

Understanding Psychological Behaviour of Why Employees Leave the Organisation

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ABSTRACT

Understanding Psychological Behaviour of Why Employees Leave the Organisation

By Vanessa William Quadros

Employees possess strength to an organisation and with an increased amount of employee turnover issue and the growing phenomena of work stress it has become important to understand psychological behaviour of employees towards turnover. The current research focuses on examining factors of turnover intent by giving emphasis on job satisfaction as an intermediate development to psychological availability at workplace to improve employee engagement by underpinning the theoretical review of Maslow's hierarchy need theory, Herzberg's two-factor theory, image theory. The data was generated by interviewing eight participants of which three participants were male and five were females working across different sectors to get an outline in a broader perspective. The method that was used to collect the data was semi-structured interviews to generate qualitative data and gain knowledge on the realities of employee's mindset. Moreover, thematic analysis was carried out to discover themes relevant for the qualitative data.

The finding in the research shows that employees like to feel they are valued physically and emotionally. A significant finding was discovered with an impact on turnover intent, psychological meaning, task attribute and management style and process. Thus, based on these findings the researcher gives emphasis on spiritual wellbeing of workplace as intention to improvement of turnover.

The research finding may be significant and can help organisations management and Human resource management.

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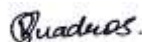
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CHAPTER 1

INTRODUCTION

In the last few decades employee turnover has been the main issue of the organisations globally. Many theorists have undergone the study to understand why employees leave their jobs specifically voluntary turnovers the reasons differs from person-to-person (Wendy S. Harman, 2007). In the Human resource context, the employee turnover has been a prime consequence to balance stability, productivity, performance in the organisation. To understand these reasons the current research focuses on the psychological facet of employee's intention to withdrawal cognition based on individuals fulfilling their basic needs, understanding what attributes affect their satisfaction level, the decision making process and how employee engagement can help overcome with a positive psychological availability in the organisation. Furthermore, the researcher will also address wellbeing of employees that go hand-in-hand with employee engagement to reduce turnover. The significance of the research in detail will be given further and the issues associated with the research. Furthermore, the structure of the research carried out will be showcased.

BACKGROUND OF THE RESEARCH

Today every business is facing issues on employee turnover, with higher competition level aroused in the industry and the technological development, organisations are trying to level up to create a working space that organically helps employees to achieve organisations goal along with their own personal goals to overcome turnover issues and engage employee to the organisations vision and mission. However, there still exists a gap with the satisfaction level to achieve higher needs of individual in creating employee engagement and commitment thus, leading to increase in withdrawal of employee. Employee turnover has an indirect insidious effect on the organisation due to loss of talented employees, creating a negative impact on the organisation's performance. The direct cost that involves recruiting, training is also associated with disruption to the organisation. Though the side effect depends on the turnover rate of the organisations that includes whether the organisation has a high turnover rate or low turnover rate such cases lead to, the organisations routine being interrupted like, the morale of the remaining employees is effected creating a start of uncertain thoughts in their minds (Picoult, 2010). The direct and indirect cost are associated with employees leaving the organisation (Ongori, 2007). According to (Picoult, 2010) his article in the New York Times says, the cost of employees leaving the organisation goes over 50% of their

salary . Given the reasons that an organisation faces, the researcher felt the need to focus on understanding what goes through a human mind in deciding to leave their jobs and what different an organisation can do to overcome this critical issue by implementing positive engagement in the strategy to overcome turnover in a certain way. Psychologically, the human mind is complicated, each individual has a very different aspect towards life and for the matter of facts, the human conscious mind fluctuates its frequency end number of times. What goes within the mind space is directly applied to the decisions of polity (McVeigh, 2015).

FRAME OF REFERENCE

Many researches have studied the psychological factors that affect employee turnover through unfolding theory giving us an overview on the process of decisions. According to a study done by (Wendy S. Harman, 2007) on unfolding theory he says the satisfaction level in an individual does not influence on the factor of staying or quitting. On the contrary (Thomas W. Lee, 1996) says, for a manger to avoid turnover in the organisation, one should make sure to influence employees by keeping them satisfied. Thus the researchers felt the need to address the processes and influences by understanding the significance of basic needs of a human through Abraham Maslow's hierarchy need theory which determines, the need to satisfy the basic need to achieve the higher satisfaction level which is linked with how humans are socially connected that makes them who they are, what they do and why they decide to do it. As the basic needs act as the most important factor towards the progress of life so the researcher felt the need to tap these facets and understand how these factors motivate or create satisfaction towards their organisation. The researcher gives an overview on the basics of psychological aspects of human mind based on their motivation and satisfaction level that makes them leave the organisation while considering the human emotions, their state of mind, motivation level, and cognition that determines their decision making. The researcher will also focus on the attributes that create motivation by Herzberg's motivation-hygiene theory to have an overview on the attributes that are involved in motivating an individual in their workplace. Moreover, addressing the main concern to overcome the gap that leads to employee turnover by understanding the psychological availability in the organisations strategy that can impact employee engagement and commitment towards retention.

STRUCTURE OF THE RESEARCH

The researcher intends to collect qualitative data by interviewing participants with a motive to gain an in-depth knowledge of the human mind to understand the cognitive behaviour of their withdrawal intention with a perspective to overcome turnover, the content of the qualitative data collected will then be used to analyse and discuss with the secondary source data. Employees are the most important subset that helps bring change to the organisation, but cynicism about the individuals future to fulfil their basic needs to obtain satisfaction overplays leading to create changes of the existing space to new thus, to understand the phenomena the researcher will take help the employees across different sectors to obtain different perceptions as a source to primary data collection.

Chapter two of the research focuses on the secondary source data in the literature review as it provides the substructure of the research by stating what other researchers, theorists have studied.

Chapter three will consist focus on the methodology and the research design that gives an elaboration to the aim and objective to be pursued by the researcher.

Chapter four will showcase the semi-structured interviews conducted and the finding and analysis of the data that will compute thematic analysis.

Chapter five will then discuss on the themes and patterns developed from the primary data to confirm the evidence of the literature review

Chapter six lays out the conclusion of the study and what approaches can be taken to minimise employee turnover.

CHAPTER 2

LITERATURE REVIEW

EMPLOYEE TURNOVER DEFINITION

Employee Turnover is defined as “the proportion of employees who leave an organisation over a set period (often on a year-on-year basis), expressed as a percentage of total workforce numbers” (Green, 1937). The calculation to understand the rate of employees leaving an organisation is derived from the total number of employees left to the total number of employees working in the organisation. As per (Tugend, 2015) in her article she says, high turnover cost is estimated as double the amount of an individual’s salary in the process of recruiting, hiring and providing the necessary training. According to Work Institute 2018 report, 27% of voluntary employee turnover was observed in US (Work Institute, 2018). While according to Monster, the average turnover rate in UK is approximately 15% (Monster, n.d.). Even though turnover reasons can vary from person to person i.e. different types of turnover like involuntary, voluntary but, the effect on the organisation stays constant i.e. performance. The other factors that affect turnover is the administration, recruiting, training, induction cost and so on. According to a study done by (Undercover Recruiter, 2009), a new hire for an organisation in UK currency would cost close to a total £50,000 for the first year that would include expenses like a recruitment cost done through an agency would be 20-30% of the final candidates salary and through LinkedIn or job site would cost up to £200-£400. A training expense would come around £1068. As the average salary in UK would be £27,600 this cost is for a new employment. The other cost includes with the candidate is bonus £1,656, insurance £4,037, pension £828 and including the office space and equipment would come around £4,800. While the other hidden cost like sick leave, holiday cover etc that comes under HR costs would sum around £8,000. Both direct and indirect cost associated with an employee acts as a major drawback to the organisation. According to (Pogatchnik, 2019) , the average cost of hiring a replacement was €14,450. In addition (Green, 2019) says, the maximum amount of turnover is noticed in the retailing sector, hotel industries, marketing industries and the lower paid private sector companies due to the never ending demand that is required by the workers. The LinkedIn profile of (Bersin, 2013) says, these industries face around 30-40% turnover rate However, for an organisation the entire recruitment process is a huge investment from training to developing the employee to performing the task as per the desired expectations (Lengnick-Hall, 2011). According to

(SHRM, 2016), The average cost of hiring is \$4,129 and the days that goes into hiring is 42 days. Due to these organisations most of the time do not prefer voluntary turnover and thus, have been putting lot of efforts in R&D for retaining employees as, competition is increasing to a higher extent in all aspects of life from lifestyle to education, to work, to extracurricular activities and so on, these factors in general strive people to overvalue others in this dynamic world that leads to survival-of-fittest. It becomes an integral part for every individual to be happy in their designated career path, the environment of the organisation they work in and the level of income that fulfils their basic needs and wants. Thus, for a human life uncertainty is always been a challenge be it to fulfil expectations of their life, to achieve their desires to take up or leave a certain task with various reasons, being part of their decision making. In an organisations point of view for every employee the need to achieve a certain set of goals is integral and in order to achieve the employees make various reasons based on whether to stay or leave based on their satisfaction level from the organisation However, according to various studies there are various other factors that also affect the decision of staying or leaving an organisation but the closest to a human mind is the satisfaction level that they intend to receive from the organisation or the work they do.

SATISFACTION AND DISATISFACTION LEVEL IN EMPLOYEE TURNOVER

According to the study done by (Wendy S. Harman, 2007), turnover has been a pragmatic study for decades, and with the external market influence sometimes cynicism sets in, individuals get a broader view towards their career opportunities and creating desire to achieve and satisfy their expectations, when these expectations are not achieved individuals feeling turns into negative job attitude. Employees experience the physical feeling or vibe from their work surroundings that triggers their mind in deciding their attitude and satisfaction level towards work and organisation (Ahmad, 2018). According to (Clegg, 1983), the negative attitudes is the dissatisfaction from their job or low level of commitment to the firm. In addition, (Bluedorn, 1980) says, there should exist a reason that impacts the factors affecting an individual on their decision. In other words, the direct path that leads to deciding to leave the organisation consists a reason that affects the need to leave or a job change. Thus, if an individual has a negative impact from the organisation then that feeling leads to dissatisfaction and thus the idea to leave and vice versa. (Ahmad, 2018) also adds, that satisfaction level in an individual is also based on the relationship between colleagues and

managers, the growth opportunities that the organisation gives and the pay policies that satisfy an individual's expectations and so on. All these reasons add up to whether an individual wishes to carry on for a longer period or not. (Wendy S. Harman, 2007) says, perception towards voluntary turnover is a default process within an individual, based on the factors of one's situation and the perception that they make. According to (Vojinovic, 2019) in her article on job satisfaction statistics she says, "72%" working professionals feel their satisfaction level is derived from "more work benefit" while, "51% of US workers" satisfaction level is based on their "identity" in the workplace. On the other hand, "79% of American workers" feel the organisations culture is crucial to their satisfaction level furthermore, "83% of millennials say work-life balance from the organisation speaks about the potential of the organisation to create satisfaction level within them. Even though these statistics talk about what satisfies a human mind based on the work attributes that they receive moreover, a human mind goes through a number of cognitions thought process.

