

**A SURVEY OF STAFF TURNOVER AND RETENTION IN THE EASTERN
CAPE DEPARTMENT OF AGRICULTURE UKHAHLAMBA DISTRICT**

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by

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Declaration

I, Mzwandile William Msomi, hereby declare that this dissertation is my original work, that all reference sources have been accurately reported and acknowledged and that this dissertation has not previously, in its entirety or in part, been submitted to any University for assessment purposes.

Mzwandile William Msomi

Date

In Memoriam

At the time of completing my Dissertation, I remember my Father and Mother who brought me to this earth and gave me strength and courage to be able to achieve my goals. This was further complemented by outstanding work done by my brother (Victor) who became my mentor from the secondary school up until the present and encouraged me to remain focused on my studies. I remember those who passed away during my years of research study, namely: the younger brother to my father and my mother-in-law, who were inspirational to me.

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Abstract

The aim of this research was to understand the main factors that explain turnover and retention at DOA Ukhahlamba District and to recommend to the District and Provincial management the appropriate strategy for retaining staff. To be able to achieve this aim, the following research objectives have been visited, namely: a) turnover trends, b) analysis of primary and external turnover factors and c) primarily retention factors. Data for analysing turnover trends was collected from the 2004 to 2007 DPSA and DOA annual reports. Primary data on labour turnover and retention factors was collected from 41 employees across different sections at DOA Ukhahlamba District by means of a questionnaire survey. The data was analysed using statistical methods, including frequency distribution, chi-square test and Pearson product-moment correlation.

The findings have revealed that there is no clear pattern of turnover trends at DOA and DPSA, and DOA percentage turnover figures are low in comparison with those of the DPSA. In terms of organizational-specific factors, the top three primary turnover factors were identified, namely: a) communication within the organisation, b) leadership and the organisation and participation in decision making. The research results further revealed that communication within the organization had a significant impact with regard to race, but division, location, and grades did not. With regard to the external factors, research results identified the following most important external labour turnover factors arranged according to their importance, namely: lack of availability and quality of health care services and infrastructural development; lack of available sport and recreation facilities; crime in the area and people living in the neighbourhood; lack of educational opportunities available for the family, and geographic location of place of employment. The findings further revealed the top three retention factors, were strongly significantly correlated to each other, namely: resource availability, use of discretion in handling customer complaints, and the impact of the job on society. These are positively related to intention to stay. The implications these results to the management would require the review of the organisational Human Resource Management Policy and the introduction of Attraction and Retention Policy because at present its is non existence at DOA Eastern Cape.

Research limitations: the study did not fully explore ethnicity when analysing the communication within the organisation as a labour turnover factor despite having an organisation that is diverse in nature, future academic research should focus more on labour turnover at management level and moderating variables to external labour turnover factors as there is little research done in this area. The factors identified for labour turnover and retention should be treated with caution as it may not be applicable to all sector Departments in the Eastern Cape and may be limited to Ukhahlamba District due to its geographic location.

This study will contribute to the body of knowledge as it will serve as a guide to Eastern Cape DOA and other sector Departments in choosing factors to consider when designing their retention strategy in order to reduce labour turnover. To the academic researchers, the first three primary retention factors identified in the survey have not been seen before, grouped and rated amongst the top three retention factors which therefore means that the management support becomes more important than looking more on salary package as the first priority factor as revealed by most of the research literature consulted (Gustafson, 2002; Mobley, 1982; Mobley, 1979; Herzberg, 2003). This shows that labour turnover and retention factors will not be the same to all organisations, the location of the business and surrounding environment should be considered carefully when designing the appropriate policy and retention strategy of the organisation.

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LIST OF ACRONYMS

CIPD	Chartered Institute of Professional Development
DOA	Department of Agriculture
DPSA	Department of Public Service and Administration
ECPA	Eastern Cape Provincial Administration
HR	Human Resources
HRD	Human Resource Development
MBA	Master of Business Administration
OSD	Occupation Salary Dispensation
PE	Permanent Establishment
PDP	Personal Development Plans
PMDS	Performance Management Development System
RIBS	Rhodes Investec Business School
SMS	Senior Management Services
WHO	World Health Organization
US	United States
UK	United Kingdom

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Chapter 1: Introduction

1.1 Introduction

Labour turnover has increased in recent years in various organizations throughout the world due to changes in demand and supply in the labour market as a result of competition for scarce skill resources (Sutherland and Jordaan, 2004). A scarce skill resource refers to those skills that are in short supply but in high demand within organizations and within the economies of countries (ECPA, 2006). The scarce skill category includes doctors, nurses, accountants, and engineers. Organizations compete with each other for scarce skills. In the case of South Africa (SA), empirical evidence has shown that labour turnover in recent years has increased: according to a P-E Corporate services survey in South Africa, from 7% in 1994 to 14% in 2001 (Sutherland and Jordaan, 2004). Compared to SA, the United Kingdom (UK) had much higher turnover levels, according to a survey conducted in 2006 (CIPD, 2006). In UK private sector organizations had 22% while the Public sector had an average turnover rate of 13.3% (CIPD, 2006). Underlying reasons that cause labour turnover increases in both SA and UK are demographic changes, globalization, and trade liberalization which occurred in the 1990's and led to migration of skilled personnel from SA to countries like UK, the United States (US), Canada, New Zealand, and Australia (Gustafson, 2002). In the case of SA this was further perpetuated by the introduction of the new Labour Relations Act of 1995 that introduced affirmative action and equity policies, which led to an exodus of staff, especially nurses and doctors in the health sector and other professionals, such as engineers and accountants, from other sectors (Nel, Van Dyk, Haasbroek, Schultz, Sono and Werner, 2006).

Labour turnover is a widely researched topic and studies have shown that there are a number of factors that influence people to leave organizations (Mobley, 1982a). Some of these factors are internal, while others are external to the organization (Riggs and Rantz, 2001). These will be discussed in detail in the literature review. These factors differ from one organization to another and, within organizations, differences can also be found between various 'branches' or 'sectors' of the organization (located in different regions) (Riggs and Rantz, 2001). In identifying the causes of labour turnover, exit interview data becomes important for investigating the reasons why people leave (Capko, 2001). Exit interview data alone is not sufficient to find out about all factors relating to labour turnover: it must be supplemented with follow-up interviews. In this case the challenge is to locate

respondents so that they can participate in such interviews (Mobley, 1979; Lawler 111, Pringle, Branham, and Cornelius, 2008).

Lawler 111 *et al.* (2008) has argued that the problem of labour turnover can be mitigated by hiring an independent consultant to conduct surveys, to make use of exit interview data, and to refer to empirical research and experience gained from other organizations. Evidence has shown this to be a success in the Sambian case study (Lawler 111 *et al.*, 2008). The emphasis on previous survey research has triggered an initiative to undertake a similar kind of study in the Eastern Cape Department of Agriculture (DOA). The findings at provincial level have shown that the percentage vacancy rate is between 10% and 20% at Senior Management level (ECPA, 2006). In the Eastern Cape Provincial Administration office, the high percentage vacancy rates at the Senior Management Services (SMS) level in various sectors are as follows: Health 74.2%; Public Works 60%; Education 53%; Housing 51%; Office of the Premier 43%; Sport 36%; Safety 33%; Economic Affairs 32%; Treasury 32%, and Roads and Transport 25%. Social development and Agriculture are below 20% and 10% respectively (ECPA, 2006:1). It is in this context that attraction and retention strategies have been suggested by ECPA and DPSA to keep staff within the province.

1.2 Importance of the study

Compared to other Departments, the total vacancy rate at DOA, mentioned above, seems not to be a big problem but the spread at regional level is not yet known. The other importance of the study at DOA Ukhahlamba District is the increase in the diverse number of staff employees compared to other Districts which makes it unique. It is in this regard that a survey on labour turnover and retention should be undertaken in order to identify the priority factors that influence the staff to stay or leave the DOA Ukhahlamba District and to recommend an appropriate retention strategy informed by past and current trends, on labour turnover in the public sector. DOA at Ukhahlamba is made up of four Local Municipalities, namely: Senqu, Maletswai, Gariiep and Elundini (see Appendix B for Locality Map). These Local Municipalities consists of small towns, with Senqu (Sterkspruit, Barkley East, Rhodes and Rossuw); Maletswai (Aliwal North and Jamestown); Gariiep (Burgerstop, Venterstad and Steynsburg) and Elundini (Maclear, Ugie and Mt Fletcher). Ukhahlamba District is borderd by Chris Hani, O R Tambo, Alfred Nzo District within the province and outside by Free State Province and Lesotho.

1.3 Context

The DOA believes that the employment of a labour force that is diverse in race, culture and gender, and which broadly reflects the demography of South Africa, can facilitate effective and efficient implementation of the Department's current and future service delivery (DOA, 2007). Although DOA is seeking to recruit skilled and talented employees to address staff shortages and meet employment equity targets in affected districts and thereby to strengthen service delivery, labour turnover remains the biggest challenge. The organization has a problem in retaining competent staff.

Between 2004–2007 the rate of labour turnover increased, but the extent differed among the four districts of the Eastern Cape. Over this period the Ukhahlamba district experienced the highest rate of labour turnover per annum of 40%, followed by Alfred Nzo at 14%, OR Tambo at 10%, and Amathole at 5% (DOA, 2007). These figures of resignations also include transfers but exclude retrenchments. The Ukhahlamba district has a more diverse work force compared to that in all other districts. The staff complement is mainly involved in Operations and Support functions. Operations are made up of the following specialized subsections: Engineering Services, Agricultural Economics, Veterinary Services, Agricultural Researchers, and Extension Services. On the other hand, the Support function is made up of Finance, Human Resource, and Supply Chain staff (DOA, 2007). For these sections to be effective, the services of committed and competent employees are essential to speed up service delivery. The biggest challenge encountered by DOA at Ukhahlamba is to retain skilled and competent staff while at the same time advertising vacant positions caused by labour turnover (DOA, 2007). The high percentage increase in labour turnover at Ukhahlamba District is a worrying factor for district management and for the provincial head office at Bisho. Resignations are the main contributors to delays in service delivery, which leads to under-spending and also to difficulties in reaching set employment equity targets. This situation has created awareness for the need to conduct a survey on staff turnover and retention in Ukhahlamba district, so as to identify the primary causes of this situation and to recommend alternative methods that can be used by the organization to improve the situation. Mitigating measures have been adopted by the DOA to avert labour turnover problems; these will be discussed in the following section.

1.4 Strategies adopted to mitigate high labour turnover at the DOA

The DOA has introduced a number of retention strategies to mitigate labour turnover problems. These include the introduction of an Occupation Salary Dispensation (OSD) for the scarce skills category, as it is difficult to recruit and retain such skilled personnel (ECPA, 2006). The scarce skills strategy has focused on the following disciplines: “agricultural researchers and scientists, science technicians, engineers, planners and economists, policy analysts, chartered accountants, information technology personnel” (ECPA, 2006:7). The challenge with regard to the universal application of OSD across all scarce skills categories is that this policy could defeat initiatives aimed at attracting scarce skills to remote areas where rural development is mostly needed. This argument is consistent with earlier research, which found labour turnover to be greatest in the regional and remote areas, compared to urban areas (Brown, 2006). In addition to OSD benefits, two other factors the area of growth and development opportunities have also been addressed.

Growth and development opportunities have been created for all staff in the following areas: a) a 50% leave to employees on study leave; b) an internal bursary granted to deserving employees as part of career development; and c) an in-service training programme for all staff, which forms part of the Personal Development Plan (PDP) of each staff member (DOA Human Resource Development Policy, 2007). The emphasis of organizational Human Resource Development (HRD) policy is to ensure that HRD programs are aligned with PDPs. The purpose of PDPs is to address areas of training and development identified during performance assessments for all staff from quarterly to Annual assessments (DOA HRD Policy, 2007). These areas of training and development range from short- to long-term. In addition to existing HRD programs, there is also recognition for prior learning for all staff that have relevant experience but do not have matric, so are unable to qualify for university-level education (DOA HRD policy, 2007). These growth and development opportunities which were created to attract the new staff and to retain existing staff were put in place to mitigate labour turnover, but the actual implementation is not as good as it should be. Top management did not give much attention to these policy options and these areas require further attention from the DOA (ECPA, 2006).

Mitigating strategies are not an absolute solution to labour turnover problems. Monitoring and evaluation of policy remains a key factor, as well as a deep understanding of labour turnover and retention dynamics, as published in the literature. Labour turnover and

retention has often been overlooked by many in the organization. There is a tendency to seek quick-fix solutions to the problem of labour turnover and also to think that salary level is the main problem that causes people to leave. Empirical research has, however, shown that salary is not the only cause of labour turnover; a combination of other factors is also responsible (McQueen, 2004). An overview of the situation relating to labour turnover is given below to highlight some of the areas where empirical research on labour turnover and retention has been conducted by various authors. Details will be covered in the literature review in chapter 2.

1.5 Labour turnover overview

It is important to get a better understanding of the causes of labour turnover. This allows for a careful analysis of actions that can be taken to minimize increased labour turnover (Loquercio, 2006).

A variety of turnover factors can force an employee to leave the organization permanently or temporarily (Winterton, 2004). The factors that influence turnover cannot be completely eradicated because structural problems in the South African economy and a high shortage of skilled personnel in certain occupational categories especially in the fields of engineering, management, accountancy and scientific research all lead to a high mobility of people with these scarce skills (Carmeli and Weisberg, 2006). Nevertheless, it is important to look at processes that lead to resignations. Empirical research has shown that voluntary labour turnover undergoes various stages of a separation process, before it reaches the final stage of resignation (Winterton, 2004). A study of the process of separation becomes central to the understanding of labour turnover, particularly with respect to existing employees, because this reveals the intentions to quit before the actual resignation takes place (Winterton, 2004). The above process involves observations of behavioural changes of employees through close supervision of their work. In such cases, a performance management system can be used to assess the performance of individuals.

