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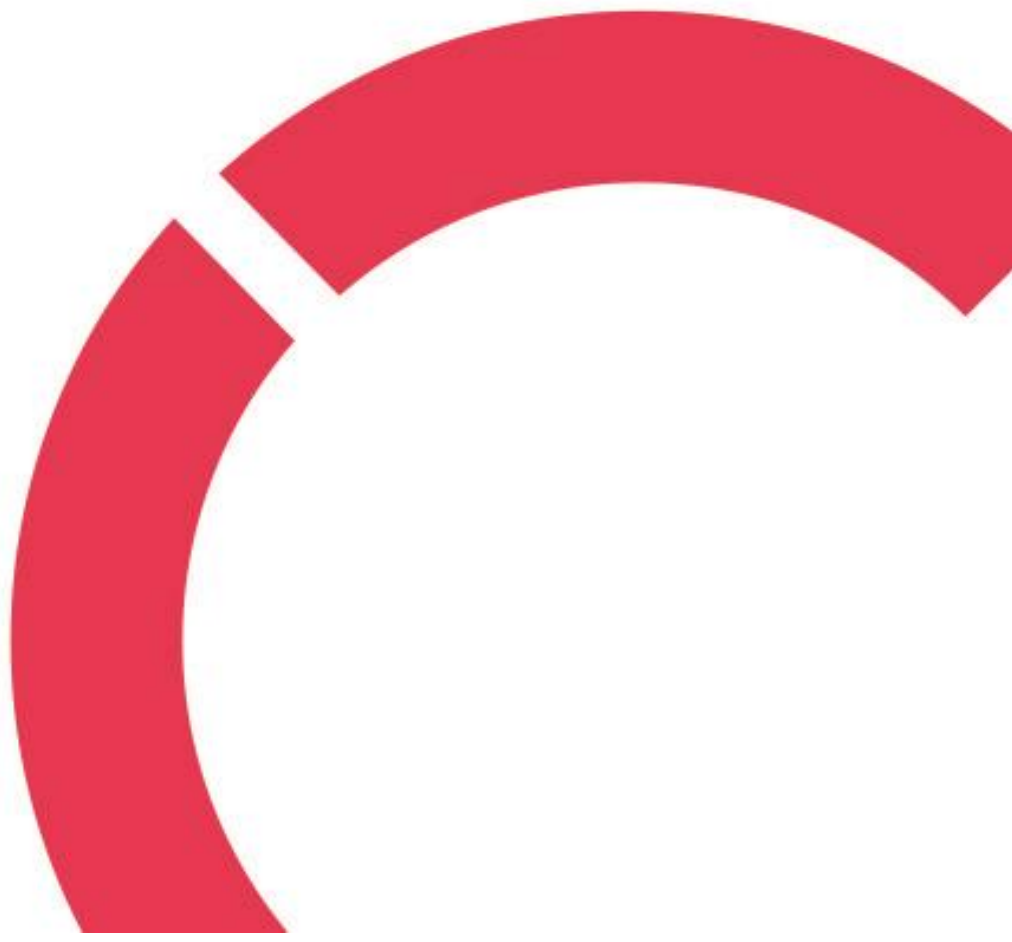
**THE ELEMENT OF EMPLOYEE TURNOVER AND ITS
PROJECTION WITHIN THE ENERGY INDUSTRY**

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ABSTRACT

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Name of thesis THE ELEMENT OF EMPLOYEE TURNOVER AND ITS PROJECTION WITHIN THE ENERGY INDUSTRY		
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<p>The completed study identified the topic which is related to the elements of employee turnover and its projection in the energy industry. In this whole project it has been evaluated that there are various strategies presented in order to manage employees which highly impacts the retention of workforce into most effectual manner. In order to get detailed and appropriate study related to the topic, qualitative analysis has been undertaken and the data has been collected through primary research method.</p> <p>Primary data sampling method uses collection of reviews of respondents with the help of interview method. In context of secondary data collection secondary method involves the usage of various books and journals in order to complete the study appropriately. At the end of the study, there are certain findings and recommendations to make the study more prominent for users.</p>		

<p>Key words Employee retention, Energy industry, Health and safety, Interview, Oil and gas industry, Qualitative research, Staff turnover</p>

ABSTRACT

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1 INTRODUCTION

Employees and staff retention can be defined as an organization's ability to prevent employees' turnover and making them able to stay with business for the long run and helping them out in accomplishing goals (De Sousa Sabbagha, Ledimo & Martins 2018, 136-140). Staff turnover is just opposite of staff retention and nowadays, especially after covid-19, companies are facing this problem. In this regard, it can be said that employees are one of the most important resources of the company and when they leave organization then companies cannot do anything and it affects their image as well. Staff turnover problem can decrease profit margin, sales and productivity of companies as new employees have a period of adjustment and they are unable to complete tasks quickly. Thus, the group projects that rely on new teams slow down which automatically affects existing employees' productivity level as well. Due to sometimes failure of the projects, the customers may feel decreased level of experiences and satisfaction level. This creates and affects the goodwill and image of the company and customers are also less likely to buy products from companies that do not provide them qualitative products. So, on the basis of this, it can be said that retaining staff within business is vital for energy industry. (De Sousa Sabbagha, Ledimo & Martins 2018, 136-140.)

1.1 Background of the problem

The purpose of the study is to discuss impact of staff turnover rate on productivity and performance of energy industry. Employees or staff turnover can be defined as the total number of employees who leave company over a certain time period due to dissatisfaction. Staff turnover is one of the main problems that companies are facing and energy industry is one of them. The companies find difficulties in providing training to new employees as it is time as well as cost consuming. For decreasing training cost and time, they are focusing on identification of strategies such as hiring right candidates, allocating right resources, optimizing workforce utilization by which they can retain their previous and skilled employees. For that they are investing in new projects but still growth is steady and slowed because of decreasing talent pool. For instance, the leaders are facing issues related to sometimes hiring of untalented or unskilled candidates that creates problems related to employee turnover. Workforce is aging hence, the role of HR planning and strategies to resolve issues are related to retaining employees so, on the basis of this, it can be said that energy industry needs to identify roles of HR planning and other strategies by which they can solve this problem. This study would help them out in solving this

staff turnover problem. Research philosophy, approaches, data collection and ethical considerations also play a vital role in making research study successful.

1.2 Purpose of the study

The purpose or reason of conducting this qualitative study is to identify ways and strategies by which energy industry can increase staff retention rate or can decrease staff turnover rate. This study can give accurate and reliable information to this sector as data are being collected from five managers of oil and gas companies in Stavanger, Norway. The main aim of selecting managers as a target for collecting primary information is to identify strategies that they used for retaining employees. (Mouton & Bussin 2019, 1-8.)

Other main reason or purpose of conducting this study is to make people aware about current market situations, growth opportunities and financial stability that they can take by being potential employees in oil and gas company. Staff retention is two-way process as there is no doubt, human resources and leaders play a vital role but in return employees also need to cooperate them in making this process successful. Therefore, changing mind set of people and helping out companies in retaining staff is overall purpose.

