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The Deterministic Positivist Epistemological Approach: An Investigation of the Strategies Used by Banking Executives to Improve Employee Retention

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ABSTRACT

Theory-practice gap speculations are not the only focus of design research. Significant questions about the role of the character of research are also raised by research design. Despite the limitations of this work, it is nonetheless helpful to have a high-level understanding of the key characteristics shared by the three epistemological approaches: the subjectivist, constructivist, and objectivist schools of thought. Considering the existing literature in the topic, these primary epistemological stances that have influenced theories of research design are discussed and analyzed. The purpose of this paper is not to provide a definitive answer based on statistical analysis, but rather to delve into the nuances of the topic at hand. At the end of the paper, we discuss and argue why and how we chose a deterministic positivist epistemological approach to investigate the strategies used by banking executives to improve employee retention: First, we will illustrate that the topic under study does not fit within the constructivist interpretative framework. Then, we will develop key ideas from the research that will form the backbone of the positivist model. We conclude by outlining our plan for an empiricist verification technique and defending its inception from a positivist perspective.

Keywords: Epistemology, Subjectivist, Constructivist, Objectivist, Employee Retention, HR Management.

INTRODUCTION

For Rorty (1979), a European who was born in the 17th century, epistemology is the field that allows for the evaluation of all others. According to the author, this expresses a search for immovable "foundations," "frames," "things," and "representations" that can't be disproved. This paper, as part of the subject of Management Sciences, must provide out a sound rationale if it is to succeed. As such, the epistemological stance we aim to create in this paper will determine the approach taken to advancing human knowledge. More so, the reasons why the author of this investigation adopted a deterministic positivist epistemological posture to investigate the strategies used by banking executives to improve employee retention.

EPISTEMOLOGICAL POSTURE

Research in the subject of management sciences has two primary goals: to further the advancement and enrichment of scientific knowledge in the field, and to benefit companies and the people who work within them (the managers). Its alleged practical application aids practitioners (especially business leaders), which Whitley (1984) argues is significantly more important in the field of business than in any other social science.

Furthermore, as shown by the fact that managers conduct systematic research within their own firms, Mintzberg (1973) and Schon (1983) contributions to management science are of direct interest to managers. Phillips and Pugh (1994) assert that the "what" and "why" inquiries are addressed by the new information gained in this way. The "what" questions are those that the client (organization) is looking to have answered through study or counsel, typically in the form of some sort of recommendation. However, "why" questions are more academically motivated and require an answer.

To generate or improve information and determine its scientific status, one might take several different stances. Belief in a religious system, for instance, entails believing claims because of the credibility of the theological authority that formulated them (Locke,1960). Man is left at the mercy of the elements in Aristotelian ideology, despite the existence of a science that, by uncovering physical regularities, may give humans meaningful influence over the natural world (Bacon, 1620). According to Comte (1853), there are three levels of knowledge development: the theological (or hypothetical), the metaphysical (or abstract), and the scientific (or positive). In keeping with the adopted scientific approach, any speculation that goes beyond the scope of direct observation and a dispassionate description will be dismissed.

It is true that management sciences encompass a wide range of theoretical perspectives and research methodologies, and this variety makes it impossible to reduce the field to a set of limiting paradigms and ways of thinking (Pfeffer, 1995). Management research, however, often presents a scientific and objective vocation with a practical scope, and as a result, tends to frequently take the form of positivist thought with respect to a given set of qualities. The former indicates the tone and perspective of the argumentation they are exposed to. Hence, positivism has been shown to be the preeminent research paradigm when studying organizations (Hatch, 1997). Its preeminence is frequently challenged by critical and interpretive scientific methods. Thus, Ghoshal (2005) thinks the landscape of management science research is being challenged by the emergence of alternatives to positivism that defy its constraints.

Notwithstanding the limitations of this effort, it is useful to have a broad awareness of the major common attributes of the three epistemological perspectives:

Subjectivist epistemologists maintain that objects have no bearing on the process by which meaning is generated. This means there is no objective reality concealed beneath appearances. According to the constructionist worldview, one of constructivism's central ideas is that there is no objective, universal truth. Instead, we manufacture truth and meaning through our thoughts' interactions with the world. Different people from different ages or cultures may view the same event through different lenses.

According to the premises of objectivist epistemology, it is possible to discover the "objective truth," which asserts that a meaningful world exists independently of consciousness and experience, that entities possess intrinsic meaning as objects, and that we may. Following the appropriate processes will reveal this "objective fact."