Previous research has shown that turnover intentions across various professional groups differ and therefore suggest that occupational categories should also be taken into consideration when conducting research on this topic (Carmeli and Weisberg, 2006). To attract and retain employees, retention factors, which 'pull' employees into the organization, have been widely researched (Mobley, 1982a; Ramlall, 2003) and are described in detail in Chapter 2. In addition to retention factors a number of management factors such as quality

supervision of employees and effective implementation of performance management are also critical to employee retention (Cook and Jagers, 2005). Although ‘pulling’ employees inside the organization can help to reduce labour turnover, priority should be given to the functions that relate to the scarce-skill category and to redesigning the jobs of such workers. Given the context of this research, a discussion on the problem should be useful for identifying factors that influence labour turnover.

1.6 Research problem

Labour turnover is particularly acute at Ukhahlamba district compared to the situation in other districts (Bat, 2007). The Human Resource function has noted an increase in the number of resignations and, in particular, applications for lateral transfers to other districts in the same job position. In cases where the transfer application has been declined, the same incumbent often applies for the same position in another district or local municipality or another province. The present research project will seek to provide answers as to why labour turnover is high at Ukhahlamba and find out which factors can best describe the causes of labour turnover in this district. Before answering these questions it is necessary to first outline the overall aim of this research.

1.7 Goal of the research

The goal of the research is to identify priority labour turnover and retention factors in the Eastern Cape Department of Agriculture at Ukhahlamba District. The research will look at the turnover trends and identify primary and external turnover factors and primary retention factors in the Eastern Cape DOA at Ukhahlamba district. The relationship between these factors will be scrutinized in order to arrive at the main causes of labour turnover in the organization. Results of such investigations will form a basis for recommending attraction and retention strategy to be used by Provincial DOA.

1.8 Structure of the report

The structure of the report includes introduction, literature review, research methodology, research results, discussion, conclusion and recommendations.

- The introduction: gives a general overview of labour turnover and retention and on operational issues to DOA Ukhahlamba District;
- Literature review: gives an in-depth analysis and understanding of theoretical concepts of labour turnover and retention backed by supporting evidence both on turnover and retention factors and effects of labour turnover;

- Research methodology: explain the methods used in collection and analysis of data;
- Research results: present the findings of the research in the form of graphs, tables and figures;
- Discussion, conclusion and recommendations to management and future areas of research: gives synopsis of the research in arriving at conclusion and make recommendation.

Chapter 2: Literature review

2.1 Introduction

The objective of this chapter is to review the theory and empirical research previously conducted on labour turnover and retention. This will enable a better understanding of factors that influence employees with respect to leaving or staying in the organization.

The following sections will be covered in this chapter:

- a) Definition of labour turnover and retention;
- b) Consequences of labour turnover;
- c) Demographic factors and labour turnover;
- d) Factors that influence the decision on whether to stay or leave, and e) managing turnover and retention.

2.2 Definition of labour turnover and retention

Because they are interlinked, the terms 'labour turnover' and 'labour retention' are commonly used in employee labour turnover research, when identifying causes and ways of reducing labour turnover. These two terms therefore need to be clearly defined before investigating the consequences of labour turnover.

Labour turnover

Labour turnover can be defined in various ways. A strict definition refers to the termination of the contract between the employee and the organization, through resignation or death, retrenchment, dismissal, or retirement (Winterton, 2004). A broad definition of labour turnover refers to the movement of workers, either through transfers or terminations of contracts (Brown, 2006). Labour turnover can be defined as "the rate at which workers move into (hiring) and out (separation) of the employment over a period of time" (Ramlall, 2003:64). It is expressed as a percentage number of employees leaving a plant or industry during a certain time period over the average number of employees in the plant or industry during the same period (Ramlall, 2003). Labour turnover can be initiated by individuals as a result of personal circumstances (often linked to family problems), or work-related issues (Mobley, 1982b). On the other hand, it can be initiated by the employer for various reasons such as behavioural problems which lead to dismissal, or retrenchment as a result of a change in the economic situation (Loquercio, 2006). Research has shown that labour turnover is positively related to changes in the economy, which may necessitate

restructuring within an organization as the only tool that can be used to keep the organization competitive (Mobley, 1982b). Labour turnover can be reduced to a minimum level through implementing retention strategies, but such strategies cannot completely halt turnover. According to Mobley, Griffeth, Hand and Meglino (1979), labour turnover is a process which is preceded by intention to quit. Turnover intention refers to the subjective “estimation of an individual regarding the probability that she/he will be leaving the organization she/he works for in the near future” (Carmeli and Weisberg, 2006:194). Signs of intention to quit must be taken seriously.

Labour turnover can be further categorized as voluntary or involuntary (Gupta-Sunderji, 2004; Loquercio, 2006). Involuntary labour turnover occurs as a result of deaths, retrenchments and retirements and is beyond the control of the organization (Winterton, 2004). Increased voluntary labour turnover in recent years, in South Africa and globally, has occurred as a result of resignations and is caused by internal, external, and management factors that influence decisions of employees on whether to stay or to leave organizations (Mobley, 1982a; Winterton, 2004). Voluntary turnover causes more instability to the organization as recruitment, selection induction and training processes need to take place to prepare new incumbents for new jobs (CIPD, 2006). This research study therefore focuses mainly on voluntary labour turnover and retention, since both can be managed by the organization. These factors will be covered in the survey and are often called ‘push’ and ‘pull’ factors. The Eastern Cape DOA is experiencing a voluntary labour turnover problem, which is also problematic in many other organizations (Winterton, 2004). In addition to examining various ways of defining labour turnover, the broad definition of labour turnover will be used throughout this research. Given the manner in which previous data was collected and described, the term is appropriate when describing the situation in the DOA.

Labour Retention

Labour Retention can be defined as a “systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs” (Workforce Planning for Wisconsin State Government, 2005:2). These policies and human resource practices include recruitment and selection, induction programs, training and mentoring, and reward and recognition of employees with respect to existing and new employees of the organization. Top management support is required to ensure effective implementation of these policies (Department of Social Development, 2008). Labour retention has never been easy, even if the organizational

policies are good, but specific reference should be made to specific categories of employees that should be retained if regarded as critical for effective functioning of the organization. The disadvantage with this approach is that it diminishes team spirit within the organization in the long term because employees in other categories will be regarded as less important to the organization (ECPA, 2006). Organizations should pay attention to labour turnover and retention to minimize disturbances in the functioning of the organization, which could lead to poor service delivery in the public sector, and a loss of revenue in the private sector. The consequences of labour turnover can be huge and can cost the organization a large amount of money. This will be discussed in detail in the next section.

2.3 Consequences of labour turnover

The consequences of labour turnover include costs and benefits. The cost of labour turnover is high and includes administration costs relating to resignation, recruitment, selection, acting allowances, induction, and training and development (Mobley, 1982a; CIPD, 2006). Replacement costs are also high as new employees require further training (CIPD, 2006). Khatri, Budwar and Fern (1999) and McQueen (2004) argued that voluntary turnover is a general problem to all companies and has a negative impact on productivity as the new employee has to acclimatise to the new environment. This research does not, however, indicate the degree to which loss of productivity differs according to the experience that the new employee has acquired and his/her familiarity to the new company's environment: some people can adapt easily, while others take time to adapt.

McQueen (2004) further argued that remaining staff are affected by the loss of former employees but does not indicate which employees are mostly affected. Recent findings (Mobley, 1982b and ECDA, 2006) indicate that the morale of fellow workers will deteriorate and work pressure increase if it takes a long time to fill a vacant post. The same authors also found that Human Resource (HR) personnel also experience stress when conducting exit interviews and updating files. Given the fact that labour turnover costs are high, it is better for the organization to conduct periodic evaluations of the status of the labour turnover rate in order to minimize costs and to avoid losing critical skills relating to experience and knowledge (Mobley, 1982a). A 'critical skills employee' refers to the employee whose skills are scarce within the organization and the country (ECPA, 2006).

Research by Meiring (2004) has shown that a limit of 10% per annum of staff turnover is acceptable, but when turnover rises above this level, employers should take action due to

the high cost of replacing new employees. The theory on cost of labour turnover has been found to be real by many researchers, but there is no agreement about acceptable levels. This can be further substantiated by results of a case study on 64 hotels in Australia that revealed an “annual cost of labour turnover costs of \$49m equates to 19.5% of the 64 surveyed hotels’ total pay roll costs (\$250m) which is regarded to be too high”(Brown, 2006). This study clearly showed that labour turnover costs were higher in some organizations than in others but this depended on the location of the companies. In cases where companies have regional bases operating in remote areas where economic infrastructure is less developed, labour turnover costs can be high.

Mobley (1982b) argued that labour turnover is beneficial to the organization when poor performers leave the organization, whilst good performers stay. On the other hand, such changes also represent a loss to the organization due to expenses associated with recruiting, placing, training and development. It can be further argued that poor performers can sometimes perform well if placed in different sites and managed by different supervisors (Carmeli and Weisberg, 2006). There is a perception (sometimes called ‘wishful thinking’) that the organization benefits from the departure of poor performers. The reality is that this does not always happen. The table below (adapted from Mobley, 1982b) summarises possible positive and negative consequences of labour turnover.

Negative and Positive consequences of Employee turnover

Organization	Individual (leavers)	Individual (stayers)
Possible negative consequences: <ul style="list-style-type: none"> • Loss of high performers • Costs (recruiting, selection, training) • Productivity loss during replacement and training • Disruption of communication structure 	<ul style="list-style-type: none"> • Disruption of family & social support systems • Transition-related stress • “Grass is greener” phenomenon and subsequent disillusionment 	<ul style="list-style-type: none"> • Loss of functionally-valued co-workers • Increased workload during, and immediately after, the search for replacement • Decreased satisfaction and commitment • Decreased cohesion
Possible positive consequences: <ul style="list-style-type: none"> • Infusion of new knowledge through replacement • Increased satisfaction among stayers • Increased internal mobility opportunities • Displacement of poor performers 	<ul style="list-style-type: none"> • Increased earnings • Career advancement • Self development • Renewed stimulation in new environment 	<ul style="list-style-type: none"> • Increased internal mobility opportunities • Increased satisfaction • Increased cohesion • Increased commitment

Source: Adapted from Mobley 1982b:113

It is important to take proactive steps to minimize the costs of labour turnover in cases where trends have shown a steady increase in turnover as opposed to being reactive when an employee has indicated his or her intention to leave the organization. The consequences of labour turnover are unavoidable and it is advisable to act rapidly in order to minimize the damage.

2.4 Demographic factors and labour turnover

There are a number of demographic factors that have an influence on labour turnover but their level of importance differs. The emphasis in the present study will be on the six factors on which most research has been focused, namely:

- 1) Age,
- 2) Gender,
- 3) Race,
- 4) Length of service and work experience,
- 5) Education, and
- 6) Marital status.

2.4.1 Age

Turnover rates tend to be high in younger employees who have recently joined organizations, compared to older employees who tend to stay in organizations for longer periods (Mobley, 1982a). Younger employees have mobile skills and are interested in challenging work and highly paid jobs, which makes it easier for them to move from one organization to another. The reason for older employees staying longer relates to family stability and being satisfied to remain in one position (Ramlall, 2003). According to research on specialized skills, labour turnover levels of middle-aged employees are likely to be less than those of younger generations (Ahuja, Chudaba, Kacmar, McKnight, and George, 2007; Arthur, 1981). Skills mobility in the younger generation and expectations of higher salaries are the main driving forces prompting these workers to leave. Consequently, the majority of companies in the private sector are looking for people who have more experience in a particular job, so as to avoid training and development costs for new trainees (Mobley, 1982a). In mitigating labour turnover for both younger and older age groups, the Human Resources (HR) policies must be reviewed and aim to have a mix of more older skilled employees than young employees; alternatively, it is advantageous to have succession planning in place (Behery, 2008).

2.4.2 Gender

In recent years, gender sensitivity has become more prominent in the workplace environment compared to the previous situation when men were expected to work while their spouses stayed at home. The introduction of affirmative action and employment equity policies has recently created an interest in Human Resources research on this topic to assess the impact of these policies (DPSA Retention Guide, 2006). According to Mobley (1982a), empirical research did not indicate any relationship between gender and turnover. This contradicts an earlier study on male and female employees in Japan's manufacturing industries, in which labour turnover was found to be higher in females than in males (Mobley *et al.*, 1979). Recent research on women administrators in higher education, however, corroborated earlier research which revealed the effect of work policies and practices on voluntary turnover. Results have shown that conflict with supervisors, inadequate advancement opportunities, and incompatible work schedules are the main factors contributing to labour turnover of women employees (Victoria, 2008). The limitation of this research was that it only focused to women, not on both genders, and therefore no conclusions can be drawn from such results. To mitigate the turnover for women employees it is necessary for employment equity targets to be set to all levels and monitoring and evaluation, by the responsible division, to take place annually (Nel *et al.*, 2006). This would require top management support. The implementation of employment equity policies has got its own challenges because male counterparts may be aggrieved and this can lead to subordination in many ways. The best way to mitigate this situation is to empower women employees by requiring them to undergo a competency test and to design a training program that will address weaknesses in skills and build confidence, especially at top management positions (DPSA Retention Guide, 2006).

The turnover rate has not been significantly different between gender groups in the Public sector where these policies are in place, in the past four years and there is no empirical evidence to indicate that the effective monitoring of these policies had an effect (DPSA Annual Report, 2007). This is another area of research that needs to be explored further in the near future.

2.4.3 Race

In today's environment, organizations embrace cultural diversity in the work place to draw different experiences and skills from different racial groups so as to serve different markets and customers with diverse cultures and needs (Nel *et al.*, 2006). This is important from the

organizational point of view as products will go quicker from the shelves and it will also speed up service delivery in the Public sector. The diverse skills that are needed by the organization can be short-lived by the problems of labour turnover. Racial minority groups can find it difficult to work with their counterparts, due to racial domination of one group by another. A recent case study on diversity conducted in USA firms examined how diversity and isolation by race affected different groups. The results did not indicate any consistent evidence to link “diversity itself with increased turnover but revealed that isolation from co-workers and from customers was associated with high labour turnover” (Leonard and Levine, 2006:1). The relationship between co-workers may not be as good as it should be and that may have a negative impact on customer service. This can be mitigated by organizing diversity management courses or workshops (Nel *et al.*, 2006).