1.3 Nature of the study

In this study, an interview has been used so, it can be said that the nature of this study is appropriate enough to elaborate the concepts in successful manner. The reason for selecting interview is that it is believed that when researchers collect data in feelings form as well as in non-numerical form then they are more likely to accomplish goals and find relationship between variables. The topic of this study is knowing strategies for increasing staff retention rate and as per the research topic, it can be said that quantitative study will not be suitable. Quantitative research study gives facts and statistical data but for this topic, researcher will require accurate feelings based of data. For evaluation of collected data, researcher can use primary and secondary methods as it can help them out in making decision and knowing better strategies for increasing talent retention as well as decreasing staff turnover.

1.4 Potential of study

In regard to effectiveness of this research study, it can be said that this study has wide scope. It can be beneficial for oil and gas companies and other sectors of companies. By knowing strategies, companies can increase staff retention and can solve the main problem that they are facing. It would help them out in increasing performance, productivity and sales. Strategies related to recruitment of talented candidates, proper allocation of resources in timely manner by oil and gas company will make employees feel valued and motivated and motivated employees are more likely to be happy and find it easier to maintain a balance between personal and professional lives. So, on the basis of this, it can be said that this study would be beneficial for people living in the society and economic development as well. (Mouton & Bussin 2019, 1-8.)

When companies have skilled employees with themselves then they are more likely to provide qualitative and unique features of products to customers. When customers receive qualitative products then they stay loyal and buy products.

2 THEORETICAL FRAMEWORK

This chapter illustrates the concept of literature review within which different literature has been search and identified by considering the specific topic or subject area that is being considered by the scholar. In other words, it has been identified that it includes the survey of scholarly articles and journals which are relevant to study in order to get and gather information related to the particular topic. It further involves the analysis with the help of varied theories, methods and literature gap within the whole process. Furthermore, it also includes the findings which is relevant publication related to recent years such as journals and books, articles, etc. by critically evaluating and analysing them in order to identify all the things into collective manner. Hence, this chapter includes literature review that is appropriate enough to effectively be able to evaluate and identify significant information related to the elements of turnover as well as their projection into the energy industry.

2.1 Theme 1: The access impacts of training and development on employee retention rate

As per the views of Naim and Lenka (2018) it has been identified that training and development refers to the actions or educational activities that are highly essential within an establishment in order to create an environment which enhances the knowledge and skills level among individuals or employees of the firm. It also assists in order to provide appropriate instructions and information over things which assist in making things better and to perform specific tasks. Training enables the company to increase employee retention as well as decrease the level of turnover. At the time of addressing the procedure of training and development, it has been evaluated that employees feel highly important for the company, and they are interested into them. Moreover, it also enhances their career growth as well as expansion. Basically, without appropriate training and development sessions, the employees are unable to perform better and thus requires their replacement from the company. From various research, it has been evaluated that replacing members of staff costs higher than anything over an average per employee. This all happens because of the loss of output. The expenses which are involved within the whole procedure are related to the recruiting and assimilation of new worker. Therefore, it is highly beneficial for the company to find different ways through which they can retain their employees rather than focus on recruitment of new employees within an establishment. (Naim & Lenka 2018.)

Samwel (2018, 36-41) states that there are various ways which one can adopt in order to retain their employees such as increasing the salaries, enhancing their overall benefits, introducing flexible environment as well as working schedules, providing them appraises and praises which are also fair tactics. All such things provide detrimental impact over the employee motivation along with daily operations and most significantly the profit margins of the firm. From various studies, it has been wrongly interpreted that training and development is an unnecessary exercise and it is quite basic activity which just only wastes the time as well as money of the firm. But in real terms training and development provide numerous benefits and advantages and make the businesses feel that is the most essential exercise and make huge amount of difference at the time of employee retention. (Samwel 2018, 36-41.)

Kowtha (2018, 87-106) highlighted some of the normal misconception regarding the significance of training and development involves that employees receiving training are looking for different job or opportunities elsewhere. Another misconception related to this topic is that rather than investing time and money into these activities for existing members of staff, it is cheaper to hire new employees with sufficient skills. However, all such kind of statements are useless and not at all applicable into real and practical terms. In original ways, training and effective development is a key retention tool and plays as an important role in order to make the employees sufficient to fulfil the desires of the company through their job roles. (Kowtha 2018, 87-106.)

Gupta (2019) highlight that cost of hiring new employees is an extraordinary amount of money which has been imposed within the company in order to hire new employees. And even when the businesses do decide to take this way instead of providing training to existing workers. In similar note, few establishments take this activity as most significant within an establishment as it is considered to be most viable option and it does decrease the recruitment costs as well as reduce absenteeism. Although, it is somehow also depending upon the facts of training that are required to be implemented within the enterprise. In order to entertain and engage employees, training is required to address a few pivotal issues. The training sessions have to cover certain critical abilities and involve updated learning technologies as well as techniques which are flexible enough to revolve all around recent operations. This will also contribute their part to the employees' personal development. The well skilled employees are like an asset for the company in which training enable employees to display positive role and training is a way which positively improve the skills and products along with reduce turnover. Rehman (2020, 38-47) highlighted training and development as an instrument in order to improve employee self-reliance which can originate competitive advantages within the enterprise. While, it has been recommended that employers required to invest over training and development in order to create a workforce that will

enable them to carry out their day-to-day activities. This automatically improves employee skills. The enhanced skills help them to work appropriately towards the achievement of the organizational goals as well as objectives. Various other scholars are also agreed with the similar review that training and development is an important instrument which enables them to achieve company goals and also provide the capability to improve productivity among themselves. As stated by Tawk (2021) this also enhances their performances after making sure about the effective management within the firm. Hence, this will also help in order to build self-confidence into their role tasks by using coaching scheme in order to improve employee skills. (Rehman 2020, 38-47.)

2.2 Theme 2: The establishment relationship between rewards and compensation along with employee retention rate

According to Madanat and Khasawneh (2018, 1-19) employees are the ones who want to be paid well for the job role which has been fulfilled by them within an organization. This automatically increases the self-esteem and shows practical ways of living. The significance of compensation into employee retention solely depends upon the type of job as well as the industry in which one is going to perform their role or task. For instance, in financial services, the financial planner or executive is highly concerned about the compensation rather than a health care professional who are not even allowed to think for such type of compensation as treating patients in their requirements are their moral duty and does not include compensation over the number of patients treated by them. Compensation not just only involves the salary and money benefits but also other perks as well. In order to retain and make employees satisfied, the employers have to provide them competitive salaries as well as other types of compensation in order to make employees satisfied in every manner. Paying low salaries leads towards leaving the job by top performers and thus, low performers take on this role due to low salaries that are highly required training and development sessions, which also utilizes the costs of the company along with resources. (Madanat & Khasawneh 2018, 1-19.)

Kurdi and Alshurideh (2020, 3981-3990) elaborated that here are five crucial elements of the overall compensation management process that have the power to directly affect the employee retention. For instance, offering competitive payments which involves the information, as alluring salary is the most glaring factor of new compensation package. Another is the implementation of exclusive benefits which illustrates that competitive salary is not the sole element which provide benefits to the firm or keep employees around. While it also requires certain level inclusive package of various exclusive benefits

which acts as a crucial component in order to fulfil employee retention. Employees always try their maximum to encompass all compensation package, which means that people will stay with the job that has most of the benefits not only the highest salary. (Kurdi & Alshurideh 2020, 3981-3990.)