UNDERSTANDING HUMAN PSYCHOLOGY

Human psychology is basically understanding people in particular to how they think, what they do and why they do it. A human mind adapts the pace of nature that they see, feel, experience around them and thus, in an organisation's point of view this feeling forms their perspective of decision making, because the reason influences their thought process that may differ from person-to-person also called as social psychology. According to (Greenberg, 2005), Social psychology is basically how and why humans feel a certain kind of emotion or motivation when it comes to work, or what they think i.e. cognition, and the impact of their behaviour i.e. the action they take. In a psychological perspective it is said that our thoughts or beliefs are determined by our environment or the societies beliefs, again this behaviour differs from culture to culture in different countries. Even though the main aim or goal of an individual around the world is to work hard to have a comfortable life but the influence depends on the society. (Greenberg, 2005) also adds, that a human thoughts and beliefs about themselves are moulded by the society they live in. These consensual cognition from the social environment creates motivation to decide their goals, decision-making, achievements, that determines individual needs which is called as social influence. As (McVeigh, 2015) in his study to the propertied self says, the psychological phenomena such as intuition, thoughts, impulses, glee, satisfaction that are within our soul has a diverse effect on the environment

like the democracy, freedom, equality, money making he basically means that these attributes of the soul and the effect of it on the polity is inseparable. In addition, people do a lot of different things in their daily life that is directly dealt with the economy in large but the utmost important reason lies on why do they do a certain thing, what causes them or what are their reasons, it is true that humans do a certain thing for a reason or several reasons. To understand, we need to make sure to look at things from different angles to gain perspective of the factors, influences that actually impact them at the certain point. The main aspect is to understand why employees choose or what motivates them to resign from their job. To understand this, let us look at the basic human need theory that was derived by Abraham Maslow called the Maslow's Hierarchy Needs Theory. These needs act as the most important factor to work or to expect things in an organisations point of view.

MASLOW'S HIERARCHY OF NEEDS THEORY

According to (Maslow, 1943) humans are motivated by basic needs of food, safety, protection, society, love, respect, status, self-actualisation, self-esteem, self-potentiality through these needs curiosity to knowledge and understanding towards the learning process of need is developed. These factors act as a medium of motivation towards a certain activity, to keep achieving their goals along with their satisfaction level being achieved. Humans categorize their needs in hierarchy where one needs repose on the other satisfaction need (Udechukwu, 2009). Substantially, one need must be achieved to achieve the next level of hierarchy and this acts as a motivation factor to go further to the next level in the hierarchy (Bowen, 2011). Maslow discovered five satisfaction needs that a human wants to satisfy in their life.



Figure 1. Maslow’s Hierarchy of Needs (Fryer, 2017)

The Physiological Needs

The physiological needs are the first step of motivation that human encounter in the hierarchy of his basic needs (Maslow, 1943). In an organisation individual undertaking a job is due to the monetary earnings that they receive like salary, wages that satisfy their basic needs of food, clothing, and shelter. According to (Bowen, 2011), many employees prefer salary as their important element while selecting a job. They either take up a job or leave, if they find that the salary provided by the organisation does not match their expectation. Individuals need money to pay for their basic needs that acts as a motivating factor to work. (Jerome, 2013) says, that these needs are the most powerful and preferred need for an individual to achieve among all other needs. According to a survey towards employee commitment it was found that employees were not satisfied with their basic pay, though the raises were stretched from 3.7 percent to 4 by the year 2007 there still existed a huge drawback in the satisfaction level (Holland, 2007).

(Bowen, 2011) also adds, that when it comes to an organisational setting an employee expects that their work environment provides them space and a good positive environment with proper aesthetics. When an employee can manage their work and their life proportionately along with organisations support it helps them boosts their productive level helping them being attached with the organisation. Thus the decision making process is based on analysis of the positives and the negatives to come to a certain decision but, the process involves

different opinions that rush inside the human brain, and these decisions are taken through experience, gut feelings (Balaram, 2012). (Sahi, 2016) adds, the judgement in making a decision by human psychology depends on the cognition and the emotions attached. So, when it comes to selecting a job based on its income individuals try to select specifics, depending on their taught process of how they feel to achieve the need for their income expenditure.

The Safety Needs

Once the physiological needs are met next, individuals start getting concerned about the safety and security. Here (Maslow, 1943) in his article talks about the injustice, unfairness or inconsistency in the surrounding that leads an individual feeling anxious and unsafe or may be unreliable in the unpredictable environment. In the organisational context an employee working in an environment with injustice, biasness does not feel safe and can lead to stress and unwanted vibe in the organisation that affects the state of mind and leads to degradation in productivity level, during such instances a human mind starts wondering about the safety needs on an emotional level. On a physical level the human mind expects safety and security from their organisation, (Bowen, 2011) in his article says employees are concerned with the security, safety regarding their health physically and mentally so, in both cases safety of emotion and physical attributes becomes a main concern for an individual. Employees expect safety and security provided by the organisation to them as well as their family on matters like insurance, employee assistance, pensions and so on. According to (Muhammad Masroor Alam, January 2010), basic need of wage helps them secure their security attributes, which means depending on the salary package that an employee receives, the need for housing, food is covered on a physical note that satisfies their physiological need.

The Love and Belonging Needs

Human is a social animal and therefore, love and belongingness in the society as whole becomes an important factor for them to survive. (Bowen, 2011) in his theory for love and belongingness says most of the individual's perception is based on the companionship among the colleagues and managers or the cordial relationship between each other. (Maslow, 1943) says, an individual that achieves the need of love affection adds up in improving their performance level. Individuals in an organisation seek to get approval, recognition, belonging from their co-workers that motivates them to perform.

The Esteem Needs

The main motive of an individual towards all these needs in the hierarchy is basically, to achieve a higher standard in their life, it depends from person to person questioning what satisfies their desire of self-esteem (Maslow, 1943). According to (Datta, 2010), self-esteem needs are divided in three parts competition, achievement, and personal enrichment. The need for all three creates responsibility, reputation, prestige, recognition, respect from the society in large. In the organisational setting an employee strives to achieve this to create a stability in the organisation and to improve standard of life. According to (Bowen, 2011), achieving the need for self-esteem creates self confidence in an individual that ultimately improves performance of their work.

The Self-actualisation Needs

According to (Maslow, 1943) Self- Actualisation is “what a man can be, must be.” There is always an urge for a man to develop new needs, the desire to become more than one is and to become what one is capable of. (Bowen, 2011) adds, when employees are satisfied with all the four levels in the hierarchy, they look at other options to better themselves. But not necessarily all the above needs are met as, (H. Tezcan Uysal, 2017) in the research says, sometimes people being satisfied on the higher level in the hierarchy may not necessarily mean that they are satisfied completely by the lower level hierarchy needs. But the need to feel self-satisfied is ultimately the need that one human needs to achieve in their life.

In an organisational setting employee expect that their needs must be fulfilled that not only helps them motivate themselves in their life but also helps to keep pursuing futuristic goals and with achieving these goals lies the decision of whether an individual decides to stay or leave the organisation because human nature tends to feel satisfied with all they have in stake and this need to be satisfied leads to how one makes decisions. Moreover (Mano-Negrin, 2001), believes at a certain point that the decision of staying or leaving an organisation is looked like a progression from their current situation. When an individual feels that he is not motivated to do his job, i.e. the ability to perform task with his/her skill set it affects the psychology and the person tries to search for an alternative that makes them realise their true self or worthiness (Yaqoub S.Y. Al-Refaei, 1992). People tap on the opportunities that they feel is better from their current situations because of the available opportunities that leads to satisfaction of what job they do and to learn to better their performance (Mano-Negrin, 2001). Moreover, an individual self-satisfaction comes in considering various other factors,

according to the study by (Muhammad Masroor Alam, January 2010), work occupies most of our day and so it's very important that a person is satisfied with his job. Satisfaction of a job comes, when employees feel that their work is recognised, and they achieve fulfilment and credit for what they do. As per (Raymond A. Noe, 1988), these psychological factors are the impact of a human's willingness to decide on their commitment towards the organisation. These need acts as the driving force among the employees in the organisational setting. Maslow's theory helps to understand the basic needs towards life achievement. Once we understand the driving force the next step is to understand the attributes involved in these basic need that leads to motivation of internal feelings and what they receive externally. Herzberg explains the levels of satisfaction and dissatisfaction as two separate causes which is explained by the researcher in the next chapter.

HERZBERG MOTIVATION-HYGIENE THEORY

According to (Frederick Herzberg, 1993), the entire state of employee turnover is basically what employees expect as their ideal job and the contended feeling in their current job. (Herzberg, 1987) divides the needs into two parts one being the natural phenomenon like food, shelter, water and the necessity to earn money to fulfil these desire and the other being based on individuals character to extend and pursue their desires, in the organisational setting this need can be characterised by achievement. These different needs in the Hygiene-Motivator theory is based on the satisfaction and dissatisfaction in their job. While Satisfaction deals with the motivating factor known as intrinsic and dissatisfaction as hygiene known as extrinsic. Organisations need to consider both as equal importance. In addition, motivators deal with aspects of the work like promotion, achievement, responsibility, recognition, the job content, growth, or advancement. On the other hand, hygiene deals with the context of work, like the condition provided by the organisation in the work, company policy and administration, relations with co-workers, the politics in the work, the salary that satisfies basic needs, status and security and also the leadership style in the organisation (Herzberg, 1987). Often this theory is used to understand what motivates the employees however, (Dartey-Baah, 2011) says, the theory on the other hand does not help motivate an individual in reality. This theory only helps to understand the attributes that lead to satisfaction and dissatisfaction level. In (Kwasi Dartey-Baah, 2011) the study was done to understand why people behave in a certain way. He also adds, motivation towards an individual is to boost their act or reason of behaviour. In the same way when an individual is satisfied, they behave in a certain way that distinguishes their behaviour of being contended

for the work they do that resembles their satisfaction level in their job and similarly to a dissatisfied employee. To understand the higher satisfaction and dissatisfaction level (Kwasi Dartey-Baah, 2011) says, the ideal situation for an individual is where there is high motivation with few complaints and the worse situation is where an individual has zero motivation from the job and high level of complaints.

