



A STUDY ON HOW TO CONTROL EMPLOYEE TURNOVER

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ABSTRACT

The purpose of this study is to get an understanding of the factors that lead to staff turnover as well as the methods that are used to reduce it in an organisation. The primary results of this study reveal that there are a number of factors that contribute to an employee's decision to quit their current place of employment, including job stress, job satisfaction, job security, work environment, motivation, pay, and rewards. In addition, employee turnover has a significant effect on an organisation because of the expenses associated with employee turnover. Employee turnover may have a negative impact on an organization's productivity, sustainability, competitiveness, and profitability. Moreover, employee turnover has a significant impact on an organisation because of the costs involved with employee turnover. However, the organisation is responsible for understanding the requirements of its workers. This will enable the organisation to implement specific methods that will increase employee performance and decrease employee turnover. Therefore, putting ideas into action will result in increased work satisfaction, motivation, and productivity for both people and organisations. This, in turn, will result in a reduction in employment issues, absenteeism, and employee turnover.

Keywords: Control Employee, Turnover, Furthermore

INTRODUCTION

The high turnover rate of employees is a significant challenge for many businesses all around the globe. Indeed, one of the primary concerns of management in any organisation has always been the investigation of the reasons why employees leave their jobs. In today's environment of severe global competitiveness, turnover is a significant issue for organisations. Recent research has shown that the occurrence of employee turnover is a persistent challenge for businesses. This would have a detrimental impact on the organization's performance as well as its profitability. On the other side, high staff turnover rates increase the likelihood of the company losing talented workers. Therefore, it is highly vital for employers to keep valuable individuals



who possess useful skills, since these people are seen as being critical to the performance and success of an organisation. In addition, management of an organisation has always struggled with the problem of high personnel turnover.

There are costs associated with employee turnover that include direct recruitment costs incurred while looking for a replacement, lost labour between the time the individual quits and a replacement, lost productivity while the departing employee is still working for the company, and reduced productivity of the new hire while they are learning the job. However, high rates of unemployment make it harder for individuals to find acceptable employment, which affects productivity and creativity for both the person and the organisation. As a result, this would have a detrimental influence on the economic growth of the nation. Therefore, the high turnover rate of employees is a serious worry for organisations and governments. In addition, the assessment of turnover rates reveals that in Malaysia, over half of organisations, or 49%, had staff turnover in the year 2015. The percentage of workers who left their jobs in 2015 is shown in the following Malaysia. For instance, just 7% of companies have staff turnover rates that are lower than 10%, but 11% of companies have been adversely impacted by employee turnover that is more than 10%. In addition, Malaysia was classified as having the second highest voluntary turnover rate in Southeast Asia with a percentage of 6.0% and the third highest voluntary turnover rate of 9.5%. It is clear from the high turnover rates that retaining workers is not a straightforward endeavour. Nevertheless, what factors contribute to high staff turnover rates? Is it the responsibility of a company's management or does it lie with the workers' point of view?

Employee Turnover

Previous studies focused on the factors that lead people to quit an organisation as well as the processes by which they did so. There are a number of reasons why workers decide to quit their jobs or the organisation they work for, and some of these reasons include the following: employees have the impression that their work or workplace is not what they anticipated, and there is also a mismatch between the person and the job. In addition to this, there is a very limited amount of training and feedback, as well as extremely little prospects for advancement and development. In addition, workers believe they are undervalued and unrecognised, they experience stress due to overwork, and they have an imbalance between their work life and their personal life. The lack of faith in leadership is the last cause. In addition, trust is critical to the success of people in an organisation as well as their overall wellbeing.

Therefore, a fundamental reason why workers do not share their expertise and experience with other members of the organisation, which may severely impact the efficiency of the



organisation, is a lack of trust. In addition, other factors that have been identified as contributing to the intention to state that employee turnover is a major concern to companies due to the cost that results from employee turnover and can negatively affect the performance of the organisation include career improvement and development, high wage potential, interpersonal conflicts with colleagues, poor human resource policies, and personal reasons. It has been stated that employee turnover is a major concern to companies due to the cost that results from employee turnover and can negatively affect the performance of the organisation. In addition, variables connected to the employee's employment are one of the reasons of employee turnover, and they are one of the causes that the employer may influence directly to some degree. To provide an example, job-related problems include discontent with working conditions, disagreements with supervision, scheduling difficulties, or income inequalities. Employers are able to grasp the causes of turnover. The management of the organisation would be able to recognise and address issues that arise inside the company.