On the other hand, Sousa (2019, 1-10) also discusses that providing learning opportunities for their employees. This can be done into several ways such as incentivize professional development opportunities which has been done with the help of providing weekend conference over new development schemes. Another advantage of learning opportunities is sponsoring masters' education courses or even degrees to them with the help of providing them appropriate training and learning sessions. With the involvement of various employee retention strategies, employers are also able to promote their employees towards higher and better positions. With the combination of all the things, offering of compensating pay enables them in implementing and creating compensation planning tools that can be incredibly difficult. Utilization of compensation planning software helps them in order to make easiest and adopts most cost-effective ways. Moreover, extrinsic rewards are considered a factor that prepare external context within which the job is executed. They consist of a total and overall package of tangible benefits obtained by the firm. They involve benefits for employees from the employers' side which includes different benefits for the betterment of both in every aspect. (Sousa 2019, 1-10.)

It has been noted by Spisakova (2019, 47) that people who are motivated at workplace through key factors like wages and other financial or materialistic incentives are more prone to work harder and appropriate enough which automatically provide benefits to the company. The extrinsic benefits are highly essential towards employment as well as employee management which likely affect the company as well as employee in positive manner. Moreover, specifically it has been noted that employees' requirements are likely to be noticed that wages are likely the only essential extrinsic reward although various other studies also provide a fact that employees' intention to continue with their current employer with the common and joint benefits of high wage as well as various other opportunities of advancements. Moreover, the involvement of intrinsic rewards also fulfils the desires such as these are the kind of rewards which are non-financial in nature and provide certain benefits such as supervisors support into the execution of job tasks, provide meaning to those tasks as well as getting support from the co-workers. The principal benefits have been gained by the employer against providing intrinsic rewards to their employees. Thus, work tasks, challenges, interesting working environment, etc. are acted as principal benefits to the firm. These intrinsic features of the job are the most required factor in employees' evaluation of the job regardless of the importance of job extrinsic aspects. (Spisakova 2019, 47.)

In addition, it can be said that when employees are being rewarded in both financial and non-financial manners then it makes them feel valued. It satisfies their needs and they are more likely to stay with business. When employers appreciate work of employees then it boosts confidence and they become loyal for company. Loyal and satisfied employees are less likely to leave organisation and they can help out their company in improving image by word of mouth. They recommend their friends and family members and companies may find easier in hiring skilled employees. So, on the basis of this, it can be said that rewards and compensation can have positive impact on employees as it can increase staff retention rate.

Furthermore, Han, Carter and Champion (2018, 101-113) elaborate that social reward target need based motivational theories, are one of the elements which include affection, admiration, praise and attention from others. There are social interactions known to produce a sense of security and to reinforce employees' feelings of belongingness as well as acceptance within the working environment. Social reward manifest opportunities through building appropriate friendship and have positive contact with other individuals as well into the course of work. This specific type of reward plays a significant role in order to avoid employee absenteeism is that they are the type which rapidly and instantly deliver benefits. However, at some point of time simple gestures also play a major role and act as a motivational tool for employees by employers. This is also a kind of approach which highly exists based on certain values and beliefs. Sullivan (2021) elucidates that, employees are likely to generate a sense of obligation and emotional attachment towards the betterment of the enterprise if they are pleased with the way in which the supervisor direct them as well as identify performances. Thus, social rewards are also excellent choice to maintain continuous employee engagement and remove situations of employee retention. (Han, Carter & Champion 2018, 101-113.)

2.3 Theme 3: The influences of health and safety on staff turnover

On the basis of above discussion, it can be said that staff turnover is one of the biggest business problems that are affecting oil and gas companies to the great extent. This sector is striving hard for attracting and retaining skilled employees so that they can take competitive advantages and can accomplish their goals. For this reason, companies of this sector, need to focus on identifying some effective ways by which they can manage talent and can retain them with business for the long run. Yiu (2019, 23) stated that improving health and safety of employees at workplace is one of the best ways. In addition, they stated that employees have some needs that can be known as motivation. Employees at workplace have

different types of needs and companies make use of Maslow's hierarchy of needs of satisfying different levels of needs of employees. When employers satisfy employees' different needs that they have and for which reasons they work, then it can make employees feel valued. Motivated and satisfied employees are more likely to stay with business. As per the Maslow's hierarchy of needs, health and safety needs come at second level. It is believed that everyone at workplace have this need as they want to be safe. Employees prefer working with companies that are safe and use health and safety legislations. It is believed that first happiness is health so, by making employees feel healthy and safe, employers of oil and gas companies can retain their skilled employees. For improving safety of employees, employers can implement health and safety legislations along with appropriate resources. Employees should be encouraged to follow all rules and regulations of health and safety so that they can protect themselves from getting hurt and injured as well. Overall, it can be said that improving safety at workplace as well as making employees feel safe and healthy at workplace is one of the best strategies of increasing staff retention rate (Yiu 2019, 23).

McDermid, Mannix and Peters (2020, 390) supported above view and stated that health and safety plays a vital role as it can help out employers in solving staff turnover business problem. In this regard, they stated that when employees are safe and healthy then they find easier in performing their given tasks in a timely manner. Whereas, at unsafe environment and by being ill and unhealthy, they cannot perform their functions with effectiveness. Illness and unsafe working environment lower their immune, bone density that can affect their productivity. So, in this regard, they also said that employers of gas and oil companies need to provide training to employees so that they can know better ways of using safety equipment's and can protect themselves from injury and workplace accidents. Within training, employers and HR can encourage employees for using better ways of performing functions, using Personal Protective Equipment (PPE) and other resources. (McDermid, Mannix & Peters 2020, 390.)

Wells-English, Giese and Price (2019) contradicted and stated that employers need to give some opportunities and benefits that can make employees feel safe all the time. When employees are being provided with safety opportunities then it increases trust among them. They become loyal towards their company. Loyal employees are less likely to leave organisation. So, on the basis of this, it can be said that health and safety play a vital role in decreasing staff turnover business problem. In addition, they also said that for making employees feel valued and increasing loyalty, employers should provide insurance facilities of employees and their family. It makes them feel safe and they are more likely to support their company in accomplishing goals. As stated by Visser (2021, 48-49) it is also found from secondary data that workers who perceive that their companies care about their well-being, are more

motivated, enthusiastic and energetic about their job. This has positive impact on their work attitude and their decision regarding staying with business. (Visser (2021, 48-49.)

2.4 Theme 4: The influence of HR planning on employees' retention rate

Studies that have been published, have shown that human resource planning regarding training and development, career promotion, health and safety and benefits recognition, has positive impacts on employees' retention. In this context Pak (2019) stated that by making an effective plan regarding career promotion, HR can encourage and motivate employees for retaining with business for the long run. As it is known from above discussion that employees at workplace have different needs and increasing self-esteem and career development is the last stage of need that everyone possess. Employees want to be promoted and want to prove themselves. When HR makes an effective plan regarding career development of employees and give opportunities to employees then it makes them feel valued. Employees strive hard for accomplishing goals of their companies. By getting career development opportunities, employees can accomplish set personal goals that can boost their confidence. It is found that when people become successful because of others and their peers' support then they appreciate their peers and never forget to help them out in any manner. So, on the basis of this, it can be said that by making an effective plan regarding career development and suggesting better ways of career development to employees, HR of gas and oil companies can increase skilled staff retention rate (Pak 2019).