Both these theories act as a medium to understand what affects an individual's way towards pursuing their life that is the most basic factors. But, in achieving these needs an individual needs to go through the cognitive process to decide on a certain factor. So, to understand the researcher emphasis on how an individual persuades the image to arrive to a decision through image theory.

IMAGE THEORY

According to (Beach, 1998), decisions play a key factor in understanding what an employee decides when it comes to making a decision to stay or leave an organisation. However, image theory is a fit concept that helps in making decisions that rests on one after the other factors considering in relation to employee turnover. According to the research by (Wendy S. Harman, 2007), decisions are made by the alternatives that an individual has considered. (Beach, 1993) discovered three types of schematic knowledge structures that regulate the decision-making process as follows:

“value image” - where an individual distinguishes the alternatives with own principle.

“trajectory image” - where an individual wants to achieve those goals based on own vision of ideal future.

“strategic image” - that helps the individual's decision to achieving the goal through the tactics that is developed.

In other words, the first step is to adapt a particular plan, then forecast the possibilities to achieve that plan and the tactics used to implement the plan, based on these factors a decision is made. Thus, considering their own satisfaction level an individual decides what is important to be considered and what is not while making decisions.

When it comes to selecting a certain option it is very important that the human mind understands the difference between motivation and cognition because in order to change a set of behaviour they need to eliminate a certain perspective or act of thought first in order to

bring in new change (David Disatnik, 2015). Basically, they first need to identify what exactly they feel and why they feel, Secondly, they need to understand what is that they would want to change, Third eliminate the existing thought of action and then change to the new thought of action. These all changes and grouped or influenced by the social environment to what they see, observe and the environment that they live that may differ from person-to-person (David Disatnik, 2015).

According to (David Laibson, 1998) in his study talks about the “Tversky and Kahneman work on judgements made in uncertain events”, that states a human mind is dependent on the information that he perceives about a component while making decision these information is based on three factors,

“representatives” that “resembles or is familiar” to the persons character,

“availability” that resembles to an “event that occurs in a human mind”

“anchoring” that gives a “initial guess” to arrive to a judgement.

In accordance the human nature is more affectionate on taking a decision based on the feeling that they receive while working in the organisation and moreover those decisions are based on the persons self-image or the self they believe they represent like an introvert or an extrovert. It is believed that based on these characteristics a decision towards growth factor comes in play.

EMPLOYEE ENGAGEMENT

According to (Ed Gubman, 2004), employee engagement has proven to be the most crucial form of improving productivity and building motivation. (Ubaid Ur Rahman, 2017) adds, employee engagement has a positive outcome on an employee’s performance. According to (Behesht, 2019) in her Forbes article, the organisations that record 20% in employee engagement see a remarkable difference with 41% reduction in employee absenteeism and 59% improvement in turnover. Thus, for an organisation it becomes important to ensure that employee engagement is well fitted into the organisation strategy because employees are the ones that bring result to any organisation, their works and efforts plays a significant role and with the issue of high turnover it has been observed that individuals seek organisations efforts in nurturing the employee-organisation relationship. In addition, what matters

psychologically in the current scenario is an individual's self-engagement with the organisation and with the need to self-complete or self-motivate to do certain task in the organisation. According to (Kahn, 1990), in his journal article he talks about personal engagement referred as a person's "physical, cognitive and emotional" state of being represented by their own dimensions of performing on a certain task. This however represents an impact on the factors of an engaged or disengaged employee in the organisation. The state of being engaged signifies the engagement level of an individual in the organisation that also needs the organisation support to backup but, the way an individual decides to pursue a task states their motivation level. (Ed Gubman, 2004) in his study links employee engagement and solving the turnover issue is when the employers select a passionate candidate, who are thrilled to work and actually enjoy the work they do, he also says when these kind of traits are identified and looked upon then it becomes easier for the organisations to encounter high turnover issues. (Kahn, 1990) also adds, employing such individuals require an effort from the organisation to understand their energy levels because the person personally engaged keeps themselves with the given task to perform the level of input required by him. Alternatively, and disengaged employee lacks the "physical, cognitive and emotional" state of being connected with commitment. It becomes crucial for organisation to ensure the need of positive vibe imbibed in the working environment. However, for an organisation to ensure that employee engagement is helping the organisation in order to prosper is to make sure that the strategy is being followed up. (Pritchard, 2008) in her study says, for an organisation to ensure that their employee engagement is working up to the standards is to make sure that the principle of "say", "stay", "strive" is followed:

"say"- to ensure if employees are willing to recommend the organisation to their friends.

"stay"- to ensure that employees are committed to the organisation.

"strive"- to ensure whether employees are more than satisfied with the work role.

These principles are affective to assess and analyse the positive emotion of the employees and this principle will help track whether employees are actually engaged with the organisation they are working with.

PSYCHOLOGICAL AVAILABILITY

Psychological availability refers to the energy, vibe that are available for an individual in the workplace. Apart from individuals having the need of personal compassion to have a positive engagement with himself it becomes important that the surrounding that they work in must mandatorily have the same vibe, so it becomes easy for an individual to connect to the task output. (Kahn, 1990) says, even from the distractions in the given times the person being able to connect to the physical and emotional energy in the work environment creates a positive impact. (Carmeli, 2010) adds, when an organisation reduces the level of stress in the workplace it generates psychological availability thus, enhancing the creativity level in the workplace. The need to have high spirit of energy level in the workplace that influences a human mind adds to reduction of work pressure that gets into human head.

CONCLUSION

In conclusion, the literature review was conducted to understand and gain knowledge of the basic individual need and their attributes that influence turnover. The researcher found it necessary to focus on those theories to understand the phenomena of an individual and societies perspective towards satisfaction in an organisation and also how those form the decision. It was found that an individual deciding to stay or leave has a direct impact on the society through satisfying personal need. Even though Maslow's hierarchy of needs theory is used to understand the basic necessity of an individual that they try to achieve as an motivation and the influence of the attributes that have some direct impact that they achieve from the organisation derived from Herzberg's motivation-hygiene theory. In general, an individual goes through 6 major process the cognition, social, individual, physiological, developmental, and comparative psychology and based on these the individual tries to fulfil self-image and self-esteem. While the self-esteem is based on what one feels when in a situation, the self-image is based on what an individual wants to showcase in such situation towards the public that is also based on the decision-making factor. However, these concepts talk about the generality of the turnover. It is also observed even though these concepts if achieved individuals lack commitment to an organisation that affects the balance of stability in the organisation. The question arises, if organisation adapt employee engagement in their strategies by consciously measuring the psychological availability in the work culture, will it significantly enjoy the decision-making among the individuals. Thus, the researcher felt the

need to address this gap by establishing psychological availability in the organisation that affects employee engagement and commitment with the organisation to overcome turnover

RESEARCH QUESTION AND AIMS

Research question

It has been overviewed that employee turnover has become a crucial phenomenon across the globe organisations are focusing moreover the retention strategies. The researcher wants to investigate the need of psychological availability in the working environment that leads to employee engagement and commitment. Further the aims and objectives will be addressed for a better understanding.

Research aims and objectives

- 1. To develop an understanding of the concept of psychological employee turnover and decision making.**

Here the researcher wishes to understand the concept that of how individuals are influenced by their cognition towards decision making through image theory.

- 2. To have an overview about the basic need theory that signifies the intention of an employee to work in an organisation by Abraham Maslow's hierarchy of needs theory.**

In this objective the researcher will address the basic need theory by Abraham Maslow's Hierarchy need theory that influence in the organisational setting to pursue each need.

- 3. To determine the various attributes that affects employee motivation in an organisation by Herzberg's hygiene-motivation theory.**

Here the researcher signifies the attributes that affect the motivation level by Herzberg's hygiene-motivation theory

- 4. To establish the psychological availability in the organisation that affects an employee's engagement and commitment with the organisation to overcome employee turnover.**

In this theory the researcher wants to understand how employee engagement and commitment can make a difference by measuring the psychological availability in the workplace that will help overcome withdrawal issues with an emphasis on well-being of the workplace.

CHAPTER 3

METHODOLOGY

INTRODUCTION

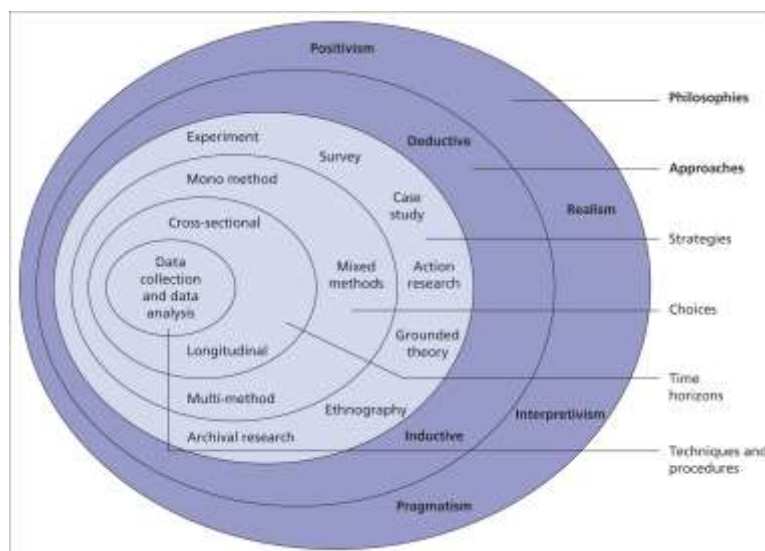
To complete the research a blueprint of methodology and the research design is necessary. To achieve the objective of the research, the researcher will use the research “onion tool” to help achieve research design which helps obtain the research objective and the research question. This tool basically will help the researcher to obtain a direction in the research process. While viewing the “onion tool” from the outer layer towards the inner layer as shown in the figure 2., each layer shows a significant detail at every stage of the research process that will help the researcher evaluate the purpose and process of the research. The diagram given below basically involves a systematic step to obtain the objective with each layer of the “onion tool” as it helps with the progression of the designing a research methodology by adapting its usefulness. Each process will be overviewed and the justification to use such method will be given by the researcher while measuring the concepts at each stage.