In addition, leaving a job is a choice that is heavily influenced by a wide range of factors, which may be broken down into two categories: internal and external. Concerns such as perceived organisational support, pay satisfaction, administrative assistance, and organisational attractiveness are examples of internal factors; examples of external variables include the equilibrium between work and family life, the labour market, and macroeconomic conditions. A negative evaluation of current employment would lead to dissatisfaction with work, thoughts on resignation, and evaluation of the benefit of job search and the cost of employment. Other common reasons for employees to leave an organisation include satisfaction with the employee's current job, availability of jobs, intention to switch jobs, and alignment with their bosses or supervisors. Additionally, satisfaction with the current job, availability of jobs, job switching intention, and alignment with their bosses or supervisors are common reasons for employees to leave an organisation. In addition, there are a number of elements that might be the cause of staff retention or turnover. These factors include the availability of career prospects inside the organisation, employee mentorship programmes, the organisational communication policy, as well as pay and other perks. The amount of reported workplace stress, the difficulty of the task, and overall job satisfaction were all factors that affected employee turnover and absence rates. discovered that an employee's desire to remain or quit an organisation is influenced by whether or not they have demanding job. investigated the many variables that lead workers to quit their jobs in a variety of industries.

According to the findings, there are nine different reasons why workers decide to leave or remain with an organisation. These include a terrible working environment, unhelpful coworkers, poor management, an excessive workload, pressure from family members, a low



wage and incorrect performance evaluation, lack of job security, and harsh and unpleasant attitude on the part of supervisors and bosses. The decision of workers in Malaysian palm oil farms to quit their employment might be influenced by a number of different circumstances. According to the findings, there are seven elements that contribute to the intention of an employee to leave their current position: compensation and wellbeing, working environment, instability, inadequate organisational support, stringent rules and regulations, and a lack of individual drive. investigated the elements that lead to high staff turnover rates in Malaysia's construction sector.

There are a number of factors that play a significant role in an employee's decision to leave their job, including the leader, the work environment, the compensation, the incentives, the task, and the organisational commitment. According to the findings of other writers, the causes for employee turnover may be broken down into three distinct categories. The first of these is work-related variables, which include things like job satisfaction, salary, performance, and organisational commitment. The second kind of factor is individual variables, such as age, education, gender, and tenure. The third type of factor is external factors, such as the unemployment rate, perceptions of employment, and the existence of trade unions. On the other hand, there are a variety of reasons why employees leave their jobs for reasons unrelated to their work that are often beyond the control of their employers. These are things that occur outside of work that have an impact on an employee's performance at their place of employment. Relocation and difficulties inside the family are two examples of this. According to the maximum number of people who leave their jobs for reasons linked to their jobs is 37.4%, while the number of employees who leave for reasons unrelated to their jobs is 29.4%. The degree to which an employee enjoys their work is referred to as job satisfaction. Employees who are unhappy in their jobs are more likely to consider leaving the organisation. In addition, people who are unhappy in their jobs may look for different employment opportunities.

When workers are unhappy in their positions, it's possible that they may consider quitting their current employer and looking for work elsewhere. This might result in the organisation losing valuable staff. In addition, employee turnover has been investigated from a variety of perspectives. According to one theory, a worker's choice to resign is influenced by two elements: the wished to leave, which is influenced by job satisfaction; and the perception of ease of movement, which relates to the evaluation of provided alternatives or opportunities. Both of these aspects are related to the assessment of potential alternatives or opportunities. When considering factors such as the nature of the work, the supervision, and the remuneration, job satisfaction has a negative influence on the desire to leave the company.



It was found that job satisfaction has a direct and negative relationship with the employee's intention to leave the job, which in turn positively correlates with the actual employee turnover. Furthermore, job dissatisfaction at the workplace reduces organisational commitment and increases employee intention to found that job satisfaction has a direct and negative relationship with the employee's work capacity, which in turn reduces organisational commitment. To put it another way, several scholars have arrived at the conclusion that big groups not only result in inefficiencies such as a lack of motivation, but also in less social contact and engagement among group members, lower levels of satisfaction and commitment, and diminished collective tendency within a group. huge groups are unable to deal with the conflicting requirements of socialisation and customer service, which might result in staff turnover among such large groups. this is mentioned in the article. investigated how workers' feelings of belonging to a group influenced their decisions about whether or not to quit their employment.

They observed that a positive association existed between group cohesiveness and work satisfaction, whereas a negative relationship existed between group cohesion and employee turnover intention. the impacts of group cohesiveness as well as the effects of group size on turnover were explored. In organisations that lack coherence, the turnover rate tends to be higher. Greater group size was associated with lower levels of social contact and involvement among members, as well as greater rates of member turnover. The strain caused by one's work may have an effect on a person's feelings, thoughts, and physical health. Consequently, employee turnover might be a result of burnout caused by excessive working hours that cause stress. Employees that put in lengthy hours of labour often decide to leave their jobs. A research that was carried out found that work stress has a positive and substantial influence on intention to leave a job, which may be related to a lack of job satisfaction, including contentment with the compensation that is provided by the organisation.