Adil (2020, 26-35) argued and stated that planning related to rewards and appreciation plays a vital role. Competition is increasing day by day and for being in the competition, companies put pressure on their employees to strive hard. Sometimes, employees have to do work for longer hours and due to this, they find difficulties in maintaining a balance between personal and professional lives. This imbalance makes them frustrated that affect their productivity after some time. When this workload remains same for long run and HR does not think about their well-being then it has negative impact on them and they are more likely to leave organization. So, HR should make an effective plan regarding rewards and motivation. They should identify needs of employees and as per the needs, they can make different plan like bonus, incentives, promotional opportunities and others. By getting all these benefits, employees can satisfy their needs that can motivate them towards accomplishing organizational goals and improving productivity as well (Adil 2020, 26-35).

Singh (2019, 425-431) supported the above view and stated that by making an effective plan regarding recruitment and performance appraisal, HR can make employees feel valued. It has been seen many of the time that female employees are being paid less than men and it affects them negatively. It leads discrimination and employees are less likely to work with companies. So, in this regard, it can be said that by making an effective plan regarding appraisal, HR can promote diversity. Employees should be appraised based on performance and their capabilities rather than their gender, race and ethnicity. When employees are being appraised on the basis of their performance then it boosts their confidence. They are more likely to strive hard for accomplishing goals and helping out companies in achieving vision. Overall, it can be said that HR planning has number of positive impacts on employees' satisfaction and retention rate. (Singh 2019, 425-431.)

In addition, it is also stated that by making an effective HR plan related to training and development after recruiting employees, employers of oil and gas sector can motivate their employees for retaining within business for the long run. For an effective plan regarding training, HR can identify needs or requirements of employees where they are lacking behind and facing problems. On the basis of identified needs of employees, they can develop strategies and can schedule training program. By participating in training and development program, employees can learn all those things in which they are lacking behind. As per the views of Mhlanga (2019) increasing knowledge, they can make better decision and can perform allotted tasks with effectiveness. When employees find easier in performing functions and they improve their performance then it boosts their confidence and they are more likely to stay with business for the long run. So, planning related to training can have positive impact on staff retention and it can help out gas and oil companies in decreasing staff turnover problem (Mhlanga 2019).

2.5 Theoretical framework conclusion

On the basis of the above discussion, it can be said that literature review and secondary analysis play a vital role as it gives reliable information that has been happened. By collecting facts and secondary data, researchers can know about better ways of retaining employees. It has been summarized from the above study that staff turnover business problem can affect organizations' profitability and sales as well. This business problem can affect productivity of employees, image of company and even can create barriers in taking competitive advantages. This literature review has discussed importance of retaining employees within business and ways by oil and gas sector can decrease staff turnover problem. It has further shown roles of HR planning regarding training and development, career development, health and

safety, motivation and others on staff retention. HR planning has great impact on talent management and retention. health and safety is one of the other important elements that can also make able to employers of oil and gas sector in retaining their skilled employees within business so that they can support their company in meeting goals. Information that has been collected via literature review can help out researcher in accomplishing goals and research aim as well.

3 IMPLEMENTATION OF THE STUDY

In regard to implementation of the study, it can be said that it is a specific procedure that is being used by scholars with the main aim of identifying, selecting and processing information about a topic (Mohajan 2018, 23-48). This section of the whole research study makes readers able to evaluate study's overall validity and reliability. It saves readers time and gives in depth information about ways in which researcher has conducted study, ways in which they have collected information and analysed it.

3.1 Research type

Research type or research strategy is one of the main steps that need to be followed by scholars as it refers to an overall plan for conducting research study. It guides researcher in planning, executing and monitoring the study. This step-by-step plan enables researchers in collecting relevant and accurate information by which they can make decision and solve problems as well. There are two types of research strategies that shows data collection form. Data about research study can be collected in two forms such as numerical and non-numerical. When data are being collected by researcher in the form of numerical then this type of study is known as qualitative. Data can be in the form of audio, feelings, theoretical and video and all these should be in non-numerical. This type of research helps scholars in understanding opinion, concepts and experiences.

So, for this study it would be better if I conduct qualitative study. For this present study of knowing better strategies of retaining staff or skilled employees in oil and gas industry, I have conducted interviews. The main aim of conducting this study is to know perceptions of people regarding this topic with the help of effective strategies. By knowing different perceptions about others that is related to managing and retained employees as well as collecting data in theoretical or non-numerical form, researcher can make better decision and can accomplish research aim. With the help of interview the opinion of the employees is being gathered that helps in forming opinion. This type of research is mainly used in social science and humanities and this topic has wide scope (Snyder 2019, 765-773). By collecting data in non-numerical form, the researcher can identify the reasons for staff turnover and employees leaving gas and oil companies.

On the basis of identified reasons, the researcher can focus on all these areas and can help out managers of this sector in retaining staff by developing strategies accordingly. Other reason of selecting this type is availability of number of sources of collecting data such as observation, focus group, interview, survey and secondary research. It is also stated in regard to research strategy and qualitative research as it is being considered as an instrument because all observations, analyses and interpretations are filtered via their own personal lens. For this reason, while writing up methodology for qualitative research, it becomes important for scholars to reflect on approach as well as explain choices that have been made by them for collecting as well as analysing data. Viewers and readers can also know all about this study by reviewing this element as they can know why and how data would be collected in the future.

3.2 Sample

It can be said that sample refers a group of people or target people that are being selected by researcher when they collect primary data. For collecting primary information, scholars require target people or participants who can give them real based answers on the basis of their experience. A process that is being selected for selecting people is known as sampling. It is being categorised into two parts such as random and non-random. Random sampling method is the one in which researchers target people randomly or without any set criteria. Whereas, non-random sampling is the one in which people are being targeted on the basis of specific set selection criteria. When participants are being selected based on specific criteria then it makes them feel de-valued and de-motivated. It is the reason why researchers often select random sampling method. In addition, it can be defined as collection and gather of information from specific number of people because it helps to make more consistency in evaluation of data regards on the topic. Proper methodology selection is easier rather than identification of people who gives information for long run benefits. Data sampling is process where researcher collects information from various perspective for business effectiveness, it develops higher efficiency and raises productivity in decision-making process which is very beneficial and useful term. Utilization of sampling process requires proper idea of issues and knowledge of why it happens. Major reason analysis defiantly increases value of decision development activity. (Toivonen 2019, 298-315.)

In this research, I decided to select and then gather data from the five managers who provide and work within organizations and they do have idea on this specific issues. Among five managers, three managers are hiring managers and two are engineering managers who got succeed in retaining skilled employees. They have experience of managing such topic in the workplace and have experience in providing best

solutions. In addition, they are considered by myself because understanding their viewpoint is important and considering their perception become essential in the completion of the research. Perfect idea of participants who gives information, it defiantly makes more consistency in result evaluation for long term benefits. It is important to consider viewpoint of manager who has been working for the company and carrying years of experience with the primary method using interview, data is collected by myself. I firstly decide to observe things like their viewpoint from customers and other stakeholders who also part of this organization with any aspects. Next, I have identified appropriate individual which has potential and power to give best and true answers for perfect result evaluation. Analysis of participators is very complex task because multiple individuals do not develop interest in distribution of answers which is not effective approach and beneficial term for research development, in short, complexity can be seen when understanding each and every participant and understanding diverse viewpoint. (Mouton & Bussin 2019, 1-8.)