Figure 2: Research “Onion Tool” (Mark Saunders, 2019)

RESEARCH DESIGN

RESEARCH PHILOSOPHY

According to (Mark Saunders, 2019), research philosophy is the beliefs and assumptions that people make about the development of the knowledge. It basically is the course of action taken while developing the knowledge of a certain topic. These knowledge and assumption made are again divided in three categories the first being ontology (assumption about the reality), second epistemology (assumption of the human knowledge) and the third axiology (the researcher's knowledge that influences the research process). The sole purpose of choosing a research philosophy is to communicate effective answer to the research question. While deciding the use of the research philosophy the researcher needs to consider the terms of each approach to determine the approach that best suits the research question.



Ontology

While ontology refers to the term that states the assumptions made to the reality (Mark Saunders, 2019). As (Rajen K. Gupta, 2015) says, there are two different parts one the social world that deals with the actual being of the reality that is present in the state of being and two the social world that is a continuous process where an individual influences the domain. Thus, ontology will help to understand the way an individual sees the managements point of view that will help to understand the change that leads to organizations success.

Epistemology

The epistemology refers to the assumptions of the knowledge gathered that are valid and acceptable (Mark Saunders, 2019). (Rajen K. Gupta, 2015) adds, there are two dimension to epistemology the first being, “knowledge of the social world” here the concept is to understand the law, regularities, policies, rules of the social world in consideration to the given knowledge is considered to be a part of the first dimension while the second dimension is “knowledge of social world” to understand this phenomena that deals with “language, labels, action and routines”. Thus, the researcher needs to consider the view of management’s legitimate policies and regularities in consideration to the social knowledge for this study.

Axiology

According to (Mark Saunders, 2009), Axiology is based on the values of the researchers understanding while adding to the participants beliefs. This philosophy will help the researcher to get a firm argument and conclusion of the study. As axiology helps to obtain value the research philosophy states to create a balance between the researcher value and that of the participants. In order to implement psychological availability in core working of organisation strategy it is necessary to understand what employees feel to achieve the researcher’s beliefs of justification to the study.

Positivism

Positivism refers to a state where the knowledge that can be measured and observed by the sense of rationality that is scientific in nature (Mark Saunders, 2019). While using this philosophy the researcher must have a very logical and structured perspective to the research. (Quinlan, 2011) says, positivism consists only one objective towards the reality, but discrete from awareness. Further (Rajen K. Gupta, 2015) says, this type of nature can only foresee the prospect that is present in the empirical world.

Interpretivism

Interpretivism is not similar to positivism, interpretivism focus is not on scientific methods, it rather focuses on knowledge on the difference between human and nature (Mark Saunders, 2019). (Quinlan, 2011) adds, interpretivism consists of the social reality that helps provide an explanation towards the topic. Further as the study states to understand the mindset of an individual, interpretivism helps achieve an understanding of the social world (Mark Saunders,

2009). This philosophy helps the researchers obtain a substantial meaning for the human by “interacting, experiencing and sharing” (Rajen K. Gupta, 2015)

JUSTIFICATION FOR USING ONTOLOGY-INTERPRETIVISM

The researcher will be ontology an interpretivism after understanding the different philosophies as it is best for this study. Interpretivism helps to understand the difference between the values and science of human that affect their decision power of staying or leaving and also the factors that are taken under consideration of choosing an alternative with various needs that the organisation will help employees achieve. The rational idea is to explore participants thoughts and feeling on the factors that go along the process to achieve their basic needs in the context of their job that affects the decision to stay or leave moreover giving emphasis on the psychological availability in the workplace that motivates an employee to feel engaged and enhance employee engagement.

THE RESEARCH APPROACH

This is the second layer of the “onion tool”, that has deductive approach and inductive approach. (Mark Saunders, 2009) says, the research testing and building depends on these two-research approach that embarks the research findings and conclusion. Both the approaches differ in nature based on the line of thought.

DEDUCTIVE

According to (Jaana Woiceshyn, 2018) says, deductive approach starts with analysing a theory, obtaining hypothesis, and finally re-evaluating the theory. (Mark Saunders, 2019) also adds that the theory is operationalised that helps to quantify the certainty leading to quantitative approach. (Mark Saunders, 2009) says deductive approach is understanding the relationship between two concepts, that indicates how those concepts are to be achieved and then arriving to a certain point where the theory is either accepted as it is or it extends the search giving a modification in the theory.

INDUCTIVE

The alternate approach to deduction is the induction approach that helps to gather the experience of the public in general to better understand the nature of the research (Mark

Saunders, 2019). It basically helps achieve the real facts and perception of individuals experience of the study that gives the actual feel of the study to arrive with a close understanding of the research.

JUSTIFICATION FOR USING INDUCTIVE APPROACH

Among all, inductive approach helps to understand what people think that gives a clear overview of the facts and understanding of the entire research in-depth. (Jaana Woiceshyn, 2018) also adds that psychologists think that inductive approach gives an advancement in the research. (John Adams, 2014) says, inductive approach gives an observed overview of the generalisation. Making it possible for the researcher to understand the basic needs that actually plays important to analyse the need of an individual psychology towards the turnover intentions making it precise with what exactly goes on in an individual's mind to analyse the situation and arrive to a certain action. Thus, the researcher will be using inductive approach to understand why employees leave, moreover what they think or feel about their satisfaction and dissatisfaction level in their jobs and the factors that they consider to be present while leaving or shifting their jobs. The data available from the primary data will help to gauge a theoretical explanation and the peer-reviewed articles in the secondary data will extend the research of the perspective of the other researchers in this topic. An inductive approach will help gather the experience of people to analyse the study.

RESEARCH METHOD

According to (Mark Saunders, 2009) research method consists of single data collection technique along with corresponding analysis procedure also called as mono method and more than one data collection technique with the analysis procedure, called as multiple methods. The research method is further divided with multi-method quantitative, multi-method qualitative, mixed method approach, mixed method research. These six variants in the research "onion tool" are basically divided between quantitative and qualitative research methodologies.

According to (John Adams, 2014) quantitative research follows a specific standards or principles while qualitative research is more based on various principles, as it helps to obtain a deeper understanding of the research objective. (Quinlan, 2011) adds, quantitative data is

useful for gaining statistical data that can be coded in numbers. While qualitative research is understanding an individual's world on a very generic level also interpreting and bringing out some sense to the phenomena (Rajen K. Gupta, 2015). Qualitative research is also a sum of emotions, intention, perceptions, comprehensions data that is completely opposite of quantitative data that does not function withing numeric data (Quinlan, 2011).

JUSTIFICATION FOR USING QUALITATIVE

Qualitative research will be used by researcher to get a deeper understanding of what individuals expect from their jobs or their organisation psychologically, what factors acts important according to their nature and behaviours of the working individual. The researcher felt in order to obtain a broader perspective of working individuals psychological availability that they receive in the work place that can have an influence on commitment and employee engagement, qualitative research will be helpful to gather flexible data and record the evidence in a much realistic nature (Walle, 2015). According to (Rajen K. Gupta, 2015), it is so important to understand the fact that individual's value and interest plays a dominant role to any research, being aware of the social phenomena of each individual in general become so crucial to provide a character to the study for the researcher. (Quinlan, 2011) adds, a qualitative research provides an in-depth content and understanding to the research, the data gathered will help to provide richness to the research based on the concept to understand human behaviour. Thus the researcher felt the need to carry a qualitative research with an inductive approach as it helps best to answer the research question, making it easier to understand why employees leave the organisation, what exactly goes along in the mind space that makes them leave or stay, most importantly to achieve an understanding what exactly do they expect from the organisation and what they have within themselves that motivates them to do what they do or what they want to achieve and to establish how organisations help engagement of employee and commitment by ensuring psychological availability to reduce turnover. This theoretical understanding will help gain an insight on the psychological behaviour of employees in the organisation. Thus, the researcher will formulate the theme and patterns from the primary data to build further knowledge to the study by using thematic analysis. As quantitative research would not provide an in-depth understanding to the researcher in this study, so the researcher decided qualitative research by conducting a semi-structured interview in order to acquire awareness into a smaller sample of population.

The motive behind using semi-structured interview is to gather in-depth knowledge as the participant gets a privilege to talk more on the specifics (Walle, 2015). However, even though the flow of the interview remains in the interviewer's control, at times the purpose of the conversation can be lost quickly. Thus, keeping in mind the researcher prepared few questions well in advance to keep the flow of the interview in track however, certain questions if required will be addressed during the interview process.

TIME HORIZON

The fifth stage of the "Research Onion" tool is the time horizon. According to (Mark Saunders, 2009), there are two types of time horizons first the cross-sectional and second the longitudinal. While, longitudinal study is more concerned with diary vision of the study on contrary, cross-sectional study is a snapshot of the study to attain result over a specific given time. Based on the research question and the time constraint to carry out an academic research, the researcher will be using a cross-sectional study. (Mark Saunders, 2009) says, cross-sectional study helps the researcher obtain a particular event in a given time, that helps the researcher to understand in this particular study, how the factors associated with the satisfaction level of an individual leads to arriving a decision to stay or leave. Thus, the researcher will conduct interview over a given period of time to achieve the result of the research question.

DATA COLLECTION

Data collection is the most crucial to the study it basically is the way the data will be capitulated. Data collection ranges from observing to gathering data to interviewing and so on, the method selected for the study determines how the phenomena for the research would be found out (Donald R. Cooper, 2014). Data collection is the fact that determines the content to the research, that reflects on the truthfulness in the particular study done by the researcher while putting in words (Donald R. Cooper, 2014). In this study the researcher uses an in-depth interview to gather data for understanding a personal emotion, feelings, thoughts for the research analysis. This will help the researcher to have a one-to-one conversation with the participants and gain their perspective of understanding towards to the research topic. The

researcher used semi-structure interview as a guide by preparing certain questions in advance to gather data.

SECONDARY DATA

Secondary data gives an answer to the topic with a clear objective (Mark Saunders, 2009). (Quinlan, 2011) adds, secondary source is an evidence collected from the other theorist’s journal article in addition to the given research study. Following are the classification of the data.