The differences between these epistemologies are important for two reasons: first, they reveal the limits of truth claims regarding objectivity, validity, and generalizability; and second, they link theory and practice in the realm of research. On a second point, Crotty's (1998) paradigm highlights the value of maintaining epistemic coherence. Separating scientifically proved facts from the subjective interpretations that humans use in everyday life is essential for an objective investigation. A constructionist methodology must treat scientific and non-scientific meanings equally because all meanings are constructs and none are objective or generalizable. Increased subjectivism results in less reliable and universally applicable claims of truth (Seale 1999). If they want to be epistemologically aware, researchers need to keep in mind their own assumptions throughout the entire research process. These presumptions concern the foundations of human understanding, the context in which the researchers function, and the character of the findings they produce. It is likely that the attempt to elevate the designed item to the status of research and to emphasize the practice-based nature of design as the distinctive feature of the discipline has occurred because of an inadequate understanding of the nature of research, a tradition of professional practice.

In what follows, I will outline the arguments that led me to adopt a positivist epistemological stance in the development of an investigation that looked for a causal link between the employee retention strategies used by bank manages and the decrease of the employee turnover leading to better financial performance. To start, we'll demonstrate the incompatibility of the studied topic with the constructivist interpretive framework in text **"Incompatibility with constructivist."** Next, in text **"The deterministic positivist approach,"** we'll be able to flesh out some essential points from the researched topic that will serve as a basis for the positivist approach that we'll be modeling later. Lastly, in section **"An empiricist stance**," we shall describe our idea for an empiricist verification strategy. Using a positivist stance, we'll attempt to defend its inception.

INCOMPATIBILITY WITH CONSTRUCTIVISM

According to Popper (1976), justifications for theories are always false. Our choice for a theory, though, can be "justified" on occasion. This theory is more robust than its "rivals" in the current state of critical debate. It's related to Popper's belief that a scientist's goal should be to arrive at the most accurate approximations possible of the truth. Not only that, but scientists may be biased supporters of their own choice of hypotheses rather than objective truth-seekers (Popper, 1962).

THE SUBJECTIVE CONSTRUCTION OF KNOWLEDGE

This study's methodology is fundamentally at odds with the constructivist paradigm. According to Gilbert (1993), epistemological strategy involves the development of ideas insofar as theories are "built" through experience and observation. This emphasizes the great latitude provided to the researcher, whose knowledge of and subjective take on the world's observed facts shape his own theoretical notion. Since we built our methodology on top of an already

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established theory —The employee retention strategies used by bank managers— this is incongruent with our approach.

To illustrate their point, Latour, and Woolgar (1989) show that the "creation" of scientific facts is a process that generates "texts" whose fate is contingent on later interpretation. This way of understanding the universe promotes the egocentric view that only the researcher has the knowledge to uncover the truth (Knights, 1992). As described by Taylor (1993), the way it does this is by sensing its surroundings, collecting data in the form of "bits," and then transforming those "bits" into a "picture" of the world. The author, further, elaborates by saying that the researcher uses this mental picture to guide his or her actions in a strategic planning process.

REJECTION OF SITUATIONAL DETERMINANTS

Constructivists argue that researchers' theoretical orientations shape not only their everyday demeanor but also the questions they ask. As a result, constructivism has its own method of improving realism, one that emphasizes the significance of context in the development of theory (Godfrey & Hill, 1995). This is in absolute contrast to the objective method of idea description, concept integration, and relationship analysis. Taking a constructivist stance means that one always goes into research with some sort of theory (or pseudo-theory) in mind as to how a problem works and what one might do to solve it (Fosnot, 1996). When it comes to the constructivist paradigm, the interpretative basis is so crucial that Quine (1969) argues that the field of epistemology should stop investigating fundamental philosophical questions and start acting like a scientific subfield of psychology that studies how people think.

A constructivist method, in contrast to the introspection, finds no such thing to be the case. It does not require scientists to interpret the phenomenon they study as a manifestation of entities or processes that exist independently of human perception. Yet, it is the post hoc scientists who constitute and "create" theoretical entities and practices (Nelson, 1994); The post hoc approach dismisses the notion that one event's arrival after another would imply that the former caused the latter.