Before designing the questions in the questionnaire, I had a discussion with senior authority regarding effective development of question that cover every important area. In addition, I have reached senior authority to provide the best possible details because it is very clear, senior authority carry most experience and have ability to provide in depth detail about the company and its internal management process.

3.3 Data analysis

Data analysis is one of the most important elements in the implementation of the study allowing research to complete their research with the help of analysing data. Data analysis is important because after collection of data, it become essential to clear data and bring accurate information about the topic. There are two types of data analysis methods or approaches like exploratory research and descriptive data analysis approach. Analysis of data is a process where researcher develops cleansing of different perspectives, inspecting and transforming information and different thoughts into new and effective decision-making.

In this research I decide to use exploratory data analysis method. Based on interview answers, given by five employees, researcher can make better decision regarding factors that are leading staff turnover business problem with oil and gas company. On the basis of factors, they can help out this sector in identifying strategies by which they can retain staff or skilled employees within business.

Company's or organizations senior authority when organizing research for specific term they firstly evaluated and identified which methods and approaches useful or beneficial for new decision-making process. Company's senior authority was concerned in the study because they have more and effective knowledge about the internal management system and information about internal stability of the organization. With this method company senior management and research experts provide discussion for the completion of the study because they do have power and knowledge for factors evaluation which major terms requires for more efficient result development.

It is very clear that application of exploratory research is the best techniques for this research because it's easier term to collect and gather information from employees who has exact idea of research topic and why company face employee turnover issue and how it can be controlled by new decision and strategic approach expansion. It takes less cost rather than other methods of research because this has a lot of flexibility which can be adopted throughout the research and research can bring changes according to their demand as well, so it's also provided benefits in financial aspects. Its foundation of research which is beneficial for long term aspects because this allow research to take time and complete their work with flexibility that is why it is beneficial for long aspect. (Rehman 2019, 247-359.) Before building a result of the particular topic, I consider one of the methods that have ability to provide best result and outcome, it is important to consider one of the method or result may not be effective according to the research done by myself for the completion of the study.

3.4 Ethical considerations

From the above research techniques that have been considered by myself for the completion of the study its import term to develop higher concern on specific rules and regulation which applies on the research development process to new decision-making process. It can help them out in improving their image and performance. For this research study, I need to consider ethics so that he can accomplish goals and can take better decisions.

In this research study I have duty and responsibility to protect gather data which is important term for safety of gather information. Its essential term that I save their data in computer software with password application. Also, employees who provided answers to the questions did not share the questions with others.

Data safety effectively managed by application of rules and regulation involvement within research practices because having this term has power to resolve and manages multiple complexities which mostly happens into research. Managing reliability is an important term when asking individuals questions and which gives information with great manner so in this term researcher has duty to provide exact information why this research will be conducts and which major benefits this research will be provide. So, it helps to build interest and individual develop higher attraction and develop concern on following legal aspects. Some ethics that have been considered in this research study include:

- To collect secondary data from articles and books, published within five years and are not older than 2017.
- To maintain confidentiality or not to share personal or professional information of participants with others.
- To provide accurate and reliable information to readers or viewers for improving image.
- To perform all functions in an ethical manner. (Wiederhold & Martinez 2018, 419-429.)

4 RESULTS AND DATA ANALYSIS

Within this chapter, the results of the five persons interviewed are reported within which there are sixteen questions that have been asked by the interviewer to get the final and appropriate outcome in order to evaluate desired results into most effectual manner. Within the whole report, qualitative analysis has been conducted in order to achieve the final objectives which are related to identify the elements of turnover and its projection in energy industry along with analysing the qualitative data appropriately.

4.1 Data analysis

The findings of the research are concerned with the major causes of turnover of the employees in oil and gas companies. The outcomes are clearly stating that the employees are facing the major issues in relation of getting retain in the organization. Employees are not receiving any kind of motivation often, their morals are reducing over higher note. As a result, this is increasing turnover of employees. The major attributes that are aligned with the staff retention and staff turnover has been highlighted in the outcomes. The result has shown that employees' turnover has been proven highly costly for the organization. As in oil and companies training has been given to employees to make their working effective and the employees has been prepared in effective manner so, they can assure effective services while performing their task. The employees become so skilled that their contribution enable firm in term of achieving higher rate of growth and success and when such employees leave organization then it creates large number of issues for firm. As again new employees need to be recruited and needs to be selected also, new training program needs to be organized for employees in order to make them effective. The complete procedure contains high cost that has to be bear by the companies. Thus, turnover of the employees has been proven costly for firm as all the procedure needs to be performed again.

Furthermore, it has been found that at one shift employee turnover is high rather than other shift and major reason behind this is the supervision of the employees. Supervision of employees plays vital role in retaining of employees at one place, turnover is less while at another place turnover is at high rate. This is clearly stated and the outcomes from this are clearly deriving that, ineffective supervision of employees results in high turnover rate however, effective supervision of employee is concerned with less turnover of employees. Therefore, it is highly important that, effective supervision of employees is needed in terms of reducing the turnover of employees. Also, it has been found that, due to less

performance goals of supervisor in context of retention, turnover and employee engagement the morals and confidence of the employees is reducing on a higher note and contributing in their turnover. Employees are often leaving after three to five years and even after twelve months. This clearly depicts that, retaining rate of employees is highly less and the employees are not getting influence in terms performing their task. HR department is accountable for retaining employees. However, the findings have revealed that HR department is not only accountable for turnover or retaining of employees. Managers play vital role in terms of influencing the employees often, the treatment of the manager decides the rate of turnover in organization. Thus, the manager needs to perform the active role in terms of reducing the turnover rate of employees in firm.

Moreover, it has been analysed that, employees have their requirements in term of experiencing developments. Thus, HR department cannot oversee needs and requirement of each employee. Therefore, the managers need to oversee this and the empowerment of employees needs to be done and their requirement needs to be full-fill. Managers need to become more supportive. Only depending over HR for reducing the turnover rate of employee cannot help in retaining the employees. Therefore, the managers need to perform the vital parameters in terms of assuring development to employees. Moreover, the outcomes have shown that performing early intervention is the best way of reducing turnover rate. As it includes monitoring of turnover rate and their major causes. After analysing major causes, the intervention needs to be prepared and needs to be applied as well and then again monitoring has to be performed in terms, of evaluating the turnover ratio (Howe, Jachimowicz & Menges 2022). The organization is not assuring effective focus over assuring the retention of employees. As it has been found that, the organization is assuring only training to them. However, in accordance with the current scenario employees are demanding more opportunities to grow and this can be only assured within performing effective training program that is concerned with the expertise that can guide to employees.