2.4.4 Length of service and work experience

According to Mobley (1982a:97), “length of service is regarded as the best predictor of labour turnover”. Empirical evidence has shown that turnover is significantly high in newly-employed workers and most employees tend to leave within three years of service (Mobley, 1982a). A number of reasons can be attributed to this but unfulfilled job expectations and the culture of the organization are the main causes of turnover (Winterton, 2004).

Labour turnover becomes a problem when negative effects occur as a result of employees leaving the organization after a long period making his/her service unavailable to the organization (Mobley, 1982b). The longer the employee stays in the organization, the greater the accumulation of experience as a result of training and development. Losing such an employee is a loss to the organization. The recognition of length of service of employees working in the organization is beneficial to the organization and its employees. Research has shown that morale of existing staff is boosted and labour turnover reduced if recruitment and selection policies are designed to give priority to existing (‘internal’) employees when an internal post is advertised, provided that the necessary requirements for the post are met and that the particular skill is available within the organization (Buck and Watson, 2002). On the other hand, the internal consideration of candidates does not bring new knowledge and new experience into the organization and, if overdone, sometimes creates factionalism and, consequently, poor service delivery in the public service (DPSA Retention Guide, 2006). The decline in morale of existing long serving staff members can be caused by overlooking potential candidates within the organization, hence leading to subordination by long-term serving members (Buck and Watson, 2002). This has been found

to be the case within provincial government departments and local government where inexperienced and less qualified staff get higher posts and this has contributed to government failures and poor service delivery (DPSA Retention Guide, 2006).

With regard to length of experience, recent findings have shown that more experienced employees do not tend to leave their current jobs at an early stage, compared to less experienced employees. This was evident in the results of research conducted in industrial warehouse employees in the USA, which showed that experienced employees stayed longer because of being accustomed to the environment, compared to the situation relating to less experienced employees, regardless of the size of the warehouse (Min, 2007). Contrary to these findings, empirical evidence collected from sheriff-operated jails has also shown that experienced staff do not always stay longer in one job but this depends on rank: the higher the rank the less likely the employees stay, depending on their qualifications (Price, Kiekbusch and Theis, 2007).

2.4.5 Education

According to Mobley (1982a), education level is not a good predictor of labour turnover and previous research has not indicated any clear relationship between education and turnover. Recent research, conducted in high-tech firms in the USA to determine the tendency of overqualified employees to leave, has shown that “overqualified workers are more active job searchers, and lend support to the matching theory that over-qualification is sub-optimal from the worker’s perspective” (Wald, 2005:140). Depending on the nature of the qualification and experience accumulated in a particular field, it has been found that the more qualifications a person get the greater his/her mobility. If there are no opportunities for upward movement within an organization, this leads to a search for higher posts in other organizations (Mensah and Alemna, 1997). This is consistent with research (conducted at Suffolk University, USA) on computer specialists in which it was also revealed that higher education levels were positively related to mobility (Arthur, 1981). Mensah and Alemna (1997) further revealed that the research, conducted for the Library Board, among graduate professionals in Public libraries in Ghana revealed higher turnovers of graduate professionals compared to that of support staff (which included administration workers). Further examination was also done in a food service operation firm in the USA and results showed a negative relationship between educational level of employees and their satisfaction with recognition (Feinstein, 2000). This means that the more employees gained qualifications the more their value decreased. The implications of this research to

management, is that enrolling staff in courses in order to gain higher qualifications and to recognize their contribution does not necessarily lead to job satisfaction and can represent a cost to the organization because not all jobs in food services require higher qualification levels.

In short, the findings of the above research emphasized the importance of assessing skilled employees as opposed to non-skilled employees in terms of their contribution to labour turnover. It should be noted that there is no general consensus on this topic since, in some sectors; certain jobs do not necessarily require highly qualified people.

2.4.6 Marital status

In a working environment employees have to disclose their marital status, whether single or married, as this relates to tax rebates and other benefits. It is also useful when conducting research on staff turnover and retention. Empirical evidence has shown that single employees have high turnover rates compared to those of married people (Mobley *et al.*, 1979). The underlying factor relates to family responsibilities of married people, whose final decisions are influenced by partners, while in the case of a single person the final decision is made by him/herself.

In conclusion, empirical research on labour turnover and retention has shown no consistency of turnover in terms of demographic variables, but has indicated some problem areas that require attention. This discussion leads to the main section of the present work, which identifies the main priority factors that influence the decision on whether to leave or to stay.

2.5 Factors that influence the decision to leave an organization

There are two main categories of factors that influence the decision to leave or stay, namely: 'push' and 'pull' factors (Loquercio, 2006). Push factors "involve a force which acts to drive people away from the work place and the Pull factor is what draws them to a new location" (Rosenberg, 2010:1). The objective of this section is to analyse Push factors with regard to their influence on the decision to leave.

2.5.1 Push factors

Push factors are those factors that influence the employee's decision to leave the organization due to unhappiness in the current job (Winterton, 2004). These factors vary

from one person to another while, within the organization, a combination of other factors is possible. There are many factors that influence an employee to leave but for the purpose of the present study the focus will be on three main factors, namely:

- 1) Organizational hard and soft factors,
- 2) Economic factors, and
- 3) Individual factors.

2.5.1.1 Organizational hard and soft factors

There are three factors identified in this section that will be discussed, namely:

- 1) Bureaucratic structure,
- 2) Communication within the organization, and
- 3) Organizational policies.

2.5.1.1.1 Bureaucratic structure and red tape in the organization

Bureaucratic organization refers to organization that has many lines of reporting and a typical example is the matrix structure, which is commonly found in the public sector. Organizations that have bureaucratic structures tend to have problems in managing their employees effectively due to growth in lines of reporting which leads to a weakening of communication. In the long term, this can lead to higher labour turnover, an observation that is supported by evidence from a study conducted in public libraries of Ghana which revealed high turnover among professionals within a bureaucratic structure (Mensah and Alemna, 1997). These results indicated that the adoption of innovation and creativity was low and led to frustration amongst employees in the organization which had strong a bureaucratic structure. Bureaucratic structures are associated with rigid rules, which sometimes discourage innovation and creativity (Riggs and Rantz, 2001). Similar findings were also obtained from research into nursing homes where it was found that operating procedures under bureaucratic structure tend to derail creativity and innovation (Riggs and Rantz, 2001). Both studies failed to show which categories of professionals are mostly affected. In an open environment, in which today's organizations often operate, a flexible approach is appropriate for allowing full participation of employees in decision making (Riggs and Rantz, 2001).

2.5.1.1.2 **Communication problems within organizations**

Communication refers to the process of “exchange of information, facts, ideas and meaning” (Quinn, Faerman, Thomson, and McGrath, 1996:61). Communication problems within organizations can be classified in two ways, namely: 1) Organizational and 2) Personal communication with supervisors. Within organizations, a lack of shared vision, mission and organizational goals becomes problematic because it leads to poor achievement of organizational objectives. Communication is essential for effective management of business activities of the organization. An organization that does not communicate its vision, mission and strategic goals to its employees is doomed to fail (Cook and Jagers, 2005). Large organizations usually encounter communication problems because of bureaucratic structures or red tape (McQueen, 2004). Personal communication problems occur between supervisors and subordinates and if there is poor communication between the two then works is affected. Communication is a skill that a leader or manager should have, to be able to interact with employees and the absence of such skills adversely affects employer-employee relations (Gupta-Sunderji, 2004). The management style of the supervisor becomes essential in reinforcing the organizational culture. The supervisor that communicates well with his/her staff gets things done easily within the organization. According to Capko (2001) and Price, Kiekbusch and Theis (2007) communication becomes ineffective in an organization when the following key factors are not carefully considered: a) communication facilities such as telephone, faxes, internet connections and e-mail, b) communication skills of supervisors and managers, c) provision of feedback to employees, and d) ability to interact with, and engage, employees on organizational issues.

To understand communication problem within organizations, a diagnosis of communication processes is essential. Ineffective communication leads to labour turnover because employees are not kept informed on what is happening in the organization by the management or immediate supervisors. This is supported by the evidence of research conducted into the hospitality industry, reported by the US Bureau of Labour Statistics, which cited communication problems amongst the top five turnover factors relating to hospitality employees (Gustafson, 2002). Communication is the key in managing change in organizations but this can be complemented by management style, listening skills and interpersonal skills (Gupta-Sunderji, 2004). There is a direct link between organizational culture and communication (Carmeli, 2004). The effectiveness of communication within the organization makes it easier for the employer to reinforce organizational culture and effect changes when the need arises.

2.5.1.1.3 **Organizational culture and behaviour**

Every organization has its own way of doing things built into its service charter, code of good practice, or constitution that is often referred to as the organizational culture. There are many ways of defining organizational culture and behaviour and there is no single definition that has been universally accepted. The organizational culture refers to beliefs, values, norms and expected behaviour shared by people within the organization. These are used to pursue organizational goals (Hill and Jones, 2001) and also include processes and red tape within the organization. Organizational behaviour “refers to the study and application of knowledge about how people, individuals, and groups act in organizations” (Davis, 1993:1). Organizational culture and behaviour are interlinked in a way that reinforces discipline at work so as to meet scheduled times of work completion.

It is important for new employees to know about the organizational culture and behaviour of their new place of employment. If the expectations and beliefs of such employees are in conflict with those of the organizational culture and behaviour, they are unlikely to stay in their jobs. In such cases the turnover rate of new employees tends to be higher than that of long-serving employees (Cook and Jagers, 2005). Empirical evidence from research conducted in the USA retail industry has shown that company culture and values have a significant influence on labour turnover (Booth and Hamer, 2006). The influence of organizational culture on labour turnover can be attributed to the strength of the organizational culture: in a weak culture, labour turnover tends to be high while a strong culture diminishes labour turnover (Dileep, 2006). Strong organizational culture “occurs where staff respond to stimuli because of their alignment to organizational values, while a weak organizational culture occurs where there is little alignment with organizational values and control must be exercised through extensive procedures and bureaucracy”(Dileep, 2006:1). A weak organizational culture has a similar impact to a lack of interest and motivation of employees at work because it leads to job dissatisfaction, stress, absenteeism and high labour turnover of strong performers (Dileep, 2006). With regard to job performance in a strong organisational culture, weak performers and strong performers have different labour turnover rates. These results have linked higher turnover rates to weak performers than to strong performers in a culture emphasizing task values, with strong performers staying longer before they form the intention to quit (Sheridan, 1992). A strong organizational culture is essential for reducing labour turnover but today’s environment must be taken into consideration in dealing with labour turnover since most organizations are operating in an open system.

2.5.1.1.4 **Organizational policies**

Organizational policies include recruitment and selection, attraction and retention, Human Resource Development (HRD), employment equity, and the Performance Management System (PMS). The way in which such policies are implemented can contribute to labour turnover, especially if policies are lenient to a certain racial group without taking the diversity of the staff component into consideration (Nel *et al.*, 2006). The findings of research conducted into a US organization have shown that the implementation of affirmative action policy has led to a high turnover of females as compared to that of males (Mobley, 1982a). In contrast to similar research conducted into public sector employees in South Africa, the results indicated that employment equity plans and women empowerment initiatives discouraged upward mobility amongst males employees in managerial positions and thus led to higher turnover amongst male employees compared to that of their female counterparts (ECPA, 2006; Nel *et al.*, 2006).

2.5.1.2 **Leadership and Management dimension**

The objective of this section is to identify three factors that influence people to leave. There is a difference between leadership and management. Leadership inspires confidence and gives support to its employees, while management ensures compliance to rules and norms of the organization. “Leader creates vision while the manager implements the vision” (Dubrin, 2001:5). It is important to know about leadership and management roles and their links to labour turnover, because labour turnover is a managerial issue that requires more attention because of negative consequences that can be created the organization. There are three important factors under the leadership and management dimension that need to be examined and which have a significant impact on labour turnover, namely:

- 1) Lack of participative decision making,
- 2) Lack of leadership and management support, and
- 3) Treatment of staff by those in leadership positions.

2.5.1.2.1 **Lack of participative decision making in the organization**

Participative decision making refers to the involvement of employees in strategic issues that affect the organization and keep them informed of any changes that affect the organization and themselves (Nel *et al.*, 2006). Research has shown that an organization that promotes creativity and innovation and ease of communication at various levels, encourages employees to stay longer in the organization thus reducing labour turnover (Carmeli, 2004 and Cook and Jagers, 2005). Effective communication and active participation in decision

making encourages people to stay, but this depends on whether the organization is centralized or decentralized. In a centralized organization there is less employee participation in decision making, which leads to higher turnover (Mobley, 1982b).

2.5.1.2.2 Lack of leadership and management support in the organization

According to Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades, (2002:566) leadership and management support is “defined as the degree to which employees form impressions that their superiors care about their well-being, value their contributions, and are generally supportive”. The support that is needed from leadership and management within the organization includes tangible and intangible support to employees. Tangible support needed by employees includes the provision of working tools such as office equipment and office furniture, while intangible support includes good supervision, motivation, and appreciation for good work done (Capko, 2001). The absence of tangible support results in an increase in labour turnover as new employees feel unwelcome in the organization due to a lack of resources to execute his/her work. This leads to job dissatisfaction and also affects the performance of the employees (Scott, Gravelled, Simoens, Bojke and Sibbald, 2006).