Hence, the constructivist research ethos denotes a particular application and extremely precise idea of the test of theory against observation, as hinted at by the ensuing empirical verification component (Hindess, 1977). The author elaborates by pointing out that comparing the theory to the complex claims of observation is the same as making a direct comparison to reality. If they don't line up, the idea is flawed and can be dismissed. Constructivist inductive logic allows for such a prospect.

MANAGERS MAKE THEIR OWN SUBJECTIVE DECISIONS INSIDE AN ORGANIZATION

This study seeks to investigate how the employee retention strategies used by bank manages affected the employee turnover leading to better financial performance to provide a scholarly and practical contribution to the broad discipline of management. This is both a theoretical and practical service to managers, as it provides background on the rigor, verifiability, and general applicability of the earliest research in the field. The purpose of this communication is meant to serve as an educational resource for corporate decision-makers about the potential benefits of implementing a successful employee retention management strategy for their company. The

literature review also recommends putting employee retention management strategy into perspective with the standardization and compliance demands of modern business.

This line of thinking has several inconsistencies with the constructivist view mentioned earlier. The latter claims that the focus of the highlighted interpretive study is on interpretation rather than objective meaning. Hence, it attempts to decipher the significance a given scenario has for the organization's members (Schwandt, 1994). Considering this, managers look for patterns in organizational events and phenomena to identify and evaluate potential intervention sites, as advocated for by Mintzberg (1973) and Schon (1983).

According to Whittington (1989), managers can direct their organizations however they see fit, making them morally accountable for their decisions without having to appeal to contextual factors. This approach as asserted by Silverman (1970), Clegg and Dunkerley (1980), and Benson (1977), adheres to the philosophical tenet that underpins the researcher's respective works. The latter embody theoretical perspectives that emphasize the persistence of conflict and power imbalances between social classes or groups, as well as the importance of the "decision" made taking into consideration an individual's perceptions.

THE DETERMINISTIC POSITIVIST APPROACH

The author in this paper has, by definition, adopted a scientific, positivist, and determinist outlook to analyze the impact of the implementation of successful employee retention management strategy on the decrease of the organization turnover leading to better financial performance. According to Kolakowski (1968)' collection of restrictions on human knowledge, the term "knowledge" (or "science") is reserved for those activities that can be observed in the development of modern science. Indeed, the positivist stance is dogmatic in that it seeks to apply and confirm the laws while ignoring the Popper refutations (1959,1967,1976). However, it is precisely this foundation that guarantees the complete isolation of any metaphysical, superstitious, or untestable religious belief from a piece of genuine scientific study; throughout history, positivism has rejected metaphysical speculation of any kind, and therefore rejects all thinking that can neither rely on empirical evidence for its findings nor construct its judgments in a way that makes them immune to challenges from evidence (Kolakowski, 1968).

Popper's criticism (1959, 1967, 1976) that positivists tend to protect metaphysical or superstitious ideas against the possibility that they could become testable and, so, scientific, does not undermine the positivist position's overall strength. The latter promotes a distinct idea for an impartial and inquisitive comprehension of the universe in the service of knowledge creation. An apprehension of the ontological split between humans and the reality that they are Laing beings gives rise to this perspective. People, the author argues, are distinct from objects because they "experience" rather than "behave" (objectively) in the world. The purpose of this argument is not to blur the lines between interpretation and observation or to defend the phenomenological method by appealing to any hypothetical subject-object interdependence. Instead, it is consistent with Bhaskar (1975)'s belief systems concerning the world's ontological structure and the epistemological examination of the motivations for later knowledge.

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The author in this investigation, thus, asserts a “positively given” scientific knowledge. It can be accessed instantly through one's senses. In contrast to Comte (1853)’ excessive skepticism and doubt, he conceives the world outside of theory as a place where truths can be found and accessed by the human mind using the rationality embedded in a scientific technique developed from physics. According to Comte, the social domain, like the natural realm, is governed by universal laws that are indifferent to things like human hope and morality. So, we take on the same function as scientists, as described by Shaughnessy and Zechmeister (1997); the authors try to educate themselves via cautious observation and regulated, methodical procedures.

Consideration of Situational Factors

Weber (1949) encourages making scientific activities sociologically uncomplicated and supports their functional nature for the advancement of justifiable knowledge by drawing a distinction between empirical and value aspects. This apolitical stance is essential for supporting the researcher's focus on the tangible and his method of analysis when studying organizations whose reality is objectively given by factors such as those identified by Willmott (1994). According to positivists, desirable functional outcomes such as efficiency and creativity emerge as a direct result of an organization's structural adjustment to better accommodate the performance and dynamics of ongoing change (Donaldson, 1987).