The major finding that has been highlighted in this research is that there is effective relationship existing among training, development and employee retention rate. Effective training and development programmes can lead to increase the skills of employees and this leads to impact the working pattern of employees and they perform their work in effective manner. As a result, they get appreciation and this increases their morals as well. As a result, employees feel highly motivated and this leads to the retention of employees in organization. Thus, assuring effective training and development to the employees leads to assure growth towards them and helps in retaining of employees as well. Thus, there is relationship exist among training, development and employee retention rate. The career development opportunities towards employees provides them a reason in terms of staying in organization as every individual has

desire in term of growing from all aspects so, their career can be shaped in effective manner. Therefore, assuring development opportunities to the employees creates a sense in them in relation of experiencing career development. Also, it provides them impact in positive manner.

The effective management of health and safety makes an influence over the staff retention in organization as in oil and gas companies there is a high risk of getting harm while performing the activities. Therefore, proper management of health and safety in context of assuring safety to employees is highly required as it assures effective health to the employees and this plays vital role in increasing moral of employees and they feel safe as well. Assuring safety to the employees is a crucial element as it can lead to attract and distract to the employees at the same time. Therefore, effective focus is needed on the health and safety management for employees (Irabor & Okolie 2019, 93-114). Also, the HR department can manage the employee retention rate by keeping a high check over the different department and the supervision by the manager over the employees. Also, certain techniques that provide the assurance of employee retention rate needs to be planned by HR so, the turnover rate of the employees can be managed. Recruiting and selecting employee is not enough for implementing effective workforce in organization. The major concept starts with retaining employees in organizations so, the employee turnover rate can be managed. The findings further show that, rewards and compensation can impact employee retention rate in positive manner.

Assuring reward and compensation results in increasing the motivation level of employees and enable them to perform their task in effective manner. The major focus needs to be assured over increasing the morale and values of employees and this can only be done by providing them motivation within using numerous techniques. This leads to reducing the turnover rate of employees in organization. The main outcome that has covering the major aspect of the research is clearly highlighting that, it is important to focusing over the major tools and techniques that can results in retaining of employees and retaining of employees automatically reduces the turnover rate of employees. The needs and requirements of employees on context of having growth opportunities needs to be taken in consideration.

5 DISCUSSION AND CONCLUSIONS

On the basis of above discussion, primary as well as secondary analysis, it is known that lack of appreciation, increasing workload, competition and unsafe working environment are some factors that are increasing staff turnover problem. In addition, it is known from primary data that employees in oil and gas companies prefer to come office only when managers make them feel valued by appreciation, providing promotional, opportunities and supporting them in completing their tasks. Based on this, it can be suggested to oil and gas companies that they should focus on providing rewards to employees so that they can increase staff retention and can make their employees feel valued and satisfied. Employees within businesses work for some reasons that are known as motivation and when employers identify their needs and motivate them accordingly, then it can encourage employees for retaining within business.

Along with this, employers of oil and gas companies should focus on improving safety at workplace as it is the sector where employees have fear of fall, slip and other accidents. So, by improving safety, implementing safety legislation and making availability of safety resources, employees can be encouraged for retention within business for the long run. In addition, it can also be suggested to employers of oil and gas companies that they should provide training to their employees so that they can identify better ways of performing functions in a safe manner. Team working can also be promoted. It is believed that when employees work in a team then they are more likely to interact with each other's that improves their relations. They learn number of new things and these learning can also help them out in improving performance. All these factors can motivate employees for being loyal with company and by focusing on all these recommendations, this sector can solve staff turnover problem.

In addition, it can be recommended to researchers that they should have focused on conducting questionnaire as by conducting questionnaire, they can target more than ten employees. By gathering data from this large number of populations, it becomes easier for researchers to make decision and accomplish goals. In addition, it can be suggested that it should have taken more than five interviewees or participants so that he can make decision with effectiveness and can help employers of oil and gas companies in knowing appropriate strategies of satisfying and retaining employees (Irabor & Okolie 2019, 93-114.)

5.1 Conclusions

The purpose of the study was to identify the impact of staff turnover rate on productivity and performance of energy industry. It can be summarized that training and development increase employee's retention rate and it helps to reduce employee turnover rate. This study has been defined by different literature review themes from my ideas on this specific topic which is very useful and beneficial for more effective decisions development for managing goods. From the above literature reviews themes, it's been clearly analyzed that utilization of multiple techniques, new strategic plans, methods, techniques, new required policies and many more help to develop higher efficiency in organization's multiple decisions in term or context of employees.

Also, it has been clarified from the discussion or questionnaire approach which is considered by qualitative research methodology term. Utilization of discussion with employees provided best ideas and information because they do have duty to evaluate and participate into organization activities. So, they give best ideas and reviews which help to make more consistency in result expansion. One major thing which identified from the above research methodology that in this research I mainly preferred and engaged as the primary research method questionnaire approach, qualitative methods, exploratory data analysis, inductive and interpretivism research which is useful for more efficient expansion in new idea development better growth and consistency in organization decision process.

Consideration and ideas taken from different employees provide answers that less increment, lack of training or distribution of guidance or knowledge is biggest challenging issue. Discussion is one of the most appropriate and effective strategic terms, because it helps to provide information that the application of best strategic questionnaire approach and easy questions can be easily understood by individual.

Following this term has been defiantly increasing more effectiveness in result expansion. It has been identified from the discussion part and interview round that have been evaluated that employee gives similar reviews that employee performance and their long-term sustainability within specific or individual organization can be possible when senior authority develops higher consideration and focuses towards with the positivity expansion in working culture or environment. Because having no proper and positive environment badly impacts on mental sustainability of individual. Thus, exact reviews and clear idea is the best strategic term which defiantly resolves multiple complexities within organization sustainability practices and it raises business opportunities with great manner.

It has been evaluated that employee turnover is biggest challenging aspect for organization because it takes and changes higher costs and expenses which is not fruitful and effective term for business.

It badly impacts on financial aspects as well because continued training involvement for new employee takes higher cost and charges which is not beneficial term for an organization's long-term effectiveness. The above recommendations help a company and they are useful for reducing lower efficiency and raises business productivity and growth opportunities because of proper and essential decision development which is mainly required for the organization growth. This study also provided idea that how HR plays major role in planning process which is efficient term for company, HR strategies and its planning or framework raise new opportunities because they do have authority and duty to distribute work, training, key knowledge, right candidate selection and many more.

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APPENDICES

APPENDIX 1. Interview

1. What do you look forward to most when you come to work every day within the company?

- **Interviewee 1:** The first employee elaborates their answer in a way and illustrate that their favorite part to come to the office premises is to become work alongside with their colleagues as well as friends.
- **Interviewee 2:** The candidate responds that according to them they are highly interested into the projects and work which has been handled by them within the organization.
- **Interviewee 3:** The candidate illustrate that the optimistic culture of the company highly attracts them towards the completion of their tasks without having any tension and stress.
- **Interviewee 4:** The fourth interviewee represent their views that the career development opportunities, competitive pay scale and the overall management towards creating effective work life balance highly attracts them towards the company.
- **Interviewee 5:** The fifth and the last respondent elaborate their aspect that the ways in which the superiors perceive things in positive manner and provide appropriate guidance highly attracts them towards the company and encourage them in order to come to work every day within the enterprise.

2. Do you receive adequate training sessions within the enterprise?

- **Interviewee 1:** The first respondent states that yes they get appropriate training sessions at the time of starting any new and advanced project in order to avoid errors in precise and preliminary manner.
- **Interviewee 2:** The second candidate share that yes the company take training sessions but those are not fully satisfied as sometimes, there are few trainers who are not appropriately able to

elaborate the concepts in detailed manner because of which they have to face certain issues at the time of completing the tasks.