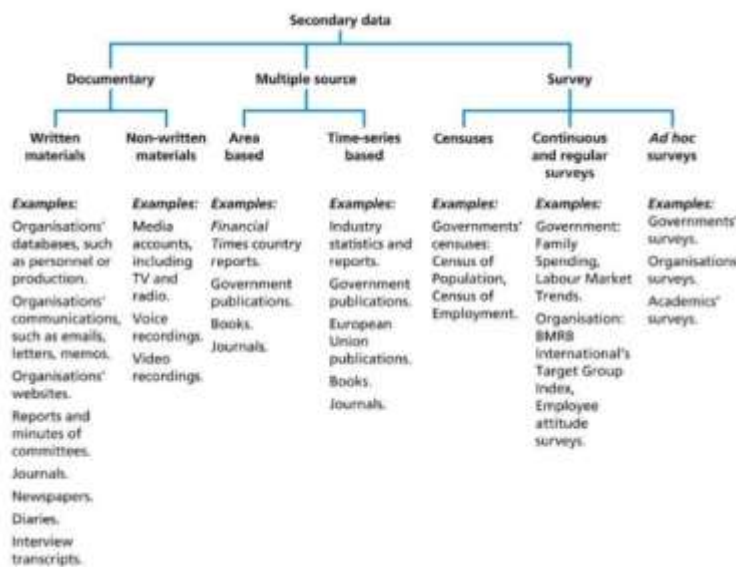


Figure 3. Types of secondary data (Mark Saunders, 2009)

For the given academic study the researcher will be using peer-reviewed articles and few academic textbooks to provide an understanding of the research topic along with understanding what other researchers have studied on the given topic to obtain the given output for this research study.

LITERATURE REVIEW

Literature review is the second framework out of the four-framework approach. The purpose of the literature review is to provide an overview of the theoretical framework that helps to obtain a result from the conceptual framework of the research topic (Quinlan, 2011).

Basically, what the researcher does here is defining the conceptual framework that is the

research question to create a theoretical framework in the literature review to obtain a direction for the structure of the study. (John Adams, 2014) says, the research topic helps you connect to the previous research done on the similar topic. The literature review in the study acts as the backbone to the structure of the way the research will be carried out by developing a deeper understanding of what other researchers and theorists have said in their given study. (Quinlan, 2011) also adds, literature review acts as the “layout” to the study giving a great understanding of the topic in detail. It is the formation of the advantages and disadvantages for the development of the topic.

PRIMARY DATA

According to (Quinlan, 2011), primary data is the source of data collected to provide an authenticated content that is gathered by the researcher, as it will provide an original overview and evidence to the given research in order to answer the research question. The in-depth interview that will be carried on for this research will help gather inspiration of employee’s conscious thought (John Adams, 2007).

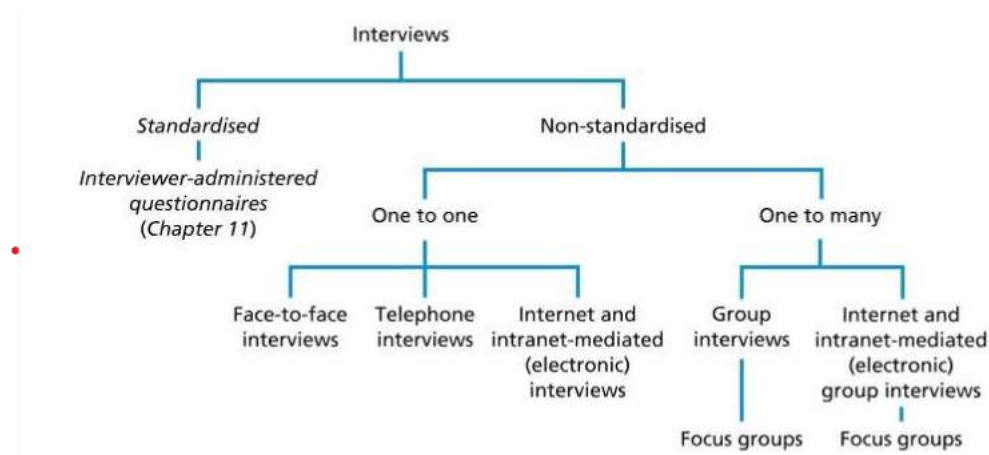


Figure 4. Types of interview in primary data. (Mark Saunders, 2009)

As given in the figure 4. the standardised data is used to gather data that are useful for quantitative data, the non-standardised data is useful for qualitative (Mark Saunders, 2009).

The primary data will provide the conscious thought of the participants to add a base to the research topic and answer the research question.

TRANSCRIPTS OF INTERVIEWS

The significance of conducting interview is because the researcher wants to have a meaningful conversation for the purpose of gathering data that answers the research question. The researcher will be conducting a semi-structured in-depth interview for the purpose of gaining a purposeful and reliable data. (Mark Saunders, 2009) says, semi-structured and in-depth data helps the researcher to scrutinise the research by directing the questions more towards the content of the research making participants explain in detail to gain response. (Quinlan, 2011) adds, to this that the one-to-one interview explore to investigate the in-depth of the research topic. In this study the researcher can have a personal conversation of the thoughts that the participants will have to understanding their point of view in order to answer the research aims and objectives that will trigger the psychological behaviour towards the purpose the research.

QUALITATIVE RESEARCH METHOD APPROACH

Qualitative research methods help to achieve an in-depth learning to the research topic, and it is suitable to gather emotions from the participant, along with their thoughts. “Qualitative research includes an array of interpretive techniques which seek to describe, decode, translate and otherwise come to terms with the meaning not the frequency of certain more or less naturally occurring phenomena in the social world” (Donald R. Cooper, 2014)

As the researcher intends to gather data about the realities and interpretation about the research topic, Interpretivism best suits and thus, leading to use the inductive approach that helps gather themes for the data by selecting a small sample size for in-depth conversation.

SAMPLE

Sampling basically is the process of determining the target audience to the research and once obtained or addressed then the researcher need to determine how many participants would be involved in the process of collecting primary data by interviewing those participants (Donald R. Cooper, 2014). The population for this study is taken randomly from different sectors, as the intention to gain knowledge of the psychological behaviour of employees every individual from different sectors will have a different experience or opinion that will help the research to conclude the behaviour on a generic base. Eight participants were selected, three were male and five were female. The age of the participants was ranging from 25 to 50 years

old. The researcher uses a random self-selection method after getting consent from the participants willing to participate. The researcher also advertised the research objective through social media and also personally addressed those participants who fit in the criteria and most importantly willing to participate.

ANALYSING QUALITATIVE DATA

According to (Quinlan, 2011) qualitative research is basically to gather information based on the realities in the society rather than gathering the scientific data where the researcher gathers the information by interviewing the participant individually and to understand their view of the phenomena and analysing that data by self-generated perception. (Mark Saunders, 2009) adds, qualitative analysis is the meaning that are gathered by expression of words, that are classified by categories with a defined concept. Qualitative analysis is basically to explore the given topic generated by the researcher and then describe the phenomena in detail to construct conclusion (Quinlan, 2011). Basically, the most important fundamental of analysing a data is to generate code that gives a relevance to the phenomena and helps to easily understand the research. The researcher needs to then create themes to the given analysis made by studying the data, the themes must fit the concept of the research. These creation of themes from the data is called as thematic analysis (Quinlan, 2011). The researcher will be using the thematic analysis for its flexibility and the systematic approach to gather the data.

ETHICAL CONSIDERATION

Ethics are the set of action that we adapt or choose that determines our behaviour towards others, the main aim is to not have any adverse effect or consequences as in research ethics the adverse effect should not occur due to research activities as said by (Donald R. Cooper, 2014). According to (Mark Saunders, 2009), research ethics is the process that we take while formulating the research topic, while collecting primary and secondary data and while presenting the data in a responsible manner by the researcher. (Barbara H. Stanley, 1996) adds, ethics is adhering to the most basic rule of what is right and what is wrong, in the research the ethics is concerned with the participants expectations, beliefs and for the researcher to most significantly communicate the research phenomena in an appropriate manner that is understood by the participants by creating least amount of risk to the

participants and the society. (Bryman, 2007) says, that ethical considerations can be looked upon by creating an information through the participants that signifies the relation of the researcher and the society along with considering the morale of the content.

(Quinlan, 2011) states that, the reflection of ethics in the thesis is seen in the methodology chapter but the overall ethical consideration is what the researcher represents in the written documentation of the research project. (Mark Saunders, 2009) say, while gaining access to interview the participants the researcher must follow the guidelines that is concerned with the primary data collection while including the participant to get involved in the research project. This is known as informed consent. According to (Quinlan, 2011), informed consent is the ethical principle that states, the researcher must provide the details of the research topic along with the consequences that the participant might face, the nature and extent of the participant should be clearly stated and the procedure must follow after the participant agrees to participate. As for this research project, the researcher will be using the NCIRL, ethical guidelines and procedures for research involving human participants

CHAPTER 4

FINDINGS

Introduction

In this chapter the researcher will be projecting the findings from the interviews conducted. The researcher used thematic analysis by emerging with themes that will help answer the research question.

Objective one

To develop an understanding of the concept of psychological employee turnover and decision making.

Here the researchers main aim was to understand the psychological reasons of employee turnover that leads to their decision making.

Turnover Intent

It is found that turnover intent arouses when employees no longer feel motivated or satisfied from the job, moreover they no longer feel engaged with the working environment. The participants were asked about the attributes that they felt would lead to increase or cause of motivation to work in an organisation, they willingly associate motivation from the benefits and perks that they get from the organisation. They believed these factors psychologically acts as the source or motive towards turnover decision making

Motivation

Motivation acts as a major contributor to any employee working in the organisation to different aspects in an individual's life. Motivation towards commitment is looked like an

influence towards the decision-making process and acts a mandatory source to the participants working in any sectors. Participants were asked in relation to the turnover intentions how does motivation influence them to stay or quit.

One participant felt that there should at least be a minimum 60 percent of motivation by the organisation when measured in terms of number while the other participant said motivation help improve performance level that is measured as a success factor personally and also better the organisations work output.

Growth influence on motivation to decision making

Participants also associate motivation to achievement, personal growth, advancement, and the fact that the current organisation helps them enjoy a considerable degree of autonomy, creates value for their life. The participants also associate motivation to better performance towards achievements of targets and goals and the fact that it provides commitment to stay longer in the organisation.

“I just try to keep myself motivated by thinking of the aims that I have or the goals that I want to achieve in future” also “if we calculate it in percentage, it plays around 60% role in commitment towards the organisation.”

DOP/ Director, Educational Sector, Two and half years’ service.

“For me, the motivating factor includes achievement, advancement, autonomy, personal growth, recognition, responsibility and the work itself”

HR & Admin Manager, Automobile Sector, Ten years’ service.

“Motivation plays a vital role for me as it helps me perform better as an individual.”

Financial Analyst, IT Consulting sector, One year Two months.

“Motivation encourages the output of the employees and help achieve targets. It also helps and maintains a growing positive atmosphere.”

Shop and Ship Customer Service Executive, Logistics Sector, Three years Two months.

Return on investment influence on motivation to decision making

Two participants felt that their motivation level increases when they are well paid, along with their basic salary they feel that the rewards and incentives that they receive drives them to work much harder, also the recognition that they get from their input plays a major role. The participant also added that employees today have so many options available for them that at any given point they can shift from one organisation to other, thus the organisations role comes in play at this point of time.