The end goal of this study is directed at managers, and it offers the implementation of successful employee retention management strategy as a possible orientation for businesses that want to thrive in today's globalized economy. They are the ones in charge of making changes that will increase productivity within an organization Chandler (1962); Woodward (1965); and Blau (1970). These sorts of choices are typically made in reaction to the specific circumstances in which an organization finds itself. Connected to this is the positivist "contingency theory" of the organization, which studies the adaptations that must be made within an organization when its external environment undergoes a change in parameterization (Pugh et al., 1969). For instance, a "mechanistic" organizational structure is better suited for a stable environment, while an "organic" structure is better suited for a dynamic, innovative one (Stalker & Burns, 1961).

Therefore, according to Madu (1998b), the implementation of successful management strategy necessitates the creation of "flat" organizations to replace the conventional hierarchical structure. Further, it was confirmed that the companies that were successful in establishing their corresponding practice of quality management first went about dismantling the vertical structure. In a similar vein, the desired organizational strategy will dictate any necessary structural adjustments. According to Chandler (1962), successful management was originally defined as a "strategic orientation" that led to structural adjustments within organizations. Furthermore, Hofer (1983) investigated the aspect of performance that we are discussing is a contextual concept linked to a phenomenon. From this vantage point, it is easy to see why Douglas and Judge (2001) gave the organizational structure's place within the successful management strategy such decisive weight in their ruling on the subject's significance to retaining quality skilled employees and better financial performance.

A Deterministic Vision

Throughout its investigation of the impact of implementing successful employee retention management strategy on the decrease of the turnover and improvement of financial performance, it found encouraging evidence of a positive causal link. An "uncriticable" stance toward experience is central to the reasoning behind the study. In this vein, Comte (1853) proposes a deterministic vision of social phenomena based on a unification of the sciences. Comte argues that a society can benefit from the administration and reform of institutions if there is a practical register of the scientific contribution of research work that guarantees access to certain and factual knowledge. Due to the time spent analyzing and investigating the relationship between these aspects, the organization will benefit from the additional care given with the tried-and-true ideas. Hogan and Sinclair (1996) seek to ensure that they appropriately depict the scenarios in which managers find themselves given the latter's complexity.

Six Arguments Justifying the Epistemological Posture

Considering this, we restate the scientific, positivist, and determinist epistemological position, which is summarized in the table below. This table was adapted from a work by Burrell and Morgan (1979) in which the authors present six arguments for why a given theory is positivist. *Definition of the quoted approach listed in the table below*:

The "nomothetic" approach employs the study of groups to discover universal rules that apply to a sizable population. The goal may be to learn more about the group as a whole or to analyze how well it has performed in the past (Marczyk et al., 2005).

Table 1- The reasons why this study is positivist inspired by Burrell and Morgan (1979).

The criteria of a positivist theory according to Burrell and Morgan (1979)	**Some theoretical features relating to this study.**
Nomothetic reasoning applies a universal framework to the study of phenomena, considering universal aspects of organizational structure and environmental factors. We look for overarching causal relationships between random and structural elements in the form of regularities;	Successful implementation of employee retention strategy is presented as a management style that can help an organization thrive in a challenging and confusing environment. Its target audience includes businesses of any size, shape, or strategy. A method of investigating regularity in the future is to examine the effect on the turnover leading to better financial performance;
Theoretical research is positivist in methodology because it relies heavily on comparative empirical study, frequently involving the measurement of variables and statistical analysis of data.	The study's theoretical boundaries necessitate an empirical test. We'll join several other contributions to the topic that measure similar variables so that we can draw comparisons;
The theory explains organizational structure with material factors rather than abstract factors like ideas, ideologies, perceptions, and preferences;	We focus on successful implementation of employee retention strategy in a theoretical setting, paying special attention to how to put it into practice within an organization by analyzing an actual case study;

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To maximize efficiency, managers in accordance with this theory are compelled to adopt a deterministic organizational structure;	This study establishes an argument for the adoption of a solution for the organization that would impact its functioning in a well-defined context by invoking a causal relationship between the implementation of successful employee retention strategy and the decrease of the turnover leading to better financial results;
Instead of relying on conjecture or extensive theorizing prior to empirical data collection, the theory is grounded in hard data. It incorporates the theories and arguments presented in earlier works based on the information presented therein;	The study adopts as a starting point a full-fledged theory that has been preceded by an abundance of theoretical and empirical contributions. The impact of the implementation of successful employee retention strategy on the aspect of the turnover studied is accompanied by an enrichment and a rapprochement with previous work in the field;
The author of this theory tries to sound scientific and aspires to produce findings like those of the natural sciences.	The epistemological stance adopted in this study is consistent with the scientific method's emphasis on objectivity and the logical validity of empirical data.