- **Interviewee 3:** The third candidate is satisfied with the training sessions provided to them as they can easily be able to fulfil their task and projects with the help of training and development sessions.
- **Interviewee 4:** The fourth candidate is not at all satisfied with the training sessions because according to them, the practical knowledge is highly missed among the whole sessions and the theoretical information is not that much highly necessary for completion of tasks as the project requires practical knowledge.
- **Interviewee 5:** The fifth respondent states that the training sessions are satisfactory in nature which means that the sessions are not highly productive enough to provide detailed evaluation about the overall context.

3. What situation made you think of leaving the enterprise?

- **Interviewee 1:** The first candidate illustrates that when their subordinate change and the person who come might adopt practices that are not suitable to them, then it might happen that the situation arises which force them to leave the establishment.
- **Interviewee 2:** Compensation issues might have changed the mind and creates a situation that they leave the company.
- **Interviewee 3:** The third candidate highlights the better opportunity aspect and states that because of getting any better opportunity, they will leave this company.
- **Interviewee 4:** The fourth candidate highlighted that if in future company restructure and eliminate the specific department might have arisen the situation to make them leave the establishment.

- **Interviewee 5:** The last respondent illustrates that in order to get better professional development, he might have changed the company.

4. What part of your job role would you cut out straight away if you could?

- **Interviewee 1:** One aspect that has been changed by the first respondent includes changes in the common goals that are being set by the management committee. Although, he understands the value of this activity but still want to set and plan their own targets after doing discussions with the team members or must want to get an opportunity to do so.
- **Interviewee 2:** The second interviewee states that she wants to change the policy of reaching to their seniors through formal email methods only. She likes to converse in direct manner or ask questions in meetings for which open meeting sessions are highly recommended by her to the management.
- **Interviewee 3:** The third candidate wants to change the software that is being used by the company from past many years and now requires modifications and advancements within it.
- **Interviewee 4:** The fourth respondent states that he wants to change the training and development sessions from monthly basis to weekly basis along with collection of appropriate feedbacks as well in order to take necessary actions within particular time frame.
- **Interviewee 5:** The fifth interviewee highlighted he wants to change the compensation and some of the other specific policies which highly able to provide benefits to the overall establishment in most successful manner.

5. What strategies do you perceive could reduce the voluntary employee turnover and increase employee retention within your organization?

- **Interviewee 1:** The first respondent highlights that the human resource personnel are highly able to reduce the employee turnover as they are the ones who are capable to hire or recruit right type of candidate or talent within the enterprise by explaining their roles and duties in preliminary manner.

- **Interviewee 2:** The second respondent highlight that with the encouragement of employee retention at very early stage might have the power to reduce the employee turnover into most fruitful manner.
- **Interviewee 3:** The third candidate illustrates that by encouraging healthy work life balance by providing appropriate training and development sessions within the enterprise along with getting feedbacks as well on regular basis provide the company an opportunity to reduce their employee turnover ratio.
- **Interviewee 4:** The fourth respondent elaborate the concept that with proper recognition and reward strategies, the company is extremely able to increase their retention level within the establishment.
- **Interviewee 5:** The fifth candidate shares their vote in favour of practices which promote offer flexibility aspects to them and is thus able to reduce the employee turnover as well.

6. What type of training and career opportunities do you prefer to reduce employee turnover?

- **Interviewee 1:** According to the first respondent, the introduction of gamification and adopting interactive courses into learning sessions enables the member to get attentive at the time of getting sessions and thus also provide better job opportunities as the candidate is highly able to do their tasks appropriately.
- **Interviewee 2:** The second candidate shares their views that with the help of building a culture which promotes continuous learning while doing the projects as well definitely help the company to reduce the employee turnover and promote high level of retention.
- **Interviewee 3:** The third candidate shares their point of view that providing high level of emphasis over the job satisfaction aspect and make employees fully engaged into the tasks along with make them feel special and appreciated for their efforts and diligence enable the company to reduce employee turnover.

- **Interviewee 4:** The fourth respondent illustrates that with the help of adopting flexible work schedules, they are highly able to become productive in nature and thus work productively.
- **Interviewee 5:** The fifth respondent illustrates that if the company as well as their management people continuously shows up the career enhancement path, then the employees are able to generate a sense of purpose and direction in order to fulfil their tasks into most effectual manner.

7. Do you feel you are getting clear goals and objectives while working within this company?

- **Interviewee 1:** The first respondent highlights their viewpoints that he is getting their goals and objectives in highly clear and successful manner as the role and the job position elaborate their part within the organization in effectual manner.
- **Interviewee 2:** The second candidate is somehow not completely agreeing with this point and states that she is facing certain amount of difficulties in order to see her future in a manner in which she is working as she faced certain amount of discrimination at certain point of time.
- **Interviewee 3:** The third respondent is highly confused about their job role as according to him, he must have better opportunities in their future terms if they switch their role after certain period of time.
- **Interviewee 4:** The fourth candidate does share their views that according to him, the company management is efficiently able to help their employees in order to fulfil their requirements and goals proficiently.
- **Interviewee 5:** The last respondent is not satisfied with their job role and hence requires certain amount of modifications within their business role and the fulfilment of responsibilities.

8. Do you have enough resources and tools to do your job and fulfil your responsibilities properly?

- **Interviewee 1:** The first candidate states that the company is highly efficient enough to provide them appropriate resources as well as tools in order to complete and fulfil their tasks into most effectual manner.

- **Interviewee 2:** According to the second candidate, the company still lack behind into adopting advanced and innovative tools which helps them to complete their projects and tasks in rapid manner.
- **Interviewee 3:** The third candidate is sharing their view points in satisfactory ways and states that still there are a lot more to get improved within the enterprise with which the company will more able to attract highly talented people.
- **Interviewee 4:** The fourth candidate highlights their views in favour of the company and states that the company is efficiently provide their best to assist their employees to fulfil their tasks into most beneficial manner. As per him, the management of the company is extremely supportive and share their assistance in each and every way.
- **Interviewee 5:** The last respondent shares their views that company requires highly trained people who can be able to provide appropriate training along with utilizing advanced tools and techniques to make their employees more productive in nature.

9. In your opinion what are the major ways of retaining employees and reducing their turnover?

- **Interviewee 1:** The first respondent over this question has shown their views within stating that, training session needs to be increase in the organization as it provides the opportunities of growth and development and employee seeks for development in the organization.
- **Interviewee 2:** The second applicant over this has share their views within saying that supervision of the employees needs to be treated so, the employees can have effective guidance in organization and their vision can be clear.
- **Interviewee 3:** The third interview has said that source of motivation in the organization needs to be increase so, the employees can get effective source of motivation and this lead to impact their retention.
- **Interviewee 4:** The fourth respondent has shown their opinion this by saying that employee must be involved in decision-making as this leads to increase the morale of employees and creates a

sense in them in relation of getting higher value in the organization and leads to help them in retention.

- **Interviewee 5:** The fifth applicant has provided the effective response over this as the views of respondent was concerned with adopting the strategies of retention by the manager of different department as according to the interviewee only HR department is not accountable for reducing the turnover rate of employees.