2.5.1.2.3 Treatment of staff by those in leadership positions

Treatment of staff by those in leadership positions can be detrimental, sometimes resulting in ineffective implementation of organizational policy and conflict between employees and supervisors. The use of a performance management system can be used to discipline employees and/or as a future developmental tool for staff (Nel *et al.*, 2006). Ongori (2007) emphasized that poor personnel policy, recruitment policies, and poor grievance handling resulted in high labour turnover. Unacceptable treatment of staff by supervisors and those in leadership positions leads to labour turnover when the quality of supervision becomes bad in certain sections or divisions (Victoria, 2008). This observation has also been supported by earlier research which linked voluntary turnover with conflict with supervisors (Mobley, 1982b). Such conflicts can arise during assessments for performance bonuses or it can result from personal conflicts that are not work-related but affect relationships at work. The relationship between an employee and a supervisor is vital for the achievement of organizational goals and when such relationships weaken due to a lack of trust then job dissatisfaction, stress and absenteeism start to develop, which will ultimately lead to turnover (Dileep, 2006).

2.5.1.3 Economic dimension

The economic dimension involves compensation of employees and this can be in the form of cash benefits or non-cash benefits. Compensation of employees and impact on labour turnover will be examined in this section. Studies conducted will be critically analysed to determine the influence of compensation of employees in relation to labour turnover.

2.5.1.3.1 Compensation

According to Heathfield (2010:1) compensation is defined as “the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required. It also includes monetary payments such as bonuses, recognition rewards and checks, and sales commission and non-monetary payments such as a company-paid car, company-paid housing”. Various studies have been conducted on compensation and its relationship with turnover and the results were positive. Mobley (1982a) has revealed that there is a strong relationship between labour turnover rate and compensation, but a combination of other variables should also be examined. Lower salaries also contribute to high labour turnover as many people cannot afford to meet all the demands associated with their current living standards, but this alone does not necessary lead to high turnover. Research has shown, however, that low-paying industries are adversely affected by high turnover (McQueen, 2004). Arguments put forward by Gustafson (2002) support the results of studies on private clubs in the USA, which linked low compensation to high turnover. If correctly implemented, linking rewards to performance has been shown to reduce labour turnover and to contribute towards the commitment of employees to organizations (Huang, Lawler and Lei, 2007). Adidam (2006) found lower turnover rates in companies that assigned individual targets to their staff. This is consistent with earlier research, conducted in the manufacturing industry, where turnover was found to be highest in low-paying industries.

With regard to salary pay structures and incentives, the structuring of the salary package requires the attention of employers. Recent research on compensation has shown that the absence of adequate benefits contributes to labour turnover (Price *et al.*, 2007). Restructuring salary benefits motivates staff but this differs between age groups: older employees appreciate greater benefits while this is not always the case for newly-appointed graduates, who may want to explore opportunities in other organizations, particularly if promotion opportunities are scarce within the organization of their current employment (Numerof, 2004). In conclusion, a lower salary does contribute to the loss of productivity to

the organization if left unattended for a long time and all the literature reviewed has strongly linked poor compensation with labour turnover.

2.5.1.4 Individual

Amongst a number of factors that influence employees to leave, research has shown that labour turnover is also linked to stress, tension and conflict in the job and lack of career development.

2.5.1.4.1 Lack of career development

In some organizations career development is a neglected area and this was confirmed by research on nurses in Australia. Results indicated that a lack of career development within the organization was the main factor that resulted in high turnover among nurses at management level (Johnstone, 2003).

2.5.1.4.2 Work-related stress, tension and conflict within the job

Stress, tension and conflict are a major problem experienced by most workers and it affects their performance within organizations. Stress is the abnormal reaction that occurs when someone is faced with pressure that is beyond his/her coping ability (Leka, Griffiths and CBE, 2003; McVicar, 2003; Edwards, 2006). There are many factors that cause work-related stress and they vary from one individual to another. These include the following: work overload, repetitive work, long working hours and inflexible work schedules, and job insecurity (Leka *et al.*, 2003; Edwards, 2006). These factors affect the individual and the organization. Empirical evidence has shown that workload, leadership management style, and professional conflict are the main sources of distress to many employees, and can lead to depression, headaches and sleepless nights (McVicar, 2003; Leka *et al.*, 2003). These individual effects are transmitted to the organization in the form of increased leave of absence, poor work performance due to lack of concentration, less work commitment and, ultimately, to high turnover (Leka *et al.*, 2003). In other research, which examined the effect of the balance between work and family conflicts in relation to stress, results indicated that the level of stress to IT employees has increased due to the distance they travel from one service centre to another (Ahuja, Chudoba, Kacmar, McKnight and George, 2007). Recent findings on effects of stress on individuals have been consistent with earlier research which stressed lower performance in individuals (Mobley 1982a). In conclusion, the causes and effects of work-related stress, tension and conflict have not changed over the

years and this confirms that stress should be given adequate attention in the near future by many organizations.

2.6 Factors influencing the decision to stay

2.6.1 Pull factors

This section discusses the factors that influence the decision to stay called 'Pull factors', as defined at the beginning of this section. The focus now will be on the analysis of Pull factors with regard to influence to stay. There are two main factors that will be discussed in this section, namely:

- 1) Job dimension, and
- 2) Hygiene dimension.

These are not the only factors that attract employees to the organization but the focus will be on these two main factors.

2.6.1.1 Job dimension

Full-time employees spend more time at work than with their families at home and, based on this, they expect to be happy at work. The literature has revealed a number of factors that would help to retain employees and will be further discussed in detail in this section, namely:

- 1) Use of discretion in handling customers,
- 2) Challenging work,
- 3) Job engagement,
- 4) Job satisfaction and commitment,
- 5) Impact of their work on society,
- 6) Job knowledge, and
- 7) Multi-tasking.

2.6.1.1.1 Use of discretion in handling customers

The use of discretion in handling customers inspires self confidence in the employee at work, but this has got limits in the way that it is done. Empirical evidence has indicated a positive correlation between increased discretion and responsibility, therefore indicating that HR policies and practices must be designed in such way that will increase employee discretion and responsibility, thereby attracting people to the organization (Buck and Watson, 2002). This evidence corroborates with the latest research which indicates that the use of discretion is more important at managerial level where most of the problems arise. If

managers feel that their contribution is being recognized, this leads to increased motivation and production, thus lowering turnover intentions amongst them (Booth and Hamer, 2006). The disadvantage with the use of discretion is that it may dent the image of the organization if it is wrongly used by people to push their own agendas at the expense of the organization. Codes of conduct can, however, be used to prevent such events from happening. The use of discretion also encourages employees to evaluate their impact on society.

2.6.1.1.2 Challenging work

The majority of hard working employees get discouraged when required to do unchallenging monotonous work for long periods of time. Challenging work increases employee commitment, thus reducing the intention to quit (Brewer, 1996). Empirical research has revealed that skills utilization and encouraging the investment of more effort into tasks results in more knowledgeable employees, who gain experience from challenging work, as well as encouraging them to move to selected jobs of increasing challenge and responsibility (Brewer, 1996; Price *et al.*, 2007). The move to more challenging jobs is closely related to the benefits of getting feedback from performing well in difficult tasks, which is also associated with good rewards. The findings of earlier research on challenging work have been consistent with recent research results, which linked the influence of challenging work with the intention to stay with the employer (Kinnear, 1999; Price *et al.*, 2007). Challenging work does not necessary increase the intention to stay as this also depends on other factors such as competitive salaries and benefits and other job opportunities that become available within the organization (Price *et al.*, 2007). Challenging work can be complementary to job engagement.

2.6.1.1.3 Job engagement

Job engagement refers to positive attitudes displayed by employees towards organizations through showing their enthusiasm and willingness to work to help their organization succeed by providing discretionary effort on a sustainable basis (Markos, 2007). For this to happen, the organization should show a strong sense of purpose, be creative, value respect, and involve each employee in decision making so that their employees can feel trusted, valued and empowered (DeVita, 2007). This also depends on job design and the level of commitment and leadership support shown to employees when encouraging them to stay (Ongori, 2007).

According to Soldati (2007), larger companies are expected to engage more of their employees than is the case for smaller companies and this is attributed to the size of the employers and employees. There is strong evidence suggesting that highly engaged employees stay longer and perform better than less engaged employees (Emmens and Parry, 2006). This evidence is corroborated with similar findings which have revealed a noticeable decline in turnover amongst highly engaged employees (Adidam, 2006). In conclusion, there is strong evidence which correlates high level of engagement with retention.

2.6.1.1.4 Job satisfaction and organizational commitment

A lot of research has been done on job satisfaction and organizational commitment. Empirical evidence, which links the relationship of these two factors to labour retention, will be critically examined. Job satisfaction can be simply described as the state of happiness of the employee in his/her work environment and this can be attributed to a number of factors, namely: the work itself, well-paid jobs, benefits, good relationships with supervisors and co-workers, performance bonuses, challenging work, and growth opportunities (Stanz, 2009; Williams, 2004). Knowledge on job satisfaction relating to current staff is important for assessing the state of morale of employees in relation to intention to quit (Williams, 2004). Knowledge on job satisfaction can be further explained by three theories, namely: a) equity, b) expectancy, and c) content theories (Winterton, 2004). Equity theory proposes links between input, output and reward (Winterton, 2004). Expectancy theory proposes a balance between effort and reward received. Content theory further emphasises adequate rewards for employees to encourage them to stay in the organization. The implication of these theories to the management of the organization is that there is a need for improved working conditions to employees to stay and to discourage job dissatisfaction in the medium and longer term. Job dissatisfaction occurs when the employee shows signs of decline in morale and displays unacceptable behaviour. Organizational commitment is “defined as the strength of the individual’s identification with and involvement in a particular organization and characterised by strong belief in organizational goals and values, willingness to exert considerable effort on behalf of the organization, and desire to maintain organizational membership” (Moblely, 1982a:508). Organizational commitment consists of three components, namely: 1) affective commitment, 2) continuance commitment, and 3) normative commitment (Winterton, 2004). “Affective commitment refers to an employee’s attachment, identification and involvement in the organization. Continuance commitment refers to awareness of costs associated with leaving

the organization. Normative commitment indicates the feeling and obligation to continue working for the same employer” (Winterton, 2004:378).

Empirical evidence has shown that there is a direct relationship between employee turnover and organizational commitment (Mobley, 1982b). The more employees show their commitment to the organization, the lower the labour turnover. According to Abdullah *et al.* (2007), satisfied employees are more committed to their organizations than less satisfied employees. The level of satisfaction is related to the supervisory style, competitive pay, and fringe benefits (Shore and Martin, 1989; Min, 2007). These authors further revealed that committed employees show better performance when their performance is measured: if no performance measurement tools are in place, committed employees become discouraged and this may lead to an intention to quit. The implication to management is to ensure that organizational policies support performance measurement and HR must make sure that performance measurement tools are in place.

Research has shown that when an employee’s personal goals correspond with the values and policies of the organizations, this leads to job satisfaction (Abdullah *et al.*, 2007). Big work loads, poor supervision and lack of support from co-workers lowers an employee’s commitment to the job (Abdullah *et al.*, 2007). The relationship between job satisfaction and affective commitment was further examined between three professional groups and the results have indicated a negative association with turnover intentions (Carmeli and Weisberg, 2006). In an effort to retain staff, the relationship of training and normative commitment was also investigated and results showed a negative correlation between training efforts and normative commitment, i.e. that high level of general training led to decreased motivation of employees to stay in one organization (Buck and Watson, 2002). The emphasis should therefore be on job training as opposed to general training. The empirical evidence suggests that on-job training (as opposed to general training) increases the level of organizational commitment and encourages employees to stay (Benson, 2006). In short, job satisfaction does not always have a direct influence on organizational commitment the tendency of employees to stay. A number of other variables that underlie job satisfaction and organizational commitment must be considered as well before reaching a conclusion. The reality is that a decline in levels of commitment leads to labour turnover and therefore HR polices and practices must be designed in such a way as to attract people and to influence them to stay in the organization.

2.6.1.1.5 Impact of the job on society and people's lives

The impact of a job on society is related to the achievements of an employee in his work. For achievements to be attained, the employee must be satisfied with the working environment and value the work that he/she does and, in return, will get recognition from the society if their expectations have been met or exceeded (Allen and Griffeth, 1999). Changing the lives of people requires satisfaction with the job itself and that contributes towards improved job performances. Empirical research has shown that job performance has a moderating effect on job satisfaction and labour turnover (Orpen, 1986).

2.6.1.1.6 Job knowledge

Job knowledge “demonstrates an understanding of knowledge specific to a technical, professional, or administrative field of work through the application of related procedures, principles, theories or concepts and the ability to update job knowledge and effectively utilize available resources and technology” (York University Dictionary, undated:1). Lack of job knowledge affects the performance of the employees both new and old. Job knowledge is closely related to the length of service: the longer the employee stays in the organization the lower the intentions to leave, while the new employee with less knowledge has been associated with an early exit if the job is on contract (Allen and Griffeth, 1999).

2.6.1.1.7 Multi-tasking

There is not much research on multi-tasking in the literature but in some organizations there is clear evidence of multi-tasking practises. In large organizations there is little research indicating the existence of multi-tasking, while in small organizations which include the retail industry, especially supermarkets and informal markets there is clear evidence of multi-tasking practises. There are two ways in which multi-tasking can be defined in this paper. Firstly, multi-tasking refers to “various activities performed by one person with the intention to gain more knowledge and accept responsibility from the supervisor” (Arndt, Arnold and Landry, 2006:319). Secondly, multi-tasking can be defined as “switching from one task to another, when necessary, as the job demands” (Flaten, 2009:6). Multi-tasking in an organization is caused by multi-skilling of personnel, to avoid employing more people, and it enhances job performance thereby increasing productivity. The routine job does not enhance knowledge in the long run and can influence an employee's decision to leave if the job is no longer challenging (Arndt *et al.*, 2006). Multi-tasking has a moderating effects on turnover because, by making people do different tasks, it promotes flexibility in the working environment, especially when down-sizing employees (Arndt *et al.*, 2006; Dzuback, 2008).