Deductive Reasoning: Ultimately, this study aims to take a scientific approach to the implementation of successful employee retention strategy as a theoretical whole, as previously presented, and to the study of its impact on the decrease of the turnover. The purpose of this document is to provide a coherent theoretical foundation. For Cozby (1993), research as well as standards for the collection, analysis, and reporting of data generated by this method.

As a result, we seek more concrete evidence on the impact of the implementation of successful employee retention strategy on the decrease of the turnover side to verify the developing theory. If we can confirm the theory, we will have found a universal scientific law that expands upon what we already know and better understand nature with the goal of manipulating it and exercising some form of control over it (Bacon, 1620); this provides direct information on the deductive approach advocated by positivism. This method is predicated on the idea that "nature is uniform," so that once the underlying causal relationships are uncovered, the findings can be applied more broadly going forward Mill (1874).

Next, we'll use the same careful deductive reasoning that Gill and Johnson (1997) laid out:

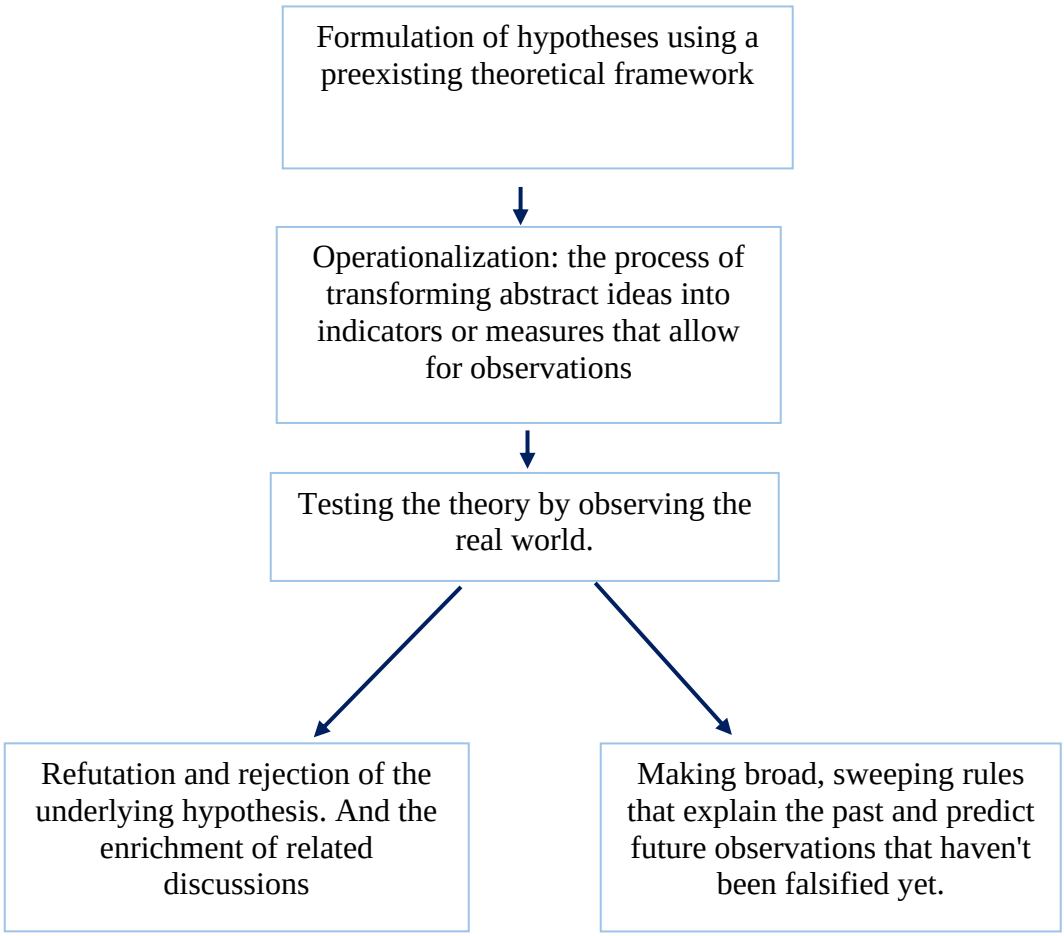


Figure 1- The deduction process inspired by Gill and Johnson (1997).