“Recognition boosts me, that is the only motivation factor for me. At this point in time, where I am learning new things appreciation do matter. It gives me confidence when I am doing the same activity for the next time, and I can experiment as well. I feel valued when the credit for good work done by me is given to me. If you are not motivated, you would not be able to give commitment towards your role and the organisation. There are many organisations out there who will offer you a similar or better role. So, yes motivation to work with the same company and performing same role is very crucial.”

Human Resource Business Partner, Telecommunication sector, Ten months.

Supportive team members on motivation to decision making

Two participants said that their motivation factor comes from external source of human relation or interaction that they have in the workplace like a good team leader that encourages and supports them in their endeavours along with a friendly and supportive team members. While the other participants felt the need to have little improved communication with the colleagues that can help them perform better or even have cordial relationship.

“With a supportive team it is easier to tackle any problems and to have a better work algorithm consisting of working with all the aspects rather than being stuck in doing one monotonous job.”

Senior Executive, Conglomerate sector, One year Six months.

“The team leaders are supportive at the top management, but I feel my co-workers are difficult to deal with due, the communication gap is what I feel missing.”

Deputy Manager, Banking Sector, Ten months.

Satisfaction

Here the key concept that the researcher wanted to achieve is to understand how the level of satisfaction at workplace influences in the decision-making factors or staying or leaving. The key attribute found from the interview was recognition and rewards to performance, freedom to creativity, opportunities and increase in salary after a period of time acts to a satisfaction level to the work that employees put in. Moreover, participants also felt the need to feel engaged with the organisations aim that can be associated with satisfaction level in the organisation. It was also found that even though employee engagement practices were followed not many managers would implement those strategies effectively in reality that made them feel disconnected.

Work role influence on satisfaction to decision making

Based on the work role participants were asked about their satisfaction level that they currently feel, and it was found that the need to be recognised for the work they do played a crucial role to determined their satisfaction level however, the need to feel contended with the work role is necessary along with having the freedom to use y=own creativity defines the satisfaction level.

“Freedom to use self-developed and trained technical skills, support from management for good performance and safety measures, grades and growth in remuneration from time to time”

Craftsman in maintenance section, oil and gas sector, Fifteen years' service.

“At this point in time, I expect recognition and better compensation and what satisfies me is the opportunity that I am getting from this organisation, in terms of growth and learning as an individual in a team.”

Human Resource Business Partner, Telecommunication sector, Ten months.

Benefits with work on satisfaction to decision making

On the other side when asked whether the satisfaction level influences the decision of staying or leaving the organisation one participant said it is measured with the level of short term and long term benefits, while the other associated it with personal goals towards growth and salary and one felt happy to be in a certain place but have a good work-life balance

“My level of satisfaction needs to be treated with both short term and long-term vision, job satisfaction is a very important part of an employee's life cycle and motivation to remain loyal towards the organisation.”

HR & Admin Manager, Automobile Sector, Ten years' service.

“Satisfaction level does impact my decision on short term and personal goals as it encourages me to perform well. I think apart from motivation decision factor to stay or leave the organisation also depends on long term personal goals like growth and salary.”

Shop and Ship Customer Service Executive, Logistics Sector, Three years Two months.

Emotional satisfaction to decision making

One of the participants also felt that satisfaction is an emotional state, to do what you love and be overwhelmed in the place you are at.

“I think its unquantifiable metrics that can be defined as an emotional response one experiences when doing the job or when your soul and mind is completely present at work.”

Deputy Manager, Banking Sector, Ten months.

Three Participants felt unsecured due to colleague’s negative energy vibes leading to mind games that felt unnecessary existence in the workplace. While two participants felt the workload exhausting.

“At times I feel unsecured with my working environment the energy vibe that I get is a constant energy draining moment, I wish there could be a certain avoidance of the matter at work.”

Human Resource Business Partner, Telecommunication sector, Ten months.

“The energy level at my workplace is not where I would love to invest my time and energy, because of this I feel there is lack of productivity and even the employee’s performance level does not seem up to the mark. It is something that affects me personally and I cannot even talk about it.

Deputy Manager, Banking Sector, Ten months.

“Due to few employees at times leads to insecurity level that creates high level of anxiety leading to disrupt morale and energy. I feel stressed at time the way they talk and at times the workload just adds onto the negative feeling”

Senior Executive, Conglomerate sector, One year Six months.

“Due to workload there are many times I don’t even get to eat my lunch at time and even if I get, I just get around Ten minutes to eat and start my work again.”

Financial Analyst, IT Consulting sector, One year Two months.

“I just feel exhausted with work pressure that I get every day, even though I try and complete my work for the day I just feel it’s never enough. there are many times when I am just about to finish my work for the day and a new work come in, even though I love what I do but frankly speaking this does not feel right.”

DOP/ Director, Educational Sector, Two and half years’ service.

Objective two

To have an overview about the basic need theory that signifies the intention of an employee to work in an organisation by Abraham Maslow's hierarchy of needs theory.

Psychological Purpose

As per the general psychology it has been observed that a human mind finds emotional meaning or purpose when there exists a return on the efforts that they put in. In the organisational context an employee feels valued when there is a sense of positive energy surrounding them or when their efforts are valued in monetary terms from the organisation. Like mentioned in the literature review the most basic need of an employee is the salary benefit that they receive to help achieve their desired target or the need to fulfil their food, shelter, clothing need. The researcher associated the basic needs as a psychological purpose that acts as a satisfaction level in the organisation.

Salary

According to the analysis it was found, five out of eight participants feel that salary in their partial career phase plays a vital role in their life to build a financial base, it also motivates their work and that leads to a driving factor to stay longer in the organisation

“To be honest, salary is the reason we work, and the efforts that we put in should act as our reward.”

DOP/ Director, Educational Sector, Two and half years’ service.

“It is very important to grow financially. Salary and the benefits that we get in monetary terms help boost our working morale.”

Craftsman in maintenance section, oil and gas sector, 15 years’ service.

“When we have a gradual raise as per our performance at every appraisal cycle it motivates you and if you are paid better, ultimately adds onto the satisfaction factor which in turn helps you serve the organisation for a longer period of time.”

Senior Executive, Conglomerate sector, 1 year Six months.

Salary influence for younger generation

While in the initial career phase three participants felt the learning experience to be important as compared to salary for growing as an individual to reach higher goals

“Salary is a subconscious factor that will always have a huge impact, but currently salary is my secondary factor.”

Human Resource Business Partner, Telecommunication sector, Ten months.

Security

According to the research it was found that security from the organisation shows that the organisation cares for its employees and they provide protection and secured life.

“If the organisation provides you with allowances, benefits, for you and your family it acts as a protection and you feel more secured to work for the organisation.

Craftsman in maintenance section, oil and gas sector, 15 years’ service.

“Job security is very important for an employee because that gives them their bread and butter. Most of the employee’s medical insurance is covered by their organisations hence if they fall into unfavourable situations of not having security or so it impacts and affects their overall life.”

Human Resource Business Partner, Telecommunication sector, Ten months.

“Job security from the organisation encourages stability at work as well as work-life balance and so it plays a vital role for long term commitment.”

Shop and Ship Customer Service Executive, Logistics Sector, Three years Two months.

Self-Actualisation

Self-actualisation to be achieved is also based on the facilities provided from the organisation and participants associate it with their performance level, the motivation that they get to perform, continuous learning is mandatory and most importantly creativity in the process.

“Organisation provides the most basic fundament of learning, that adds to improvement in skills acting as a ladder towards my self-actualisation need.”

Financial Analyst, IT Consulting sector, One year 2 months.

“Employees working with a good organisation helps recognizing and fulfilling their own needs.”

Senior Executive, Conglomerate sector, One year Six months.

“Organisation role here is that once you get assigned to your role you need to perform better, once recognised you should get additional responsibilities and variation in the task that are allotted to you and helps you realize your strength giving you challenge to achieve it with opportunities in the future, this acts as a mirror, where you can see your reflection to introspect yourself and grow.”

Human Resource Business Partner, Telecommunication sector, Ten months.

“When you love what you do and are backed by a positive environment to challenge yourself to do your best, I feel your inner self is much more at ease and satisfied but this only depends on your work role. If you find it good, and most important to be recognised with your performance.

Deputy Manager, Banking Sector, Ten months.

Objective three

To determine the various attributes that affects employee motivation in an organisation by Herzberg's hygiene-motivation theory.

Task Attributes

Task characteristics is measured with the level of satisfaction one feels while doing their work. Every human feel that the work they do must have some influence on productivity, the work they do should be creative that helps them challenge themselves on daily basis. These characteristics are what an individual feels they are capable of and that they can keep pursuing to do better in life. In an organisational context what helps influence an individual primarily is the work role then the cordial relationship they have with their co-workers that helps them achieve their goals on daily basis. The researcher found.

Work role

Seven out eight participants felt that their work role is something that they love to do and the most important thing is that they are satisfied with the outcome level that they are able to give the organisation because that is what they want to do and that is what gives them satisfaction level.

“Yes, it is challenging and allows me to use my own creativity to also complete the task quickly. During emergencies the work role demands presence, even though you are exhausted you still have to complete the task that has come our way during such times when you are able to finish a four hours job in two hours with creativity and quality acts as a challenging task but it definitely adds on to achievement in itself.”

Craftsman in maintenance section, oil and gas sector, Fifteen years’ service.

“The role I play in the organisation is challenging me creatively most important it helps me learn that acts as a motivating factor to me”

DOP/ Director, Educational Sector, Two and half years’ service.

Relationship with colleagues and supervisors

The way colleagues and supervisors treat also has a huge influence on the human mind it signifies you and your role are important making you feel belonged in the organisation. When asked the participants about their relationship with co-workers, the precise need was a better communication and this leading to better work performance.

“Behaviour of colleagues and supervisor is casual at workplace, thus making it easier to have an informal communication, and a good communication makes the work much easier.”

DOP/ Director, Educational Sector, Two and half years’ service.

“My colleagues and supervisors have been immensely supportive; they have always helped me out whenever I need them and all in all kept a happy working environment.”

Senior Executive, Conglomerate sector, One year Six months.

Objective four

To establish the psychological availability in the organisation that affects an employee's engagement and commitment with the organisation to overcome employee turnover

MANAGEMENT STYLE AND PROCESS

An employee-oriented management style and process that is accepted by the working population has a lot to do with commitment and liking of an organisation. An organisation apart from the monetary terms of salary, benefit packages also requires providing employee an opening to achievement. Internal opportunities or an opportunity to prosper is also important for a betterment of an employee. However, the need to give employees their personal space is also important.