10. Does employee turnover result in increasing the cost of organization?

- **Interviewee 1:** The first applicant said yes to this and shares their opinion over this and said that, when skilled employees leave organization then, organization needs to assure recruit and select new employees and again the training has to be conducted in terms of making employees effective.
- **Interviewee 2:** The second respondent said no to this and highlighted thought by saying that no cost has been bear up by the company as there is no specific planning or strategies has been performed in terms of recruiting new employees.
- **Interviewee 3:** The third candidate said that it creates huge loss for the organization therefore, it leads to increase the cost when the employee leaves the company the loss has been created for organization and this loss leads to create further cost in terms of failure of operations due to leaving of employees.
- **Interviewee 4:** The fourth applicant has shared same opinion that has been shared by the first interview and it involves organizing new training session for new employees leads to create huge cost for organization.
- **Interviewee 5:** The fifth respondent illustrates that employee turnover is directly related to creation high cost for organization as the company face large number of failure due to employee turnover.

11. Does motivation impact the retention of employees in organization?

- **Interviewee 1:** The first interviewee said yes to this and said that motivation creates the sense of belongingness in employees therefore, it helps in retaining of employees.
- **Interviewee 2:** The second applicant said no to this as in accordance with their opinion motivation only increases the productivity rate and does not impact retention rate.
- **Interviewee 3:** The third candidate illustrate that motivation is directly linked with the retention rate of employees. As source of motivation impacts the interest level of employees in company.
- **Interviewee 4:** The fourth respondent has provided their opinion in positive manner and revealed that approaching incentive and non-incentive form of motivation helps in retaining of employees.
- **Interviewee 5:** The fifth candidate illustrated that only assuring focus over motivation is not enough in terms of retaining employees. Furthermore, career opportunities need to be provided to employees.

12. According to you what is the best way of talent management or staff retention?

- **Interviewee 1:** The first respondent highlighted that there are certain methods for effective and efficient talent management that allow company to gain internal stability. According to him, providing financial benefit to employee is best to way to manage talent or bring staff retention.
- **Interviewee 2:** The second respondent provides completely different view, he stated that company should hire talent and should focus on best HRM practice to attract talent that allow company to boost staff retention. He targeted HR to manage talent for the company.
- **Interviewee 3:** The third respondent states that proper training and development should be provided by the company to manage employee's effectiveness, he believes company still lack behind in providing effective training and highlighted importance of training and development in staff retention.
- **Interviewee 4:** The fourth respondent is satisfied with talent management process which is already been adopted by the company, he states that HR knows the best way to manage talent

and recommended some modern HR practice to effectively manage talent and bring staff retention.

- **Interviewee 5:** The fifth respondent state that best way to manage talent in the workplace is to craft different policies and procedure and develop healthy workplace environment, he demanded changes in policy and procedure of the company to manage talent effectively and bring staff retention.

13. Does proper training and development allow you to explore career opportunities and focus on long term employee retention?

- **Interviewee 1:** The first respondent highlighted importance of training and development that allow them to gain knowledge and develop skills that help them to explore career opportunities. According to him, training is an effective way to boost employee retention for long term process.
- **Interviewee 2:** The second respondent states that along with training and development, company should provide resource to employee for better performance, he highlighted that if company lack in providing useful resource, then there will be no staff retention.
- **Interviewee 3:** The third respondent shared his experience after getting training and development where he thinks company should cover important element. According to him training and development should be done in proper manner that allow employee to explore career opportunities.
- **Interviewee 4:** The fourth respondent highlighted that career opportunities can be utilized if proper training along with resource are being provided by the company. He states that every business organization should focus on employee and their work to bring staff retention.
- **Interviewee 5:** The last respondent illustrated that company should provide internal opportunities to better career growth, he highlighted that company should allow employee to explore different area of development within workplace.

14. Does feedback from manager and subordinate matter to you for effective performance?

- **Interviewee 1:** The first respondent states that feedback from manager and subordinate matter in their performance because this allows them to mark those weak areas and develop strategies to overcome their weakness. Feedback is crucial part according to him.
- **Interviewee 2:** The second respondent states that feedback is important, manager and subordinate provide feedback according to their performance, but he states that sometimes feedback impact their performance in negative way.
- **Interviewee 3:** The third respondent share that feedback from manager does not affect their performance because they believe feedback are always negative and disturb their smooth flow, he has negative consideration for feedback.
- **Interviewee 4:** The fourth respondent highlighted that feedback from manager allow him to become stable but feedback from subordinate do not mainly matter for him which means he only consider feedback from manager.
- **Interviewee 5:** The last respondent has shared view with respondent one where feedback help them to mark weak point and develop strategies for better performance.

15. Do you believe that health and safety can significantly influence employees' retention?

- **Interviewee 1:** In this regard, the first participant stated that by promoting health and safety employers can encourage their employees for retaining within business. They supported this statement and said that it is secondary needs as per the Maslow's hierarchy of needs that every employee has.
- **Interviewee 2:** The second respondent also said yes as he believes that health and safety at workplace plays a vital role as it can help employers in retaining their skilled employees. In addition, he stated that when employees are being protected from injuries and accidents then they are more likely to stay with business and it increases staff retention.
- **Interviewee 3:** It is stated by the third participant that by being and working at safe working environment, employees can improve their productivity. For performing functions with

effectiveness, employees need to be healthy, fit and safe and hence it is important for employers to focus on this area.

- **Interviewee 4:** The fourth interviewee interpreted in this context that by providing safe working environment and by implementing health and safety legislations, employers can make employees' family sure that they are working at right place. Migrants can easily work in oil and gas companies and it can decrease staff turnover problem.
- **Interviewee 5:** It is stated by the fifth respondent that by providing safe working environment, employers can decrease absenteeism and can improve productivity. When employees work at such environments then it improves their performance that boost their confidence and in turn it increases staff retention.

16. Is there any composite influence of human resource planning related to training and development, career development and health and safety on employees' retention?

- **Interviewee 1:** In regard to link between human resource planning and employees' retention, the first candidate stated that an effective human resource planning related to recruitment and selection can retain employees. By hiring skilled and experienced employees, employers of oil and gas companies can make them able to stay with business and support them in accomplishing goals.
- **Interviewee 2:** It is being stated by the second candidate that an effective HR planning related to training and development can encourage employees for staying with business. By making a plan on the basis of weakened areas of employees, where they are lacking behind, employers can provide them training and can groom them up. It can increase employees' knowledge and they can perform functions with effectiveness and hence it can decrease staff turnover problem.
- **Interviewee 3:** It is interpreted by the third candidate that planning related to rewards and compensation can have positive impact on staff retention rate. When employees are being provided rewards based on their performance with the help of HR planning then it can increase satisfaction among employees. Satisfied employees are more likely to stay with business.

- **Interviewee 4:** The fourth candidate also said yes as they believe that an effective HR planning related to recruitment selection, rewards, motivation, training can increase staff retention rate. By making an effective plan related to health and safety, employees can be made feel safe and secure and secured employees tend to stay with business.
- **Interviewee 5:** It is stated that an effective plan related to performance appraisal and motivation can solve staff turnover problem. When HR appraise employees then it makes them feel valued and they are less likely to leave organization.