In addition to this, the stress of work has been shown to have a large and favourable influence on the intention of employees to leave their jobs. Employees who are under an extreme amount of stress at work are more likely to resign from their positions. In this respect, people who are stressed out at work report lower levels of job satisfaction and are more inclined to contemplate quitting their positions. On the other hand, stress is not solely a result of the job; stress may also be produced by a work-life imbalance or a conflict between work and private life. Work-life balance refers to a manner of bringing together one's professional and personal lives.

As a result, workers may decide to quit the company as a result of the high stress brought on by being overworked and the restricted amount of personal time they are able to spend outdoors. In addition, job burnout is a kind of persistent stress that a person may be subjected to while they



are on the job. The symptoms of burnout in workers include emotional tiredness, cynicism, and a diminished sense of their own competence. Burnout has been linked to outcomes relating to working conditions, such as employee turnover. Therefore, burnout is a reliable indicator of whether or not an individual plans to quit their job. In addition, work burnout may have substantial effects for employees, such as reduced life satisfaction, sleeplessness, and other physical and mental health issues.

OBJECTIVES

1. The Study Furthermore, Employee Turnover Has A Huge Impact On An Organization Due To The Costs.
2. The Study Turnover Is A Serious Problem For Many Organizations Around The World.

Importance Of Employee Turnover

Not only does the conduct, principles, and beliefs of workers have an influence on productivity, but it also has an effect on the overall efficiency and effectiveness of the organisation, and the nature of the work and the necessity of cooperation is of the utmost importance. In addition to that, personnel turnover has a significant influence on the organisation. For instance, the company has to go through the process of hiring and training new staff, in addition to accounting for the amount of time necessary to create results successfully using the new employee. In addition, the expenses associated with recruiting and training new employees make staff turnover a costly proposition for the organisation. The guarantee of strong employee quality is put at risk when an employee quits a firm due to turnover, and considerable amounts of money are spent on the selection and training of new workers, which eventually leads to the loss of the company.

In addition, if employees continue to leave companies, those companies will need to invest time and money in the hiring and retraining of new employees. This will have a negative impact on companies in the long run, as employee turnover reduces the number of entry-level employees, forces companies to use temporary workers, has a negative impact on productivity and competitiveness, and impedes the development of skills. In addition to this, staff turnover may have a detrimental effect not only on the expenses of operations but also on the maintenance of skills that are important to keep a firm operational and competitive. It's possible that a management issue may arise from a lack of bright and qualified people, which would then have an impact on productivity, profitability, and the quality of goods and services. High turnover rates may have a negative impact on the relationships between coworkers, employee morale,



and the quality of work produced. Because of the significant impact it has on their bottom lines, organisations have focused a lot of emphasis on employee turnover. Numerous studies have shown that if an organisation does not effectively address personnel turnover, it may have a detrimental effect on the profitability of the business. A high staff turnover rate may have a significant negative effect, both financially and emotionally, on an organisation.

In addition, there is a substantial cost associated with personnel turnover, which occurs on both the individual and the organisational level. It makes no difference on an individual level whether a person quits their work freely to take another one or if he quits his job involuntarily because he is affected by anything personally. Concerning the level of the organisation, the issue occurs when personnel go, taking with them the priceless information and expertise they've gathered from their time spent working with In addition, staff turnover is connected to the expenses that are incurred inside the organisation. These costs include the financial expenditures that are linked with employee turnover, as well as the costs of recruiting and training. It is estimated that the cost of replacing an employee, which accounts for expenditures associated with the employee's separation, the person's replacement, and the employee's training, equals multiples of the employee's yearly compensation. In a similar vein, the expenditures associated with recruiting and training replacement personnel may range anywhere from fifty percent to sixty percent of an employee's yearly compensation, and the costs do not end there. In addition to this, the company will incur financial losses as a direct consequence of the high personnel turnover.