Work life balance

Work life balance basically is the need to maintain the equilibrium of the work, personal and family life that is crucial to every human being because one needs break from their daily work activity from time-to-time. The major issue found in the research is the excessive working hours required by the organisation that at times consumes more than nine to ten hours of the day that leads to employees getting exhausted.

“Due to excessive working hours and specially the efforts required for the job it gets difficult to manage time for personal life, so I think there should be some relief back here from the organisation.”

DOP/ Director, Educational Sector, Two and half years' service.

“Most of the time there is a fixed timing for the job but during emergencies and shutdowns, work becomes a priority.”

Craftsman in maintenance section, oil and gas sector, Fifteen years' service.

“Given the situation of work from home, the process is not up to the mark, we end up working extra hours and also during weekends and thus making work stressful.”

Human Resource Business Partner, Telecommunication sector, Ten months.

Opportunity

The need to have an opening for opportunities creates a huge value if employees feel lack of upgradation in work role or may be increase in salary feels demotivated to give utmost priority to work and the organisation. Two out eight participants said that their organization does not provide opportunity.

“As in the current organisation there is not much opportunity, I feel I yet have lot to achieve and there are many opening out there to grab for my future growth.”

DOP/ Director, Educational Sector, Two and half years’ service.

“My work role has no opportunity for me in the organisation even though this is not the field that I want to work in but working here at the present moment makes me feel lost in the path.”

Deputy Manager, Banking Sector, Ten months.

“I feel my organisation is investing quite a lot in upskilling us along with learning and training provided in my current role there are opportunities for educational courses as well.”

Senior Executive, Conglomerate sector, One year Six months.

Achievement

Achievement for every individual is different and the attributes to achievement for an individual from the organisations are basically good pay, recognition, support of the firm, positive working environment and individuals associate self-achievement to what the organisations give so three out of eight participants felt when salary, working environment and recognition from the organisation is up to their expectation then they have achieved their goal.

“Factors like good pay, better working environment and good appraisal plays a vital role for achievement.”

DOP/ Director, Educational Sector, Two and half years’ service.

“Support from management, supervisors and colleagues, motivation, corporate promotional policies, good appraisal acts as a steppingstone to achievement.”

HR and Admin Manager, Automobile Sector, Ten years’ Service.

Working environment

The way the management functions helps boost all other processes in the organisation, according to the analysis, most of the organisation have focused their environment to be more culturally oriented that means they are putting in lot of efforts to provide positive environment. Participants addressed their working environment as peaceful, friendly, challenging, flexible, motivating. These traits have been observed by seven participants out of eight. The working space in the organisation plays crucial to give better input, many employees feel that a peaceful atmosphere in the organisation helps them be much more productive, helps better concentrate and give the desired output

“I find the working environment satisfying, as my organisation is known mostly to provide futuristic goals to those who are entering the working environment, it helps to create a base for my future, allowing experience to set in my career and grow. They basically, have a very friendly, supportive, motivating environment where I as a person can learn and develop skills.”

Financial Analyst, IT Consulting sector, One year 2 months.

It was also found that one participant felt the working environment stressful and was completely dissatisfied with the way the atmosphere was created.

“Currently I am dissatisfied with the work culture set inside the organisation, I feel there should be more teamwork by practicing harmony and due to that I even feel the productivity level has decreased in the department.”

Deputy Manager, Banking Sector, 10 months.

The findings give more emphasis positive working environment as their most basic factor, they feel that if their working environment is positive it leads to better learning, development and giving long term commitment to the organisation.

“Better the environment, better productive I can be.”

DOP/ Director, Educational Sector, Two and half years’ service.

“Even if the environment does not boost productivity, but a good working environment impacts you to be positive and helps you concentrate much better.”

Senior Executive, Conglomerate sector, 1 year Six months.

One participant also felt that office politics and pressure of constantly being micromanaged is stressful and thus leading to irritation and negative energy in the inner working space

“I think the working environment means a lot because you spend most of your time there, I feel my organisation was all about work, work, work. But in order to perform better it is also necessary to build team spirit, which was lacking, employees would hardly be allowed to talk to each other apart from work calls.”

Deputy Manager, Banking Sector, Ten months.

Even though organisations play a crucial role in determining psychological purpose the other factor that plays important is how one feels while working in that organisation moreover, it is necessary that one fulfils their desired outcome to feel satisfied in life as whole. Every individual feel that their role in this world is to create an impact with their life achievements

or ultimately settling down. With many options available to create life accomplishment one most important factor in Abraham Maslow's hierarchy need theory is the self-actualisation where one feels being capable enough to fulfil their goals. Even though self-actualisation need is measured with one's own self-goals organisations also play a minute role in supporting individuals in this path.

“Organisation provides the most basic facilities and also the fact that when you enjoy what you do adds up to the achievement but I feel the most important factor that plays crucial is mental peace and that by the organisation means to have a positive working environment like the work culture, the behaviour of colleagues and the support of supervisors that adds up to feel belonged to the organisation. I feel at times to perform better there should be some escape from stress in order to feel better and give my 100%”

Shop and Ship Customer Service Executive, Logistics Sector, Three years Two months.

CHAPTER 5

DISCUSSION OF THE FINDINGS

Introduction

The aim of the study was to understand the psychological employee turnover to understand why employee decides to leave, what causes decision to withdrawal and how organisation can create a more positive working environment to keep the inner working space more positive to increase employee engagement and commitment. The findings cast light on the need to spiritual wellbeing of employees to better the engagement with the organisation due to stress, burnout and exhaustion.

The main purpose of this chapter is to correlate the themes and patterns that was found from the primary data with the secondary source data. In addition, the disparity of the results found will also be discussed. Critical thinking and interpretation of the data will be used to explain the findings to answer the aims and objectives of the research question with the help of peer-reviewed journal to provide evidence to the research.

Turnover Intent

Based on the study, the findings show that turnover intent arises with a need to feel motivated to work in the organisation from their inner working space and the satisfaction they feel from

these attributes. It was found that the extrinsic motivation that they expect can be sustained by a good team leader, a friendly, supporting colleagues to feel content with the working culture and also feel supportive and confident to better perform especially to the young generation. The data also revealed that by achieving their desired roles and recognition to their work keeps them motivated to work. The finding also emphasised that employees expect a certain amount of autonomy level to perform in their task and the ultimate motivation that they receive is the basic wage and regular increase in their increment in order to feel satisfied. These attributes were also influenced with the level of satisfaction that they receive but on an intrinsic level the findings cast an emphasis on the level of stress that ignites due to work pressure and their personal life and thus the need to emphasise on creating peaceful work culture to help them overcome the level of stress and give better performance by emphasizing on employee's wellbeing .

Further the findings also showcased that a good working environment can help them engage with the task in a given moment with creativity and autonomy at work. The level of stress depends on the substantial availability of self-assessment that helps employees connect with the organisations mission and vision. It is also important that employees feel frivolous towards physical and emotional stress to feel engaged. People are more engaged when they are psychologically available and disengaged when more or less available (Kahn, 1990). Given, the findings employees fear the pandemic situation arising in due to the economic downfall employees are stress with the negative energy surrounding them and due to work-from home situation employees are feeling much more disengaged as the working environment is surrounded by comfortable rooms leading to demotivation at work.

Further in the finding a deep influence of employee's minds were feelings of negative energy from other co-workers. Psychologically a human mind is always bound to attract negative emotions if not directed towards being positive that at times creates a different aura in the inner working space. Giving importance in this research over the psychological availability in the work place employees demand positive emotional energy and the causes for these are generally due to over working, not having enough personal life outside the work and also due to insecurity level that occupies more energy of human mind. There is no existence of working hours due to work from home by many companies' negative vibe with the co-workers these in general has impacted the turnover much more.

When employees feel positive over their physical, emotional or psychological well-being personally have more influence over feeling engaged in the workplace (Kahn, 1990). The study shows in the aspect of reducing turnover there is much significance for a good investment in implementing positive psychology in organisation's strategy to overcome turnover by focusing of employee's well-being mentally and physically. The strategy has an insidious effect to human mind also it has a huge improving benefit in the context of problem-solving issues, productivity level and increases job satisfaction among the employees thus, leading to higher motivation to work.

Psychological Purpose

According to the finding the researcher found that achieving the basic necessity of life is very important and these attributes play a dominant role while individuals seek to achieve their career goals. It is also noticed that future to many holds perseverance and to achieve individuals seek to jump and try various organisation that fulfils their desire towards satisfaction to what they own and have achieved. According to (Ayesha Hanif, 2013), when an employee is satisfied with his current job he is more likely to avoid taking other opportunities that he receives from the world. In reality these factors are directly controlled by the organisation and it depends on the external factors that the organisation provides to their employees. It is perceived in general that humans opt for something that is easily available to them, that immediately comes in their mind through information or social environment. (Meyer, 1993) says, the level of a satisfied employee is directly related to the level of intention to leave the organisation because both satisfaction and commitment has a direct effect on the cognition process of the individual. The organisations have to identify these gaps to seek knowledge and analyse the situation that can help overcome the cognition of withdrawal from individuals (Kirkley, 2016).

The finding show human beings tend to expect a lot from the external forces to satisfy their needs as they feel that these external attributes from the organisation means providing a secured space like salary, security and the need to fulfil their self-actualisation need. On a generic basis an individual puts in lot of efforts and hustles his life to gain these external attributes that they believe will satisfy their needs. The young generation in the context feels that these needs are the ultimatum to life's basic necessity and thus associate these needs with their decision-making power of being satisfied or dissatisfied. So, when an individual feels

the efforts and hard work put in is paid by the monetary terms, they tend to evaluate these needs as their satisfaction and a positive outlook towards an organisation. It is likely said human mind works with an intention to receive something in return and when these needs are not met turns to negative impact or disengaged with the organisation. However, co-relating it to the current scenario the need to secure the psychological purpose has increased to a higher extent covid-19 has a huge impact on both organisations and employees as employees now have no personal and professional distinction, on the other hand for organisations it became a core importance that they had to care for their employees roles, security, mental, physical health both outside and inside of work.

Task Attribute

As per the findings the task that an individual works on have a huge impact on them towards their cognition, emotional wellbeing. It becomes important that the work role that an individual decides to do challenges their self-esteem.