AN EMPIRICIST STANCE

Having made the case for its epistemological position, this study does not hold that positivism's insistence on an empiricist orientation is necessary or even a limiting consequence. Empiricism as a criterion for affirming or invalidating the knowledge generated is supported by other epistemological currents of the enrichment of human knowledge that also claim a scientific spirit. This fact is of great interest to us because empiricism, a shared feature of various scientific epistemological approaches, is understood in a variety of ways with respect to the outcomes it generates. An appeal to a highly critical and skeptical attitude towards the laws and theories emanating from empiricism is very here, even in some cases like that of Popper (1959,1967,1976) even alluding to the "scientific test." In the author's view, empirical data can be used to disprove any claim to knowledge, but science can hardly advocate a claim to knowledge itself.

Empirical Benchmarks

Weber (1949) made a categorical distinction between empirical facts (which are derived from a cognitively accessible reality) and value dispositions (which are derived from cultural dispositions) to shed further light on the ultimate scope of the empiricist orientation (which the current scholarship accepts). Science, in the author's view, has investigated the facts, and it does not and cannot very likely solve the problems of value. Therefore, according to Russell

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(1912), scientifically speaking, there is no way to know that something exists apart from direct experience. The author claims that, strictly speaking, to prove the existence of something about which we have no direct experience, one must, among other things, begin with the existence of one or more other things about which we do have direct experience.

Along with other thinkers in the field, Russell (1912); Ayer (1971), emerged to challenge metaphysical beliefs that went beyond empirical evidence. For them, information is a tool for making forecasts, and their senses are the sole basis for determining what is true. Research in the scientific field must be conducted with an empiricist stance. As such, the concept of the test applied to operationalized theoretical advancements to rule on a given conclusion is marked as an important stage in the development of the research process undertaken. The end goal, depending on the results of the experiment, is to either accept or reject the proposition (Ayer, 1971).

In the context of this study, we will continue to maintain that many studies with a practical focus on management rely heavily on empirical evidence rather than theoretical frameworks (Clegg & Dunkerley, 1980). By looking at the chosen verification context practically, we hope to shed light on the theoretical teachings that have been advanced so far in the tradition of scientific reasoning. This study must take an empiricist stance, and doing so will allow us to introduce the various methodological options we'll use to confirm any possible connection between the implementation of successful employee retention strategy and the decrease of the turnover. Davis (1985) argues that the need for research models in both experimental and cross-sectional studies stem from the need of developing data- and logic-based causal propositions.

In what follows, we'll explain why we chose the Cartesian method to back up the positivist and deterministic interpretation of the data from our empirical tests for this thesis. To begin, we will restate the incompatibility of the orientation with the constructivist approach to interpreting the empirical. Next, we will reiterate the determinist position that led to the contradiction between constructivism and itself. Specifically, the latter is using its own vision of empirical orientation as a framework to test whether there is a causal rule connecting two organizational parts, namely the implementation of successful employee retention strategy and the decrease of the turnover.

THE INCOMPATIBILITY OF THE CONSTRUCTIVIST INTERPRETATION

The empiricist maxim, as presented by Locke (1960), holds that experience alone can serve as a reliable test of truth. However, the things we know about exist independently of our awareness of them, so in his view, knowledge does not follow automatically from our sensation of them. Despite its blank slate at birth, the mind is not a passive receiver of sensory information, in his view. Instead, the mind processes sensory information through reflection (reasoning, believing, and doubting). These sensory inputs are processed by the mind as elementary, independent of experience. These sensory data are then manipulated through reflection to produce the complex ideas.

Locke thus uses the empirical method in a constructivist setting where interpretation is highly subjective. Locke argues that knowledge should be rejected because it cannot be traced back

to its constructivist origins. Therefore, science, in Locke's empiricism, can be built from nothing and produce, by induction, universal laws through sensation and reflection based on the collection of sensory data. That cannot coexist with the positivist worldview previously described.