It is possible for the replacement of talented employees to cost up to 25 percent of the overall yearly costs of the organisation. Additionally, organisations will incur a lot of costs as a result of personnel turnover. These costs include money, time, lost productivity, and other resources. Employee turnover results in negative effects for an organisation, including increased expenses associated with selection and recruiting, increased costs associated with training and development, operational interruption, and member demoralisation. Because of the steep learning curve required in working for and comprehending the organisation, an organization's productivity suffers if a person quits their position, which in turn has an effect on the profitability of the organisation. When one person departs an organisation, it may have a ripple effect on how well other workers are able to carry out their responsibilities. Therefore, the staff turnover that was induced by poor management would have a negative impact on the organisation in terms of human expenses, and in the long run, it would impair the organization's liquidity However, the intention of employee turnover has a significant impact on organisations, first through direct costs (such as replacement, recruitment and selection, temporary staff, and management time), then through indirect costs (such as morale, pressure on remaining staff,



costs of learning, product or service quality, and organisational memory), and finally through the loss of social capital.

Effects of employee turnover

When seen from the perspective of the firm, employee turnover is a costly endeavour. The voluntary departure of employees from a company, which represents a loss of an investment in human capital; the ensuing process of replacing those employees, which incurs several expenditures for the organisation. These replacement costs include things like searching the external labour market for a possible replacement, choosing between candidates who are competing for the position, introducing the chosen replacement into the role, and providing the chosen replacement with formal and informal training up until the time that he or she reaches performance levels equivalent to the individual who left the position. In addition to these replacement expenses, production would be impacted to some degree, or output may be maintained at the expense of paying employees for overtime.

Because turnover has some important consequences on organisations, it has received a lot of attention in recent years (DeMicco and Giridharan, 1987; Dyke and Strick, 1990; Cantrell and Saranakhsh, 1991; Denvir and McMahon, 1992). This is the reason why so much attention has been devoted to the topic of turnover. According to the findings of a number of academics (Hogan, 1992; Wasmuth and Davis, 1993; Barrows, 1990), excessive employee turnover rates might have a detrimental impact on the profitability of a company if the situation is not handled well. According to Hogan's research from 1992, the direct and indirect costs associated with the departure of a single line employee ranged from \$1,400 to \$4,000 at the time. Many of the expenses associated with turnover are covert or unseen. According to Philips (1990), these "invisible costs" are the outcome of new employees, coworkers who are closely linked with new employees, coworkers who are closely affiliated with leaving employees, and positions that are filled while empty. And each of these factors has an impact on the organization's profitability. On the other side, turnover has an effect on the quality of service and satisfaction provided to customers. Kemal et al. (2002). According to Catherine (2002), turnover includes additional expenses like as lost productivity, lost revenue, and the time of management. She estimates that the turnover costs of an hourly employee range from \$3,000 to \$10,000 each.

This illustrates quite clearly that turnover has an influence on the profitability of the organisation, and if it is not controlled appropriately, it will have a negative effect on the profitability of the company. According to research estimates (Johnson et al., 2000), the cost of finding and training a replacement worker for a lost employee is around fifty percent of the



worker's yearly wage. However, this is not the end of the expenditures. There are further charges. We assume that the company's overall productivity suffers whenever a person quits because of the steep learning curve associated with gaining a grasp of both the role and the organisation. In addition, this cost is increased because of the loss of intellectual capital. When a person leaves an organisation, not only does the organisation lose the human capital and relational capital associated with that individual, but it also runs the risk of its rivals obtaining access to those assets. Therefore, if staff turnover is not handled effectively, it will have a negative impact on the organisation in terms of human expenses, and in the long run, it will also have an impact on the organization's liquidity situation. However, voluntary employee turnover comes with a significant financial burden, not only in the form of direct costs (replacement, recruitment and selection, temporary staff, and management time), but also (and perhaps more significantly) in the form of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organisational memory, and the loss of social capital), as well as the loss of social capital. Dess et al.

Strategies to minimize employee turnover

When management is faced with issues related to employee turnover, they have numerous policy alternatives available to them. These options include modifying (or enhancing existing) policies on recruiting, selection, induction, training, job design, and salary payment. Strategies on how to minimise employee turnover are also available. The choice of policy, on the other hand, must be suited to the issue as it has been precisely diagnosed. If, for example, the modified policy were to place an exclusive emphasis on the induction process, it is quite improbable that the employee turnover rate that is caused by ineffective selection methods would decrease. Equally, employee turnover that is caused by salary rates that create earnings that are not competitive with other companies in the local labour market is unlikely to reduce even if the policy adjustment is simply to expand the organization's supply of on-the-job training opportunities.