2.6.1.2 Hygiene Dimension

The creation of a conducive working environment helps to improve staff retention (Capko, 2001) and contributes to job satisfaction but, if ignored, can lead to job dissatisfaction (Mobley *et al.*, 1979). To enhance the understanding of job satisfaction, Herzberg hygiene theory has been revisited. Hygiene theory refers to “factors that can cause dissatisfaction if ignored but do not necessarily motivate employees if increased” (Hertzberg, 1968:1). Herzberg hygiene theory comprises the following factors: 1) company policies and administration, 2) supervision, 3) working conditions, 4) interpersonal relations, 5) salary, 6) job security and status, and 7) health and safety standards at work (Hertzberg, 1968:1). In the present study, only two main factors will be critically analysed in relation to labour retention, namely working conditions and health and safety standards at work. Some aspects of this have already been covered in the previous subsection that described pull and push factors.

2.6.1.2.1 Working conditions

Working conditions refers to “factors that involve the physical environment of the job: amount of work, facilities for performing work, light, tools, temperature, space, ventilation, and the general appearance of the work place”(Hertzberg, 2003:86). Only a few important factors need to be discussed under working conditions, namely, 1) resource availability and latest technology to perform work, and 2) health and safety standards at work.

2.6.1.2.1.1 Resource availability and latest technology to perform work

Resource availability and latest technology refers to the tools to be used by an employee to execute his/her task as job demands and these include an office space, office furniture, transport, computer facilities, internet etc. These are often called enablers. Without these tools it will be difficult to meet the targets set in the agreement between the supervisor and the subordinate. With regard to the availability of the latest technology, empirical evidence conducted in the health care sector shows that this factor has a positive impact on nursing retention because the introduction of suitable technology reduces the time required to process reports compared to the previous situation when manual systems were used (Kanter, 2001; Russell, 2008). This research has corroborated earlier research, which linked employee retention to improved working conditions in the nursing profession. Improved working condition encompasses the availability of high-technology equipment for specialised services (Newman, Maylor and Chansarkar, 2002).

2.6.1.2.2 **Health and safety standards at work**

Health and safety standards at work can be described as the procedures used to protect employees against hazardous conditions in the work place. The improvement of health standards is compulsory in the working environment and has been gazetted in the Occupational Safety and Healthy Act 85 of 1993 in South Africa (Van Wyk, 2002). This Act seeks to promote safe working environments for all employees. Unhealthy working conditions result in high labour turnover across all professions (Mobley, 1982a). The knowledge among employees that working conditions are below standard creates a tendency to look for alternative employment opportunities, due to job dissatisfaction (Gupta-Sunderji, 2004). Empirical evidence suggests that improved working conditions prolong the stay of the employees while a failure to maintain standards shortens service periods of employees (Cottini, Kato and Nielsen, 2009).

2.7 **External factors that may influence decisions to leave organizations**

Service delivery and economic development take place in all needy areas of the country in order to improve the standard of living and quality life of the people and to reduce urban migration. In an effort to bridge the developmental gaps in the remote areas, the placement of professional and support staff becomes essential. Remote areas are considered to be areas that are rural in nature and characterised by underdevelopment (World Health Organization, 2009). In recent years recruitment and labour turnover in remote areas has been problematic. Empirical research revealed a number of factors that contribute to this and they are external to the organization.

The objective of this section is to critically analyse these external factors in relation to intention to leave the organization, namely:

- 1) Geographic location of the business and labour turnover,
- 2) Infrastructural investment,
- 3) Expectations of finding alternative employment,
- 4) Availability of health facilities,
- 5) Education, and
- 6) Availability of sport and recreation facilities.

2.7.1 **Geographic location of the business**

The location of the business has been found to be directly related to labour turnover. Research carried out by Ramlall (2003), identified the location of companies as being

associated with reasons for people quitting, due to the distances to be traveled, and time and money to be spent to reach one's workplace. These findings are consistent with results from research conducted by Griffith University on hotel accommodation in Australia. Brown (2006) identified labour turnover to be greatest in regional and remote areas across all employment categories, as compared to the situation in inner city areas (Central Business District) and suburbs and that the reason for managerial and operational turnover was voluntary resignation followed by internal transfer. These findings indicated a direct relationship between internal transfers and the remoteness of the area. There is little information available in this area and further research is needed to link the remoteness of the organization and intended transfers. Internal transfers result in high vacancies after employees leave for personal reasons such as health. The organization may not have any control over this situation which necessitates the initiation of new recruitment processes. Similar research was conducted in Queensland, Australia, and results highlighted the factors that influence employees to leave, namely: 1) poor working communication due to lack of telecommunication infrastructure, 2) emotional demands of work due to staff shortages, and 3) family responsibilities caused by distance to family members. Labour turnover will remain a challenge in rural areas and this has been confirmed by empirical research conducted in various areas.

2.7.2 Lack of infrastructural development

South Africa is characterized by high poverty levels, unemployment, low economic growth underdevelopment especially in rural areas, it is in that context that infrastructure investment is needed to address these problems areas. The construction of rural roads in remote areas does not only have positive effects on growth, but also increases access to schools, improving the human capital in the region (Fourie, 2006). This also attracts employees working in another sectors or departments to stay in the remote areas. The growing connection of Telkom telephone lines and use of computer facility provides better means of communication between the business to business and from business to customers and from customers to customers thereby making businesses easier to reach out to their customers and lowering transaction cost (Roller and Waverman, 2001). In remote areas where these facilities are not present employees decide to move to bigger cities where all these facilities are available and then affect service delivery particularly to the poor in the underdeveloped areas. There is enough evidence which relates lack of infrastructural facilities in remote areas to turnover intentions due to poorly maintained rural roads and use of unreliable public and private transport systems (Fourie, 2006).

2.7.3 Expectations of finding an alternative employment

Expectations of finding alternative employment are closely linked to turnover (Mobley, 1982a). There is evidence that an employee showing signs of searching for other employment is enough to indicate his/her intention to leave. Finding alternative employment could be caused by dissatisfaction with the current position. This is closely linked to lack of opportunities for promotion in the current job. Research conducted in the correctional services has shown that promotional opportunities linked to creating challenging jobs, career development and promoting employee participation will reduce the intentions to leave the organization (Price, Kiebusch and Theis, 2007). Structural changes in the economy contribute to the development of new firms that attract scarce skills in labour markets (Sloman, 2003). Organizations that require scarce skills professionals such as accountants, engineers, managers, veterinarians, nurses, and medical doctors are highly affected by labour turnover. Research conducted on reasons for quitting, in order to search for alternative employment, revealed that females are less likely to quit than their male counterparts, while individuals in better-rewarded positions are also more likely to quit (Sutherland, 2002).

2.7.4 Health

The availability of health facilities remains the biggest challenge in remote areas and this might be constrained by the available budget for the provision of adequate health facilities. The lack of adequate health facilities directly affects health professionals and indirectly affects patients. Health facilities include equipment to be used by health professionals. Drummond and Pang (2001) emphasized that the unavailability of specialized diagnostic facilities, which varies from one location to another, affects the administration of medicine to the respective areas and this leads to frustration in health professionals. Dissatisfied employees tend to leave if their expectations are not met and are influenced to leave by poor working environments. In addition to the unavailability of essential equipment, distance to their families, poor communication, and high cost of living have been found to be the main reasons for leaving (McQueen, 2004). Recent studies conducted in Queensland confirm the reasons given in earlier research (Hegney, McCarthy, Rogers-Clark, Gorman, 2009). The absence of health professionals in rural areas has a direct influence on the health status of the people that live in these areas. Hence many employees working in remote areas tend to leave due to the absence of health facilities, whilst in urban areas both private and public health facilities are available (Drummond and Pang, 2001).

2.7.5 Education

In today's environment many people want quality education for their children and this motivates them to migrate from rural to urban areas. The cause for migration to urban areas in professional employees is due to poor quality education in remote areas, which forces them to commute to their work. In the case of South Africa there is poor quality education in public schools due to urban migration by teachers to the cities and unavailability of school facilities, such as laboratories and libraries for children, which influences teachers to leave. Efforts have been made by the state to overcome these challenges but there have been no improvements to matric results from students who live in rural areas compared to those that live in urban areas (Van der Berg, 2006). The poor quality of teaching leads to urban migration by parents that work in rural areas. Very little research has been done on this topic.

2.7.6 Availability of sport and recreation facilities

For some employees the availability of good sport and recreational facilities is important. The lack of these facilities in close proximity may influence an employee's decision to leave a place of employment. The rate of labour turnover tends to be higher in remote areas where the level of economic and infrastructural development is lower and such facilities lacking (Van Dormael, Dugas, Kone, Coulibay, Sy, Marchal and Desplats, 2008). People originally from urban areas may find it difficult to work in rural areas where there are no recreation facilities and many such employees tend to leave rural areas (WHO, 2009).

The role played by external factors in influencing labour turnover should be monitored by the organization in order to review the recruitment policies and design retention strategies that will attract and retain employees in the remote and urban areas. The identification of labour turnover factors in itself is not complete but something must be done by the organization to manage labour turnover and staff retention.

2.8 Managing labour turnover and staff retention

The objective of this section is to outline the critical steps in reducing labour turnover and managing retention. Reducing staff turnover and keeping existing staff happy is not easy but the benefits of doing this are high compared to the costs incurred. It also helps the organization to know its employees better. Retaining people is preferable than letting them leave the organization because it is not always easy to get them back, in that case experience, knowledge and scarce skills will be lost (Waldman and Arora, 2004). Reducing

labour turnover requires extra effort, which includes time and accuracy in record keeping by people responsible for monitoring labour turnover trends. Action is required to attract new employees and to retain existing employees in the organization so as to maintain stability. This requires an attraction and retention policy which provides direction.

2.8.1 Managing turnover and retention

Staff turnover can be managed by first collecting the exit interview data. In managing people who are leaving, an exit interview data collection method such as a questionnaire is essential to provide information for use in future adjustments of the organizational recruitment and selection policies (Drake Whitepaper, 2004). Drake Whitepaper (2004:2) defines “an ‘exit interview’ as the interview with a departing employee conducted by his or her manager, by another manager or, preferably, by a third party, in which the employee is asked to discuss the reasons for departure and to review his or her history with the organization”.

In the case of managing staff retention, the following steps have been suggested (DPSA retention guide 2006:15).

- Analysing staff mobility and turnover trends,
- Identifying the skills for which training is required,
- Designing appropriate interventions to retain staff, and
- Monitoring and evaluation.

Managing turnover and retention requires a concerted effort between the employer and the employee and this requires the formulation of the retention strategy which requires the input of both the employer and employee and the details will be covered in the next section.

2.8.2 Retention strategies

This section discusses on four retention strategies that can help in reducing labour turnover and these can be more but for now the discussion will be limited to four, namely:

- Flexible working practice
- Reward
- Support
- Training and Development

2.8.2.1 Flexible working practice

Flexible working practice refers to the working arrangements that enable employees to work for an agreed number of hours which could be either be part-time, fixed term contracts, flexi-time, and job sharing (Papalexandris and Kramar, 1997). There are three main reasons that encourage most of the organisations today to adopt flexible working practice: firstly, is to cut down labour costs; secondly, to meet labour demand and finally, to balance work life and family life (Papalexandris and Kramar, 1997). It also further allows an opportunity for people to relax especially if they are involved in a high-demand job (Ramlall, 2003). This may differ according to the nature of the work. Alternatively shift hours can be used because inflexible hours can be the source of stress and ultimately lead to high labour turnover (Ramlall, 2003). Active employee participation in designing schedules lowers labour turnover intentions (Mobley, 1982a). The research has shown that flexible working practice helps in attracting and retaining skilled and experienced employees to the organisation and thus contributes in reducing labour turnover (O'Brien and Hayden, 2008).

Flexible working practice alone can be complemented with descent rewards for good performers.

2.8.2.2 Reward

Recognition is a motivating factor that encourages people to stay. The acknowledgement of good work in the form of reward, which can be in a form of cash or non-cash, is essential to motivate employees (Price *et al.*, 2007) and makes them feel important and part of the organization. In some organizations the length of service for a specified period is recognised through awarding certificates of excellence to motivate staff but this may differ between age groups. This topic has been covered in the section on demography and the influence of turnover (see above). Lack of appreciation can also lead to an intention to quit in the longer term. Empirical research suggests that appreciation for good performance is related to employee commitment (Mobley, 1982b; Benson, 2006). Research has shown that linking organizational values to those of individuals is the best approach to reward outstanding performers (Benson, 2006).

2.8.2.2.1 The current performance management system of the organization

A performance management system is defined as a tool used by management to measure the desired outcomes of the organizational activities through setting targets to be achieved by an employee, in agreement with the supervisor (ECPA, 2006). The expected target set will

be evaluated quarterly and annually to determine the qualification for performance bonuses and to identify areas for future development. Performance management systems (PMS) have advantages and disadvantages. The main advantage of PMS is to encourage understanding between supervisors and subordinates, whilst on the other hand it can destroy such relationships (Helm, 2007). Healthy relationships promote a culture of trust and belief, which assists in achieving organizational goals. Conflict between the supervisor and subordinate is caused by disagreement with scores and can lead to higher labour turnover if there is no immediate remedial action to the problem. Difficulties in using PMS have been confirmed in the assessment of a balance score card system against strategic outcomes (Nankervis and Compton, 2006). Under these conditions the individual high performers who work 'the extra mile' and are perceived to be highly skilled and knowledgeable can be adversely affected.

Previous research has indicated that turnover is not related to performance (Mobley, 1982b). Recent research has, however, shown that knowledgeable and experienced employees tend to leave organizations if their achievements are not acknowledged (Gupta-Sunderji, 2004). In the case of South Africa, research has shown that there is high demand for highly skilled employees in the management, engineering and accounting fields compared to demands for other professions. Ease of movement is high in these categories of employment and therefore performance management can be used to measure the performance archived against the targets. Performance management is the responsibility of the supervisee and the supervisor, who need to review and agree on the targets set. Managing the performance is a two-way communication process where constructive feedback on the areas that need development should be given and clearly communicated. In previous research, results did not clearly explain the relationship between performance and turnover and, as a result, more research needs to be conducted on this topic.