It was also found that, industries that demand more time and efforts from employees creates stress to cope up with the given hectic schedule. It is true that when an organisation sets unachievable goals employees began to doubt their skills, it becomes difficult for them to be creative in their jobs because their focus shifts to attaining those goals rather than focusing on productivity of the job these factors however, cause demotivation in their mind and thus, develops a feeling of not being fit for the organisation or in the respective position that leads to employees having to create alternative options (Justin M. Stritch, 2018). Psychologically, when u push too hard on employees it creates stress that leads to a feeling where they no longer take organisational or self-goals seriously that ends up in a negative feeling towards work.

Based on the findings few extrovert employees feel the need to have a good relationship with colleagues and supervisors that also depend on the behavioural pattern among individuals to stay or quit the organisation. According to (Meyer, 1993) commitment to the organisation is directly related to individual's satisfaction in the organisation and as a matter of fact commitment takes a while to be established and thus, it becomes necessary for organisation to be consistent in predicting behaviours. (Wilson, 2013) says, when you are working in the organisation, you are appointed to bring profit to the firm that's your job role but that does not mean you cannot have fun, which has become the utmost necessity for every organisation

to follow, to keep their employees engaged with the organisation. Apart from this the crucial phenomena are the energy level the vibe that one feels when they start their work. Hence, organisations play a dominant role in enhancing the energy level in the inner working space. The young generation again feels that the work that they give should have an immense satisfaction with what they do, with technological trend and plethora options in terms of career it is also noticed that individual seek for a job change due to the work course when money does not be a priority at the initial stage but as the need for money sets in individuals feel that the task they do should have a return as well as it should be enjoyed with a fun working culture.

Management Style and Process

A greater emphasis in the findings was given to the work-life balance of an individual that showed a number of employees had to work more than the required hours that overall created stress moreover employees would find difficulty to have family time or time for own personal self. Also a study by (Hacking, 2019) showed 94% employees would put more than 50 hours a week that showed clear imbalance and stressful situation for the workers in the future. The data gathered by the researcher also showed almost all the participants would have to work extra for giving better output thus, creating stress furthermore, the research also found that given the situation of pandemic employee working from home faced the issue of working even on weekends and also working more than the usual hours during the week the effects if not noticed at present definitely impacts future causes of stress, frustration, demotivation in after a period of time. Hence, employers need to make sure to avoid such situation from the beginning. This helps create a structured work timing and on contrary helps employees focus much better on the scheduled work hours.

Further the findings showed significance of opportunity and achievement that they receive from the organisation. This act according to the participants meant that the organisation cares for their employees. A supportive style and process of management inspires employees to behave or indulge in their work role in a certain manner. It can also be said the way an organisation gives emphasis on their employees builds their positive energy in their inner working space. This can further aid the engagement of employees in a much better way. The need to provide internal promotions or the need to create educational or training procedures helps employees perform better as well as adds up to investment to organisations success. These policies show concern that the organisation itself wants their employers to prosper.

As per the hierarchy of needs an employee tends to create his level of competence in the ever changing world, but the rules and policies tends to develop the limit of characterised competence, the structure of presence turns to failure but humans try to change the failure to pursue success even in the changing circumstances. So there exists the need to keep evolving in every situation but the need to create set structured rules and policies by the organisation helps smooth the working process for the employees this however hugely impacts human mind by aiding the level of stress on companies style and process of management.

With a motive to understand psychological availability in workplace the researcher found it is significant to understand the way an organisation functions in the working environment that help them feel at ease. While the data revealed employees are more comfortable, happy and in a to do situation when they feel that organisation's environment is friendly, flexible, challenging, peaceful and motivating them to do what they do. These traits show a significant change in the working style of the employees, given the current pandemic situation, when employees feel they surround a positive working individual they feel contended to work and perform better.

CHAPTER 6

CONCLUSION

The intent of this research was to analyse different literature methods that were studied by other researchers and theorists and apply them to the psychological turnover intentions. The researcher felt a need to focus on the mental state of individuals turnover intention and how organisations can implement well-being to reduce turnover intent and improve employee engagement, giving emphasis on management style and processes.

Understanding human mind deals with many distinct levels that leads to different factors. The process of psychological knowledge can be easily understood but it is difficult to predict. But the research can apply the insights to the real world to make it useful for everyday living. The ultimate reason for the study is to understand when everything is on the right level, we do not feel the need for motivation but as soon as there is imbalance the need to changes becomes a priority in the physical world. Thus, a greater emphasis is to implement psychological availability in the behavioural motives of organisations style and process.

Based on the finding and analysis the researcher found how employee eventually decide to do what they do, with the influence of the social environment to be better than others, self-motivation to achieve self-esteem needs to eventually understand individual self-actualisation need plays a dominant role in every individual on a very general base. These need to

achievement is an unconscious decision towards one's life goal and these unconscious thoughts become reality in the process. When an individual plan their career goals their ultimate goal is to have a satisfied life with achieving all their external needs in the initial stage and later when these needs are fulfilled their inner needs to have a better well-being becomes more important. Deciding on career goals is an easy task for an individual but dealing with life stressors and work stress altogether is not as manageable as it seems at certain moment. When an individual decides to leave their organisation due to certain mishaps often is a sign of toxic environment and most of the time, they give up unto holding their jobs even though they might be in a good position. For an organisation, loosing these talents cost huge loss as the entire process of recruiting is a massive expense.

For an organisation to better itself on the outside it is very crucial to understand the need to keep their inner working space more positive, enthusiastic, and most importantly emphatic towards their employees. It becomes easier for a multinational company to achieve these principles in their organisation strategy but for an organisation that is venturing out, new to the industry it become difficult for them to ensure that their employees would be satisfied in monetary terms. However, psychologically when a human mind is happy, at ease and most importantly enthusiastic with the working role in such organisation it become easier for an organisation to prosper. Even though we say monetary benefit is the ultimate life successor though it is true to a certain point but then the ultimate success factor depends on their mental peace and this for an organisation if positive can have a positive impact. This helps an individual to give better performance output moreover, when a human mind is free from negative energy performs much better in few hours.

In conclusion for any organisation wellbeing of its employees will help create a surrounding of a passionate worker, when employees feel they are important they start caring for the organisation as their own this eventually will help the organisation with its business and most importantly will have a huge positive impact on turnover. Most of the time employee's leave the organisation as they feel their efforts are not recognised or energy level not being positive due to team leader or conflicts with co-workers and also due to not having a space where they feel enlightened to work. Thus, conducting exit interviews can help resolve these issues by the Human Resource Manager to be able to understand these signs and can better the employee-organisation relationship before it is too late. Ensuring psychological availability from the top management policies to working culture will ensure happiness, care among each other. This step plays a crucial role in mind development as well development as whole for

the organisation. An organisation needs to understand in the organisation employees have their own in-groups that impacts the culture of their own beliefs, ideologies, values, and assumption, though the core value of what an organisation tries to implement might differentiate the organisations approaches might differ from employee's ideal philosophy to managements philosophy. Thus, by giving an emphasis on positive, enthusiastic, loyal and flexible approach can determine the core value for a better well-being to cope with individuals personal life that however will influence the social life in the organisation that can aid enrichment in the day-to-day working life psychologically and physically.

LIMITATIONS AND FUTURE RESEARCH

The major limitation in this study is to address every individual's cognition as every individual has a very different aspect towards minute details of happenings basically, what works to one person not necessarily might work on the other individual as every individual's self- actualisation towards achieving their goals will differ. The second drawback to the study would be the time constraint to include a greater number of participants to conduct in-depth interview to understand the conscious and unconscious phenomena of employee's emotions. For future research, the researcher suggests including a greater number of participants to get a broader perspective to the outcome of the study as due to academic research and the time constraint with it would have not been possible to include more number of participants

RECOMMENDATIONS

The finding give's a meaningful towards the recommendations and also will help Human Resource department a meaningful insight on various method. As organisation the main focus of the business should include giving more priority to employee retention rather than on employee reduction even in the given current scenario of pandemic the efforts put by the organisation towards its employees with empathy would work wonders. These efforts would down the line create a positive impact for employees to give commitment for a longer period of time without any doubt.

In the context to improve the inner working environment few recommendations or improvements would be to implement spirituality of work culture during employee training, also in order to emphasise on the psychological availability employee can be provided awareness of happy employee for productivity and innovation, implement showing gratitude

as the main motive, awareness about health and wellness for wellbeing of employees should be must also mediation to conflict management must be addressed and employees that need mentoring programs also should be assisted if organisations can appoint a psychologist to assist with employee issues can impact hugely if not, today with the technological advancement it is easy to access online motivational speaker to better the inner working space.

IMPLICATION OF RECOMMENDATION

The research here evokes employees need to fulfil their hierarchy of need in the evolution and the attributes that causes withdrawal giving emphasis on retaining employees through understanding the availability towards the level of psychological peace in the inner working space. The financial cost that an organisation can encounter for this enhancement can differ from moderate to high cost and for small organisations no cost with the help of technological advancement. However, it is crucial for organisation to invest into these activities that can be costly initially but will be better than losing talented employees and spending much more on the recruiting. The timeline for implementation can be conducted after having a quick survey and small talk with the employees to gain insight on what exactly is required to be implemented for the workforce it will become easier for the organisation to develop a strategy that is fit for their own employees on recommendation. Once the strategy is developed it becomes much easier to execute depending on whether it will be an online session for starters, or a much intense action will be required. Moreover, the strategy to be executed should be controlled by a person who can deliver the task and also take feedback from time to time that will help improve the well-being in workplace. The organisations can also implement the strategy as a moto to a organisations culture so employees can conveniently connect to spiritual well-being at workplace.

PERSONAL LEARNING STATEMENT

The researcher feels that this study was opted to understand why employees leave the organisation and what drives them to switch jobs quite often so the researcher feels that this study will help the organisation to bring in a broader view to the reason of turnover.

Moreover, it will help business to understand that individual striving to work is basically to suffice them with the need to provide the most basic need with food, shelter and that only can be achieved by putting in efforts to better the organisation but these reasons are the most basic form to the work the actual input here is to function with empathy towards every individual, as every individual striving to work has their own motive even though some would love to work and keep themselves occupied but there are many other out there that do not enjoy the pressure of work load. Thus, every organisation must ensure that there is a need to occupy the employees in organisations development for a broader view. The idea here is to gain relationship building rather than making money out of every single output. It is observed that every individual with little responsibility would love to make an impact, because all this efforts in the world is basically to work in harmony and individually to build relations and to enjoy the work space and not be involved in the rat race of competing with others. Even during this pandemic situation of covid-19 it has been realised that every individual falls back to basic level, when death occurs it does not differentiate between the best and the worst, it rather is most associated with deeds after all every individual needs the most basic approval of being loved and after all achieving their self- actualisation need.

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