This is because the wages produced by these wage rates are not competitive with the earnings produced by other firms in the local labour market. Because there is a rise in both the direct and indirect costs of labour turnover, management is usually urged to determine the reasons why employees leave organisations so that appropriate action may be done by management. This is because there is an increase in both the direct and indirect costs of labour turnover. Extensive research has shown that the following categories of human capital management elements offer a core set of measurements that senior management may use to boost the efficacy of their investment in people and improve the overall corporate performance of business:



Employee engagement, also known as an organization's capacity to engage, retain, and maximise the value of its employees, is contingent on the degree to which jobs are designed effectively, the manner in which employees' time is utilised, and the level of commitment and support displayed to employees by management. Motivated employees are more likely to remain with an organisation. Information accessibility, the degree to which the organisation is "collaborative," and the ability of the company to make information and ideas freely accessible to workers are factors that influence whether or not people remain with the organisation. At every tier of management, information should be freely exchanged with one another. This ease of access to information would result in high levels of performance from the workforce as well as the development of a robust corporate culture. Meaghan and colleagues' (2002) study. Because of this, workers who have access to information will have the impression that their efforts are recognised and acknowledged, which will reduce the likelihood that they will leave the firm. Workforce optimisation, or the success of an organisation in optimising the performance of its workers by developing important procedures for getting work done, providing excellent working conditions, establishing accountability, and making good recruiting choices, would keep employees in an organisation. This would be accomplished by providing good working conditions, establishing accountability, and making good hiring decisions. The increasing expenditures of staff as well as the high rates of employee turnover highlight the need of acquiring a better knowledge of the aspects associated to the recruitment, motivation, and retention of workers.

Because of the increasing competition brought on by globalisation, managers in many different firms are coming under growing pressure from top management to enhance the recruitment, selection, training, and retention of excellent workers. This, in the long term, would encourage people to continue working for the same company. According to Kanungo and colleagues (1982), job engagement refers to the level to which a person connects psychologically with his or her employment and represents the degree to which an individual's ego is involved with work. Employees stayed at their employment longer because they were involved in the process of internalising values about the worth or significance of their work, and these involvements are tied to the features of the tasks they were doing. Workers who are exposed to a wider range of responsibilities are more likely to remain in their jobs. Task features have been identified to be possible predictors of employee turnover.

Voluntary Turnover

According to Noe's hypothesis, the term "voluntary turnover" refers to the process through which workers quit organisations at their own will. It all begins with the selection of a worker



as the candidate. A comparable definition is that an instance of voluntary employee turnover indicates an employee's choice to leave an organisation, while an instance of involuntary employee turnover or a discharge reflects an employer's decision to end the employment connection. Another definition states that an instance of involuntary employee turnover or a discharge reflects an employer's decision to terminate the employment relationship. However, you should clarify that the perspective of an employer and an employee might be quite different when modelling turnover in this way. The differences can be enormous. It has been shown that an employee whose performance is below average may be coerced out of an organisation with threats of dismissal or with unappealing hours or assignments. However, if the individual initiates the terminations himself, they are recorded as being voluntary. Factors such as a lack of work satisfaction, other employment alternatives, and job stress may all be contributors to voluntary employee turnover. When analysing voluntary turnover, it is essential to take into consideration attractions like the many options that are accessible. However, the turnover rate of employees who leave voluntarily may be forecast and, as a result, regulated.

Involuntary Turnover

According to Booth, employee turnover that is involuntary and a dismissal that represents an employer's desire to end the employment relationship both fall under the category of involuntary employee turnover. It has been noted that death, retirement, and being fired are all examples of involuntary employee turnover. Also defines involuntary turnover as the need to cut costs, downsize, or restructure due to reasons which are independent of the affected employee(s). Boxall and Purcell further explained that turnover initiated by an employee such as resigning to take care of a terminally ill family member should also be considered as involuntary turnover since it involves reasons over which the employee has no control. This represents a decision or selection that was made by the employer. Chiu and Francesco are of the opinion that the difference between voluntary and involuntary employee turnover is one that is not only significant but also complicated. Employees who are leaving an organisation because they are depending on the organisation for future reference may decide not to reveal the true reasons why they are leaving the organisation.

CONCLUSION

In addition, employee turnover has a significant effect on an organisation because of the expenses associated with employee turnover. Employee turnover may have a negative impact on an organization's productivity, sustainability, competitiveness, and profitability. Moreover, employee turnover has a significant impact on an organisation because of the costs involved



with employee turnover. However, the organisation is responsible for understanding the requirements of its workers. This will enable the organisation to implement specific methods that will increase employee performance and decrease employee turnover. a turnover that would direct recruiting expenses suffered while searching for a replacement, lost labour between the time the person departs and a replacement, lost productivity while the leaving employee was employed, and lower productivity of the new hire while learning the ropes of the job. However, high levels of unemployment make it harder for individuals to find work that is acceptable for them, which decreases productivity and creativity for both the person and the organisation. This would have a detrimental influence on the economic growth of the nation.

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