Helm (2007) proposed linking performance and pays to achieve desired outcomes that could mitigate the intention to quit. The linking of performance with pay does not apply in certain industries in the manufacturing sector where people work on the assembly line. In such cases the linking of pay with team performance (rather than individual performance) will be appropriate for building team cohesion (Whetten and Cameron, 1998). Research has shown that, pay and performance have a moderating effect on turnover (McQueen, 2004). Linking performance with pay is not enough but soliciting feedback has been encouraged to influence employees to stay (Capko, 2001). Research has shown that linking performance

with reward becomes eroded in the long-term as most people tend to be committed to their supervisors as opposed to the organization (Abdullah *et al.*, 2007). A conclusive statement cannot be based on this information alone; other variables such as effective communication and effective supervision must also be considered. The reward for achieving set targets is strongly associated with good supervision (Cook and Jagers, 2005 and Sutherland and Jordaan, 2004).

2.8.2.3 Support

Support is needed for building a smooth running, effective organization.

2.8.2.3.1 Leadership support

For an organization to attain its goals and objectives good leadership is needed. Effective leadership gives direction, and motivates and inspires confidence in its employees to encourage them to stay in the organization (Mobley, 1982b). This must be accompanied with improved working conditions and optimal utilization of skills. The quality of supervision which an employee receives is critical to employee retention (Cook and Jagers, 2005). The expectation of the employee from his/her supervisor and what is expected from him/her in the job needs clear communication and creation of a conducive environment to freely express opinions is essential. The standard of supervision, which includes monitoring and recognizing work done, encourages job satisfaction amongst employees (Abdullah *et al.*, 2007). Empirical research has shown that support given to an employee and praise for good work done motivates employees to work harder (Mobley, 1982b). It also reduces the level of stress even when the employee is faced with family problems which affect his/her performance at work. There are a number of roles played by the supervisor which can contribute to staff retention, such as communication, coaching, mentoring, facilitating the attainment of tasks, and creating a conducive environment by providing feedback, and removing obstacles to performance (Mobley, 1982a).

2.8.2.3.2 Review of HR policy and practises

HR strategies play a significant role in reducing labour turnover. Research conducted in thirty four schools has shown that HR strategy can affect commitment and reduce labour turnover (Buck and Watson, 2002).

2.8.2.3.2.1 **Recruitment and selection policy**

Recruitment and selection policy are used for selecting the right person for the job. Changes in the labour market and government legislation influence policy changes and compel organizations to review their policies. Empirical evidence has shown that recruitment of the right people influences the decision to stay in the short term and reduces labour turnover (Mobley, 1982b). Research has shown that newly appointed employees tend to have high labour turnover rates compared to older employees (Mobley, 1982a:57). This research corroborates earlier research on occupational categories (Arthur, 1981). Many factors lead to high turnover of newly appointed staff and these vary from one organization to another.

2.8.2.3.3 **Improving promotion opportunities.**

The available promotion opportunities in an organization motivate people to stay provided they are linked to recognition of achievement (Gupta-Sunderji, 2004). The availability of realistic opportunities encourages people to stay whilst the lack of promotion opportunities increases the tendency of staff to leave (Price *et al.*, 2007). An increase in labour turnover as a result of a lack of opportunity for promotion occurs across all professional groups (Mobley, 1982a). To address the problem of labour turnover resulting from a lack of promotional opportunities, organizations need to revise their HR policies on promotion and create challenging positions for all people that will provide opportunities to learn new skills (Ramlall, 2003). This will differ from one industry to another and the strategic direction of the organization.

2.8.2.4 **Training and Development**

The re-skilling and continuous assessment of personal development plans helps to bridge developmental gaps and motivates employees to feel part of the organization. There are positive and negative impacts relating to the promotion of career development to employees. Re-skilling of employees reduces the intention to leave amongst employees and increases labour productivity, provided other variables, like competitive fringe benefits and salaries, are taken into consideration (Price *et al.*, 2007). Empirical study has shown that “there is strong positive correlation between increased levels of employee training and decreased turnover” (Gustafson, 2002:4). This means that, employee training motivates staff to stay in the organization. On the other hand, there is no guarantee that employees will stay for a long period. Research has shown that career development does not only increase labour productivity but also exposes employees to new challenging work and increased responsibilities (Hertberg, 2003). In contrast to earlier research on career development,

which regarded training and development of the employees as a waste of time, the new challenge faced by South African organizations (as part of the globalised world) is increased competition, which requires efficiency (Barker. 2007). It is in this context that career development not only reduces labour turnover, but also increases labour productivity.

The creation of developmental opportunities does not only empower individual employees but also builds the core competence of the organization especially to frontline employees. Most organizations encourage on-job training and tuition reimbursement as part of retaining their employees in their organizations and sometimes issue bursaries to help employees obtain formal qualifications, but this has its own challenges. Empirical research into on-job training and tuition reimbursement in a high technology firm in Texas has shown that, “on-job training has been positively related to organizational commitment and negatively to turnover intention, while participation in tuition reimbursement has been positively related to turnover intentions” (Benson, 2006:173).

2.9 Conclusion

The literature researched has provided a better understanding on factors that can be identified as labour turnover factors. The literature has further shown that labour turnover can be affected by external factors to the organization but does not show enough evidence on the link between of the external factors and turnover intentions since it has an indirect effect. The empirical evidence has also shown that labour turnover can be mitigated but cannot be completely wiped out. In reducing labour turnover, attraction and retention strategies must be in place to avoid cost of turnover. Carefully monitoring of the trends on labour turnover is the best way of reducing the incidents of labour turnover.

Chapter 3: Research Methodology

3.1 Introduction

The aim of this chapter is to describe the method used to gather data for the research on labour turnover and retention factors, with the intention of analyzing and validating the results. The first stage was to consult literature to obtain various dimensions of staff turnover and retention factors in both the public and private sectors and then to develop a questionnaire to be used in a survey. The survey method was used to assess employee perceptions at DOA Ukhahlamba District and was administered to selected employees representing all sections. Results were analyzed quantitatively and qualitatively to achieve the main objectives listed below.

3.2 Research aims and goals

The aim of this research was to understand the main factors that explain the turnover and retention at DOA Ukhahlamba District and recommend to the District and Provincial management the appropriate strategy to minimize staff turnover. The following five objectives were formulated:

- (1) Analyze recent staff turnover trends;
- (2) Identify the primary turnover factors;
- (3) Further analyze priority turnover factors by examining their relationship with relevant demography variables;
- (4) Identify the primary retention factors;
- (5) Further analyze priority retention factors by examining their relationship with relevant demography variables;
- (6) Recommend possible methods of retaining staff.

3.3 Delimitations and limitations

The data collected and techniques used in analyzing the data for the research to achieve the set objectives have got their limitations and it is important to highlight some of the challenges. The DOA did not have exit interview data for the period 2004 to 2007, which would have proved useful for analyzing the reasons given by people for leaving their work. Exit interview data for this period would have been valuable, as 2004 was the year in which the Ukhahlamba District was established. It would also have been useful to be able to correlate the factors given during exit interviews with turnover factors given from the

survey in order to validate the results and make appropriate recommendations to management and further areas of academic research. The turnover data found in annual reports of DPSA and DOA was based on quarterly and annual reports in all six DOA districts. This has prompted the DPSA, which manages all sector departments, to introduce an exit interview template, in late 2006, to be used by all provinces. This came after research had shown a high turnover of highly skilled employees (Levin, 2006). The exit interview process was effectively implemented in 2009 in all six DOA districts. Although attempts have been made by national government to ensure effective implementation of exit interview data collection, not all departments within the Eastern Cape Province and in the districts have updated their exit interview data. Koshalleck (2007) has emphasized that the use of exit interviews can help to reduce labour turnover. But the interview data alone will not serve any purpose if the people who took part in this process have already left the organization, because it becomes difficult to reach such people, especially as some of them have changed their contact details. The other limiting factor that might compromise the quality of information is that if the respondents interviewed are still working for the DOA they may be afraid to divulge sensitive information, even though it was stressed that information obtained from the questionnaire would be confidential.

3.4 Ethical considerations

Ethics in research can be defined as the moral principles and values that the researcher should uphold in order that the outcome of the research should include honesty and integrity (Ghauri and Gronhaug, 2002). When this research was initiated, all key members of top management were informed of the purpose of the study. In conducting the research at DOA, the Chief Director for Human Resource Management was informed of the purpose of the research in order to access organizational reports and exit interview data. The top management for the DOA Ukhahlamba District was also informed, as most of their staff members took part in the data collection. The following factors were taken into consideration as they could influence the outcome of the research (Ghauri and Gronhaug, 2002).

1. Research funding: the research was self funded, as the use of organizational funding could compromise the outcomes of the research.
2. Researcher's own interest: the researcher is part of the management team at DOA Ukhahlamba and is also interested in the outcome of the findings as this would assist the organization to achieve internal stability as far as staff management is concerned.

3. Research participants: the respondents were asked to voluntarily participate in the research. They were also informed of the purpose of the study, that the information would be kept confidential, and that no names should be written on the questionnaires. The researcher did not influence the decision of the respondents as this would cause bias in the research findings.

4. Government regulations: there is no government legislation that regulates this type of research. Such research should add to the body of knowledge required by the DOA in the formulation of a retention strategy. The researcher is aware of the importance of ethical considerations in conducting research as this could compromise the quality of the outcomes.

3.5 Research Design

3.5.1 Research paradigm

This research adopted the post-positivist approach with the aim of understanding the nature of the factors that cause labour turnover at DOA in Ukhahlamba District (Guba and Lincoln, 1994). The positivist paradigm “acknowledges that the subjects being studied have their own reality that the researcher must depict this as accurately as possible” (Denzin and Lincoln, 1994). The researcher aims to understand and add to the body of knowledge and to link it with previous research.

3.5.2 Research method

The purpose of the study was to try to understand the factors that could influence staff to stay or leave the DOA, through exploring their motivations. The survey method used in this research was considered to be appropriate because the opinions, experience and perceptions could be easily captured. The nature of the study required the surveys to be conducted to capture biographical details, which describe the causes of labour turnover and retention, by looking at their distribution levels. Previous research conducted on labour turnover and retention made use of survey methods to collate data. The same survey methods can be used at different times, to facilitate comparison of current results and previous findings. The survey method was used to obtain data and qualitative and quantitative data analysis was undertaken as this facilitates understanding of the nature of the problem (Ghauri and Gronhaug, 2002). Surveys also take the following key attributes into consideration: “1) behavior, 2) attitudes/beliefs/opinions, 3) marital status, 4) knowledge, 5) self classification, and 6) expectations” (Neumann, 1997:228). Such information can not be obtained from research methods that involve experimentation, case studies, or evaluation and action research. However, the survey method, like any other research method, has its own

shortcomings, such as slow return of questionnaires if e-mail and postage are used, and it is a time-consuming method.

3.5.3 Data collection

The objective of this section is to describe the method of collecting data used in this survey. The first phase of this survey was to compile and develop the questionnaire to collect data. The questionnaire was developed after undertaking a literature search.

3.5.3.1 Questionnaire

A questionnaire is a useful instrument for collecting data for surveys (Neuman, 1997). Questionnaire construction is a critical step in the collection of data for the purpose of answering a research problem (Willemse, 2007). The researcher is aware of the challenges that may be encountered if the questionnaire construction has not been properly done. Important characteristics of the questionnaire are listed below.

- 1) All questions were properly simplified so that the respondents could answer all questions properly.
- 2) The first page of the questionnaire fully explained the purpose of the study and the instructions were clarified in each section.
- 3) The questionnaire was made up of two main sections, divided into sections A and B.
 - Section A covered all biographic details;
 - Section B covered both retention and turnover factors;
- 4) Section B was further subdivided into sections B₁, B₂, B₃, and B₄. The **three main areas** covered in Section B were as follows:
 - B₁. Turnover and retention factors: the respondents were asked to rate the importance of a wide range of push factors (perceived to increase intentions to leave) and pull factors (perceived to increase intentions to stay on).
 - B₂. Management factors: the respondents were asked to rate the perceived value of a number of possible management interventions aimed at retaining them.
 - B₃. External factors: which could influence the decision to leave the organization?
 - B₄. Intention to quit: the respondents were asked to rate the likelihood/ applicability of a number of factors that could become a reason for them to leave the organization.
- 5) Section B comprised 104 questions with an interval scale of 0 to 10 and a negative 1 to negative 10.

After the construction of the questionnaire was completed, decisions were taken concerning the most appropriate statistical methods to use for data analysis.

3.5.4 Data analysis

This subsection describes the techniques used to analyze data and the methods used to display the information. The following two techniques were used in analyzing data, namely: quantitative and qualitative techniques. **Firstly**, the qualitative technique was used to describe the turnover trends of DPSA and DOA using the turnover data collected from annual reports. The qualitative technique was also used to describe the frequency distribution of demographic variables and in the selection and analyses of the top ten turnover and retention variables in the sample.

The turnover factors include both internal and external factors. Turnover and retention factors were further analyzed using average mean and impact scores to determine the importance and impact levels of the top ten and top three factors. From the top ten turnover and retention factors, the top three factors were selected, using the impact scores, and further analyzed using statistical methods.

Secondly, quantitative techniques used in analyzing the top three turnover and retention variables are Chi-square and Pearson correlation methods using Moon stats software. The Chi-square test was used for the top three turnover variables to determine the level of independence, and Pearson correlation method was used to test the significance level and strength of retention factors between the groups (Willemse, 2007). Pearson product-moment correlation indicates the strength of the relationship between two continuous variables (Willemse, 2007). It is suitable for use if it can be assumed that the variables are normally distributed.

Lastly, the methods used to display information were frequency tables, bar charts, histogram graphs and graphs to display information on turnover, retention and demographic variables.

3.6 Research procedures

This section describes the procedures used in collecting data, analysis of data, and how the sampling was done. It will further consider the procedures employed to achieve quality results.

The following steps were followed, namely:

- 1) Data collection and analysis procedures,
- 2) Sampling, and
- 3) Quality.

3.6.1 Data collection and analysis

The **First Phase** of data collection was to look for annual reports, for both the DPSA and the DOA, from 2004 to 2007 in order to analyze the turnover pattern from DOA and compare it with DPSA turnover rates.