The Constructivist Interpretation Rejects Determinism

Hume (1739) introduces the constructivist approach by outlining two distinct modes pertaining to mental processes: thoughts and feelings. The former are our present-moment impressions of the world, while the latter are the stored memories of our lives. Hume argues that our memories can be manipulated to form erroneous beliefs by focusing on certain details from the stimuli that originally prompted those beliefs. In his view, it is not sufficient to conclude that event "B" follows event "A" because of a causal relationship between the two. Since the idea of cause is inherently abstract and untestable by experience, he believes that the expected fact that "A" causes "B" would not be based on the events themselves. So, in Hume's words, it seems like there is no force by which "A" generates "B." According to him, the causal association we are trying to investigate in this study is nothing more than a type of anticipation that originates in the notions we've formed because of the "perceived: recurrence" of the relevant event, and which we call customs or "force of habit."

Compatibility with the Cartesian Approach

Descartes (1637,1641) suggests an alternative perspective on how one should interpret actual experience. He believes that a person's skeptical consideration of the external reality studied can lead to the acquisition of valid knowledge. Therefore, he disapproves of any interpretation that might cloud the picture. The Cartesian dualism is characterized by this rational viewpoint, which divides reality into immaterial spirit and material world. Descartes advocates the skeptical way of thinking by arguing because our senses can mislead us at any time. An uncertainty that is dispelled by the accumulation of objective scientific experience, which establishes a scientific contribution that stands firm until its boundaries are expanded upon by subsequent scientific works. This emphasizes the cyclical nature of the "progress" in scientific education.

The author in this study has tried to define its research area by providing a neutral framework for studying how the implementation of successful employee retention strategy and the affects the turnover. In addition, the author has tried to ensure comprehension of the topic at hand through its preliminary presentation of the implementation of successful employee retention theory and its strategy for defining the scope of its research. And this is accomplished via a scientific illustration guaranteed to be at least somewhat impartial. In addition, Cartesian dualism holds that the internal workings of the human mind and the things of the external world are separate and unrelated. Descartes (1637,1641) argues that knowing the truth is based on the accurate and objective mental recreation of something existing in the real world. For instance, Ayer (1971) argues that verifiability is the appropriate standard by which to evaluate claims that seem to be true. For any given reader, a sentence only has "factual significance" if it carries verification of the proposition it expresses, as the author explains. A methodology where the same sort of deductive and analytical reasoning as this study is used should advocate for things like completeness and causation.

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Revaluation of the Deterministic Vision

To support our study, we take the stand that the scientific pursuit of causal links is conducted within the context of an appreciation for previously established theoretical frameworks. In addition, we have previously relied on the implementation of successful employee retention strategy as an existing theory among others in management science. Bacon (1620) lays out the positivist, determinist, and deductive methodology used by scientists today from this vantage point. The latter, he claims, moves forward by recording unbiased accounts of events. In this way, as scientists collect more and more sensory data, they can identify broad trends and draw broad theoretical conclusions about the relationships between phenomena.

In addition, many authors (Babbie (2001), Wysocki (2004), Parson and Tille (2004), and McBurney and White (2004)) attest that the relationship between the selected variables and the investigation of cause and effect is central to all experimentation, independent of the specifics of an experiment's design and all the variables at play. This is the sense in which Mill (1874) defends empiricism, arguing that it is a deductive method that places value based on the systematic investigation of causal rules describing the interdependencies of measurable variables.

As such, an appropriate framework for the scientific vision has been established, with three main benchmarks determining the epistemological stance. For this reason, we have made several attempts throughout this paper to help readers better comprehend the reasoning behind the selection of these epistemological touchstones. Our success comes from demonstrating how the chosen method is incompatible with other epistemological approaches to expanding scientific understanding. This allowed us to show how deterministic positivist deductive logic differs from the subjective inductive constructivist spirit.

In this paper, not only we established the positivist epistemological stance, but also laid the groundwork for approaching the empirical aspect as a framework for verifying the sophisticated theoretical aspects. In fact, we were able to define a precise conception of the experience subsequently observed in accordance with the epistemological stance stated through the underlined title "**An empiricist stance."** An empiricist orientation, by analogy to the preceding reasoning. And this is done by separating it from alternative conceptions of the empirical, most notably the constructivist one, whose incompatibility was initially justified at the epistemological level of scientific reasoning. That is to say, in accordance with the positivist epistemological philosophy, the outcomes that the empirical orientation produces will be viewed as such and conceived of as such.

