<b>32</b>	<b>49</b>	<b>19</b>	<b>100</b>

**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 the managements think they are or that the managements prefer for employee retention. The *Supportive* management approach was also chosen as a common agreement with highest scores given by 6 out of 8 participants. *Participative* management approach came in 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 second part, the open-ended questions was conducted at the end for the purpose in cross checking and confirming the scores given by participants in first part. 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. 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.

## Conclusion & Discussion

At the end, the results have proven that employees perceived *Participative* management approach as the most important also the management perceived *Supportive* management approach as the most important, 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 (House, 1971), therefore the management approaches of the case example company deems as strong at *Supportive* and *Participative* styles. For corporate culture, the employees and management of case example company perceived and had a common agreement that they emphasize on corporate culture of *Interpersonal Relationship Value*.

The 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, its depends on which conceptual model will be applied for ("Exploring Different Management Styles," 2012). However, though the management approaches of the case example company are *Supportive* and *Participative* however, the *Achievement Oriented* and *Directive* management approaches should not be under valued. The employees and management perceived *Achievement Oriented* style as one of the most important approaches for their organization. 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. 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 according to management styles descriptions House (1971), normally the directorial approach will have the different projection or behavior compared against *Supportive* and *Participative* approach. 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, the *Work Task Value* and *Individual Behavior Value* should not be under valued and come into further discussion because the organizations emphasizing in managing diversity or corporate culture of "multicultural" environment may gain an advantage on attracting and retaining employees at the end. (Cox & Blake, 1991). The employees and management perceived *Work Task Value* still as an important perspective for their organization, 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.

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 (House, 1971), 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, an organization might find it hard to change in a short time. Culture change takes a long time and a lot of efforts from an organization. The most general lesson to be learned from the more successful cases is that the change process goes through a series of phases that, in total, usually require a considerable length of time (Kotter, p. 125). 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.

To this end, as the employees and managements perceived management approaches of *Supportive* and *Participative* with corporate culture of *Interpersonal Relationship Value* as the most, therefore the answer to the research question can be implied to "*Management Approaches of Supportive and Participative and Corporate Culture of Interpersonal Relationship Value do not affect employee retention in a Regulatory Compliance and Enterprise Software Consultancy business*".

### **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 summarized the returned diaries 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.

## Recommendation

**Future Research Direction** The contribution of research methodology of data triangulation with empirically based single organization case example study should be 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 (Denzin 1978; Jick, 1979). 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.

**Underlying of Directive Management Approach** 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 (House, 1971). 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.

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