In the **Second Phase**, the questionnaire was self administered and some were distributed to respective offices through supervisors and the population. It was decided that questionnaires should be delivered through hand post to each office to speed up the process.

3.6.2 Sampling

The non probability sampling method was chosen as it is a convenient sampling method. A sample size of 50 respondents from a population of 153, using convenience sampling techniques, was conducted. All functions and skilled professionals (i.e. engineers, researchers etc) were targeted and had a chance of being selected. The researcher is aware of the limitations of this technique, so all professional categories have been included in this research. Fifty six questionnaires were delivered to all divisions and each division was given seven. The total number of questionnaires returned, by 31 October 2008, was 41. They were all entered into the computer using an Excel spreadsheet. For easy recording and analysis, the biographic variables were coded. The exact number of questionnaires has not yet been established because some respondents would leave three or more questions unanswered in certain section. The following graphs on biography were found to be suitable for describing the sample: age, location by town and municipality, race, gender, years of experience, current service to the employer, education, and years since previous employment.

3.6.2.1 Description of the samples selected for the study

3.6.2.1.1 Age

The majority of employees that filled the questionnaire were in the age ranges of 25–34 yrs (37.5%), followed by 45–54yrs (32,5%), 35–44yrs (22.5%), with 5% above 55 yrs and 2,5%

below 25 yrs (Figure 1). The sample was thus made up of a number of age groups, including young and middle-aged employees.

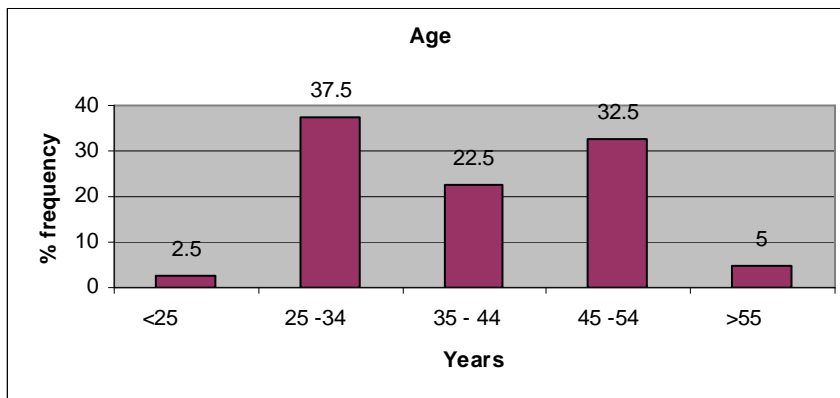


Figure 1. Age distribution of the sample

3.6.2.1.2 Location by Municipality

The majority of the respondents in the sample came from the following local municipal areas, which make up the Ukhahlamba District, namely: Senqu (33.33%), Maletswai (33.33%), Elundini (30.56%) and the Gariiep area with (2.78%) (Figure 2).

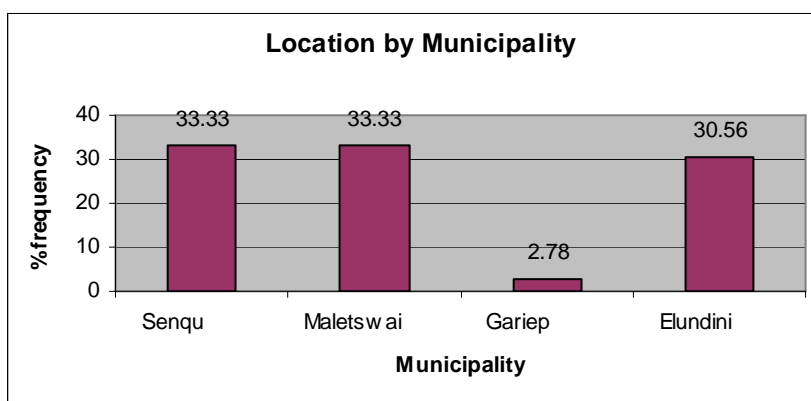


Figure 2. Distribution location by municipality.

In terms of location by towns, the majority of respondents came from Aliwal North (40.43%) (District head office), Sterkspruit (25%), Mount Fletcher (15.63%), Maclear (9.38%), Lady Grey (6.25%) and Barkley East (3.13%) (Figure 3). The whole Ukhahlamba District was represented in the sample in terms of locations by local municipality and towns.

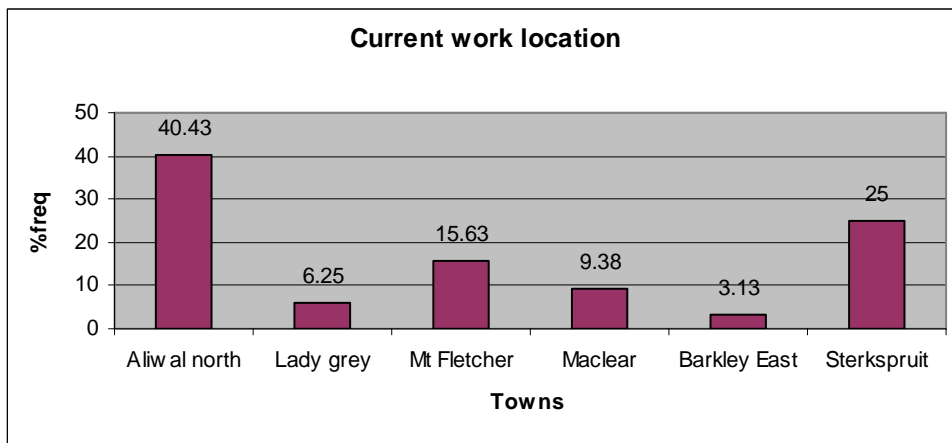


Figure 3. Illustrating distribution by current towns

3.6.2.1.3 Marital status

In terms of marital status, the majority of people (53.85%) were married and 46.15% were unmarried (Figure 4). Almost 85% of staff at Ukhahlamba District did not live in the area, as indicated by the distance that they travelled to get to work.

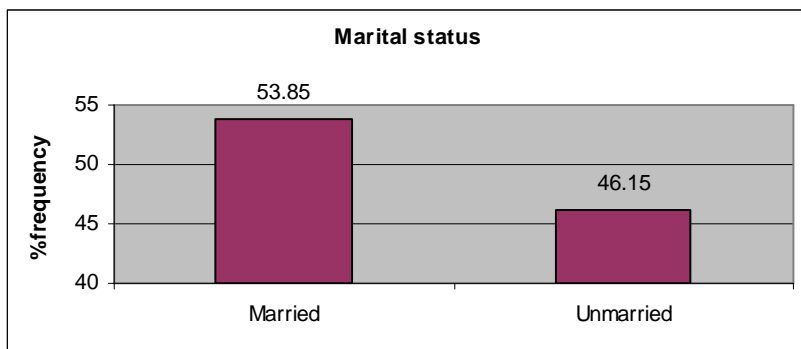


Figure 4. Illustrating marital status

3.6.2.1.4 Race

The sample was made up of the following racial groups: Black (80%), White (15%), Coloured (5%) and Asian (nil) (Figure 5).

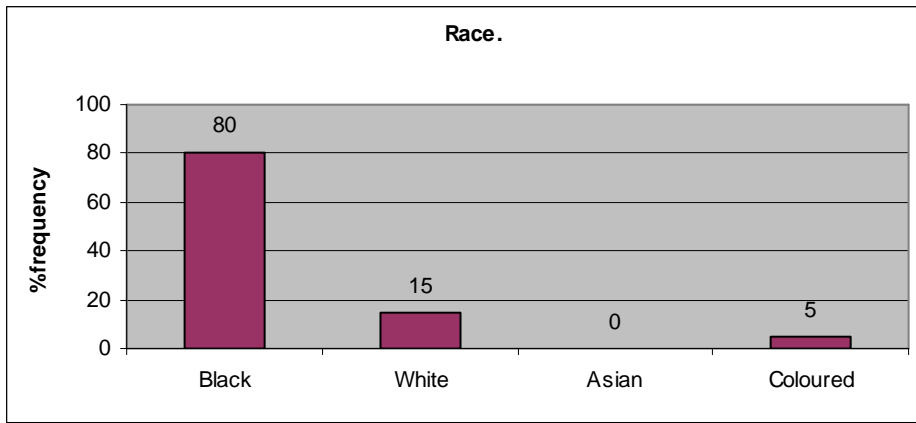


Figure 5. Illustrating racial distribution

3.6.2.1.5 Grades

The majority of the respondents in the sample came from the following departments: technical (51.43%), supervision (17.14%), non-supervisor (14.29%), middle management (14.29) and top management (2.85%) (Figure 6).

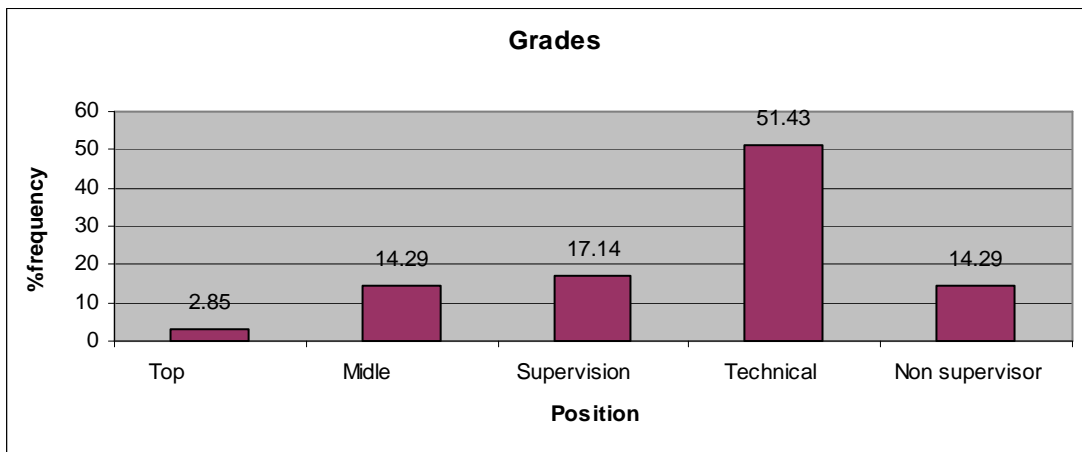


Figure 6. Illustrating distribution by grades

3.6.2.1.6 Education

Most of the respondents in the sample had a diploma (46.34%), or a B-degree (21.95%), followed by those who had a grade lower than Grade 12 (17.07%), Honours (9.76%), and Grade 12 (4.88%). None had attained a Masters qualification (Figure 7).

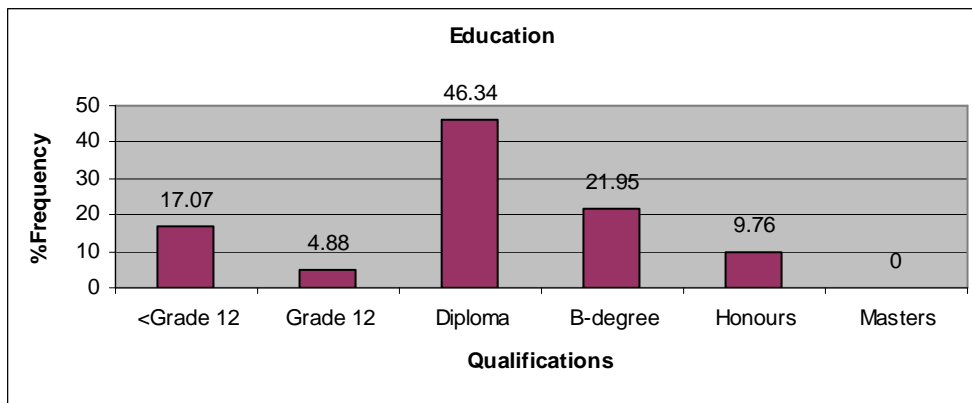


Figure 7. Illustrating distribution in terms of education levels

3.6.2.1.7 Gender

The majority of the respondents in the sample were males (61.76%) with females comprising 38.24% (Figure 8).

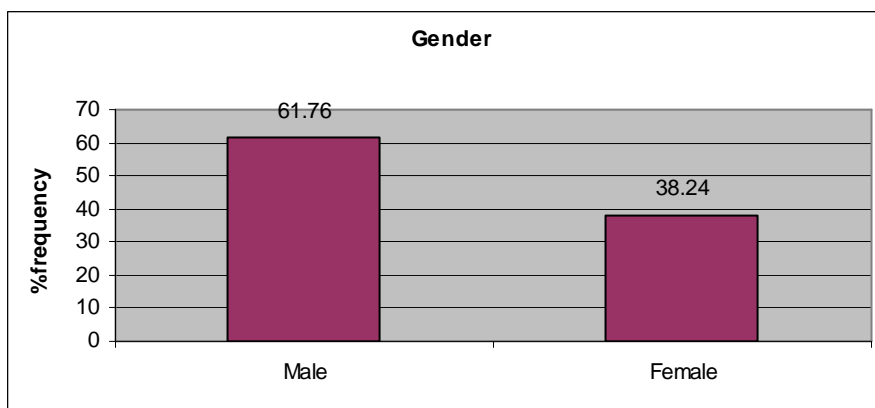


Figure 8. Illustrating distribution by gender

3.6.2.1.8 Division

The sample represented all sections, comprising Extension (38.89%), Finance (13.89%), Admin (19.44), Veterinary Services (8.33%), economics, engineers and supply chain management (5.56%) and lastly HR (2.78%) (Figure 9).