The following diagram explains the thought process that led to the adoption of positivism as an epistemological stance and the empiricist orientation that is consistent with the methodology that has been used in this line of research:

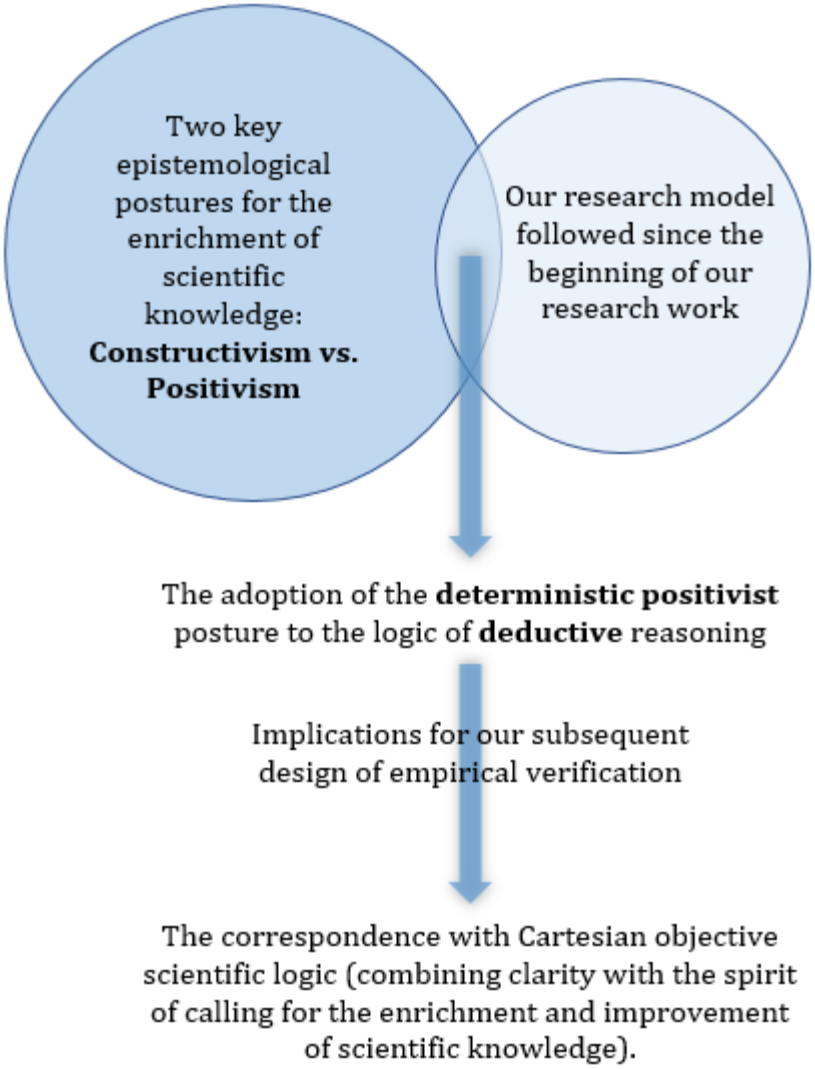


Figure 2- The process of determining the positivist epistemological posture and its repercussion on the empiricist orientation.

CONCLUSION

In this paper, we settled on a strategy for our research. We have articulated the epistemological stance that has functioned to advance scientific understanding. The author in this paper aimed to demonstrate and argue the choice of a deterministic outlook that emerged as a result, from an epistemological perspective to investigate a purported connection between two independent organizational variables: the implementation of successful employee retention management strategy and the decrease of the turnover leading to an improved overall organizational performance. Furthermore, this connection is the central idea of the stated research hypothesis.

Indeed, the author in this paper plans to pursue its deductive approach by relying on a set of theoretical teachings addressing a specific topic and formulating a limited verifying theoretical framework. The author seeks to make the right methodological decisions to facilitate the concretization of theoretical concepts using observable indicators and metrics for empirical

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verification. In other words, by introducing some elements of enrichment to the corresponding problematic debate, we will be able to either confirm or refute the primary research hypothesis and explain the preliminary theoretical grounding that naturally led us to adopt a positivist scientific epistemological stance.

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