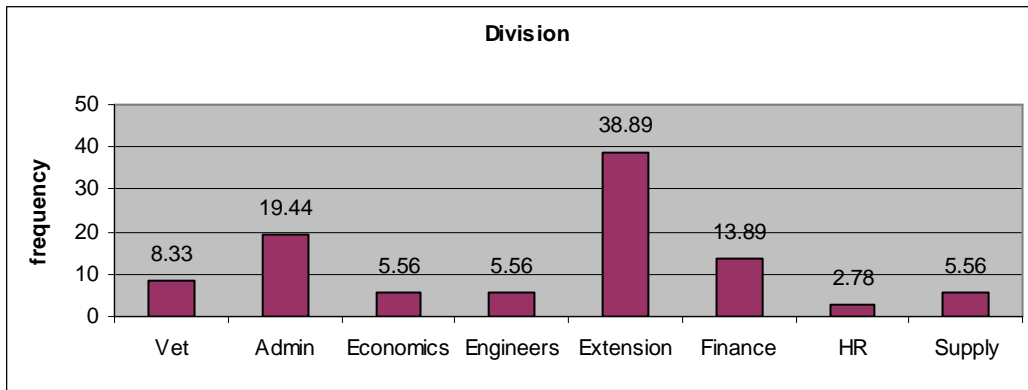


Figure 9. Illustrating the distribution by divisions

3.6.2.1.9 Distance

The majority of the respondents (between 39.47% and 5.26%) had to travel some distance to work (Figure 10). This included the following categories: above 100 km (39.47%), n/a (31.58%), 5–99 km (15.79%), less than 5 km (7.89%) and 50–99 km (5.26%).

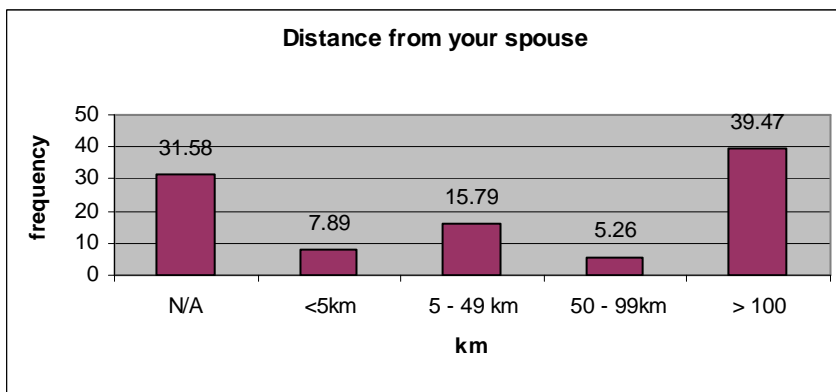


Figure 10. Illustrating the distribution by distance

3.6.2.1.10 Previous employers

The majority had previously worked for between 0 to 5 employers with the highest percentage having worked for few employers and some who had worked for two employers (26.32%) (Figure 11).



Figure 11. Illustrating employers that have worked before

3.6.2.1.11 Total work experience

The majority of people had the following levels of work experience: less than 79 months (31.58%), 240–319 months (28.95%), 160–239 months (18.42%), and 80–159 months (10.53%). The work experience of the remaining respondents (5.26%) ranged between 320 and 479 months (Figure 12).

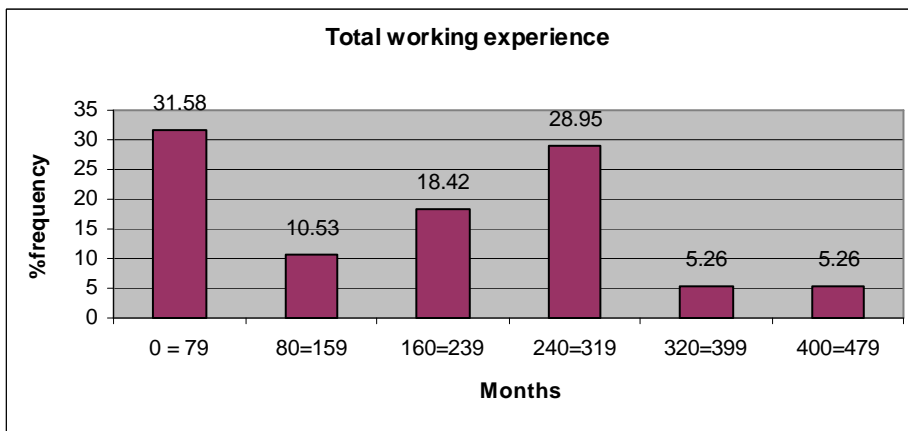


Figure 12. Illustrating distribution of total work experience

3.6.2.1.12 Service months to the current employer

The majority of the employees (46.15%) had worked for less than 79 months for their current employer. In the case of the rest of employees, the following percentages of staff relating to time spent with current employers were as follows: 23.08%: 160–239 months; 20.51%: 240–319 months; 5.15%: 80–159 months, and 2.56%: 320–479 months (Figure 13).

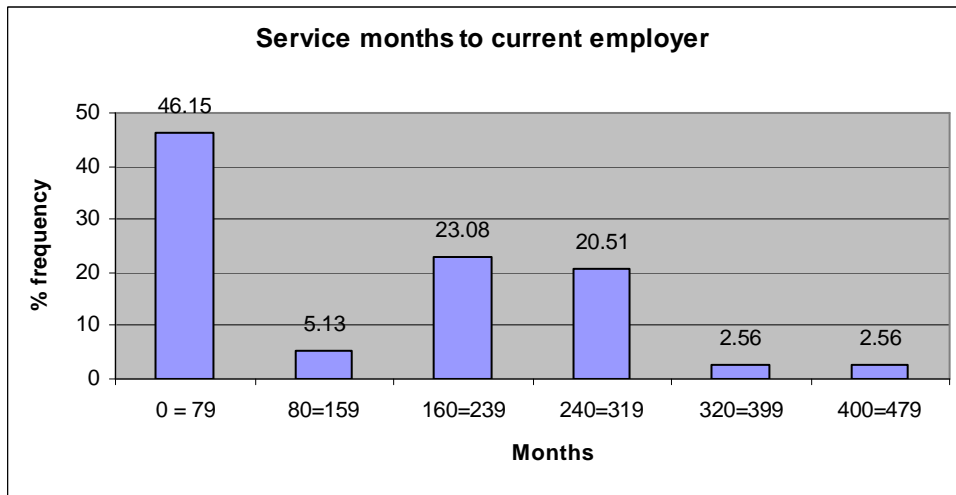


Figure 13. Illustrating distribution of service months to the current employer

3.7 Quality and Reliability

The questionnaire constructed was drawn from the literature and this addressed the question of reliability and quality. The researcher maintained objectivity in the answering of questionnaires and had no personal involvement in the filling out of questionnaires. The recordings of the data were cross checked to ensure accuracy after it was entered.

3.8 Conclusion

It has been argued that the methods of collecting data and the sampling procedures used were properly selected and applied in this research survey. While there are various ways of collecting data, combining questionnaire and exit interview data was appropriate here (Neuman, 1997). Furthermore, the analysis of the characteristics of the sample has shown that it covers all key functions and is widely distributed throughout the Ukhahlamba District. Lastly, the results from both quantitative and qualitative analysis techniques should be interpreted with caution since there are limitations mentioned from this study.

Chapter 4 Results of the research

4.1 Introduction

The purpose of this chapter is to present the research results on turnover and retention factors identified during the survey and to further explore the primary factors that influence people to stay or to leave the Department of Agriculture (Eastern Cape). The following five objectives were formulated and will be used as a structure for this chapter, namely to: (1) Analyze recent staff turnover trends, (2) Identify the ten top primary turnover factors, (3) Further analyze priority turnover factors by examining the relationship with relevant biographic variables, (4) Identify the primary retention factors, and (5) Further analyze priority retention factors by examining the strengths of relationships. In addition to primary turnover factors identified, the external factors identified and factors given by respondents for leaving previous employment will also be presented and described.

4.2 Turnover trends

The first objective was to analyze recent staff turnover trends at DPSA and DOA. To gain a better understanding of the status of turnover rates in the Department of Agriculture, the past trends in this department, as well as those in the Department of Public Service and Administration (DPSA), were analyzed. The DPSA trends, which include all departments in the public service, serve as a useful comparison to the trends in the DOA. Data has been drawn from annual reports from 2004 to 2007. The trends will be drawn from four categories, namely: 1) Annual total turnover rate, 2) Turnover rate by occupation, 3) Resignations as a percentage of total employment, and 4) Resignations as a percentage of total terminations.

4.2.1 Annual turnover rate

In order to depict the trends in the DPSA and the DOA, Figure 14 and Figure 15, respectively, illustrate the total turnover in these two departments between 2004 and 2007. These results do not indicate clear trends of annual turnover during the past four years. The results from the DPSA (Figure 14) indicate an increase in total turnover rate from 2004 to 2006, at a higher rate than that indicated in the DOA (Figure 15) and thereafter a decline to 2007. DOA results (Figure 15), on the other hand, did not follow the same pattern: from 2004 to 2005 the turnover rate increased, but decreased from 2005 to 2006 and increased

from 2006 to 2007. Total turnover rates in both cases did not show clear trends of increases over the four year period and DOA turnover rate was generally lower than that of the DPSA.

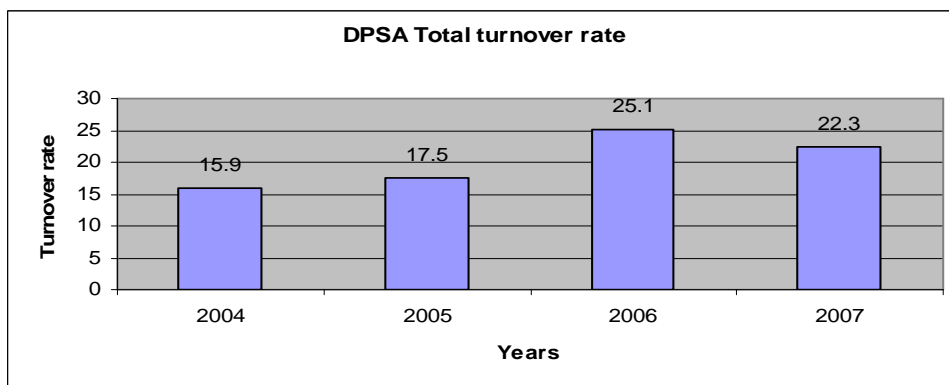


Figure 14. DPSA total turnover rate

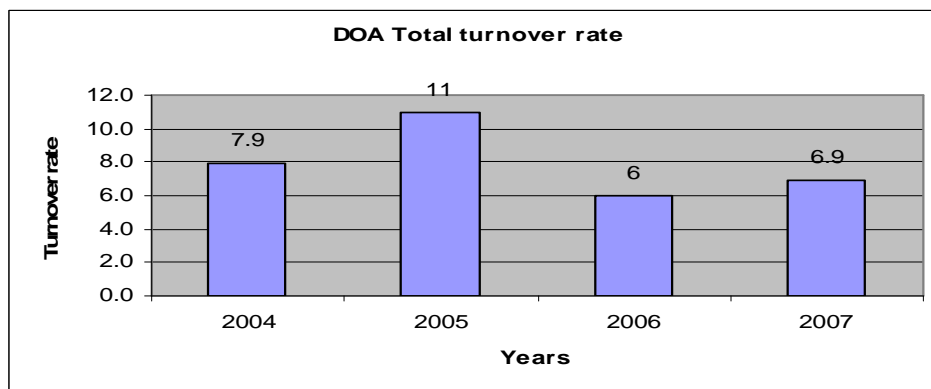


Figure 15. DOA total turnover rate

4.2.2 Turnover by occupation

The turnover rate by occupation/grades consists of non-supervisory (levels 1–8) and supervisory (levels 9–12, SMS A, B, C, and D).

With regard to non-supervisory staff the only trend that is clear is that levels 3–5 of skilled employees in the DPSA showed an increase in turnover rate from 10.3% to 22% between 2004 to 2007 (Figure 16) whilst the same level did not show a clear trend in the DOA (Figure 17). The only category under supervisory that showed an increase in the turnover rate in the DOA is in the highly skilled supervisory (level 9–12), where turnover rose from 4% to 5.8% between 2006 and 2007, and category C of Senior Management Members (SMS) in the DPSA where turnover rose from 33.3% to 100% between 2005 and 2007. There is no clear trend of turnover under supervisory levels over a four year period. In both DPSA and DOA cases, there was no significant increase in turnover rate between grades but

one cannot conclude that the turnover trends displayed in Figures 16 and 17 show normal turnover. The turnover trends discussed above include involuntary turnover data (death, dismissals, transfers and other) but it is difficult to separate them between occupational categories since it was compiled from the annual reports. To simplify this, a further analysis on resignation as a percentage of total employment, and resignation as a percentage of total termination, are displayed in Figures 18 and 19 and Figures 20 and 21. In all these graphs, turnover levels in the DOA are lower than those in the DPSA.

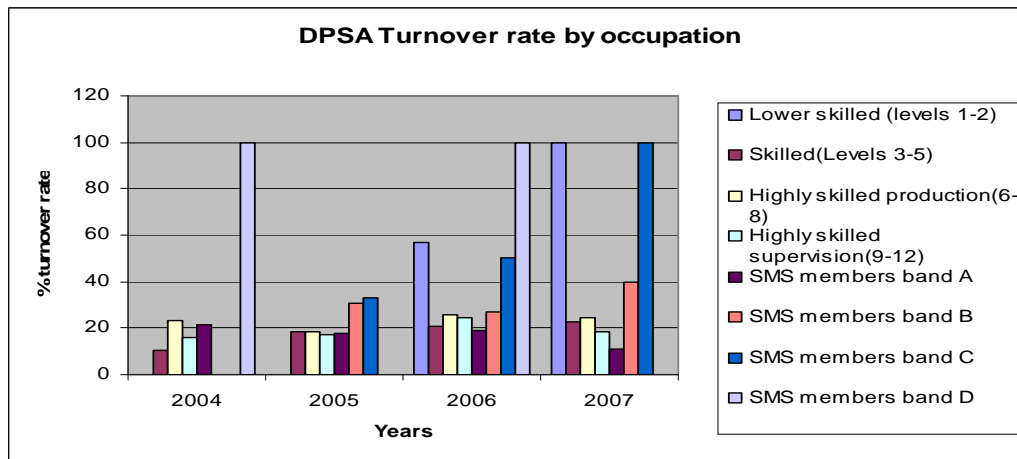


Figure 16. DPSA turnover rate by occupation

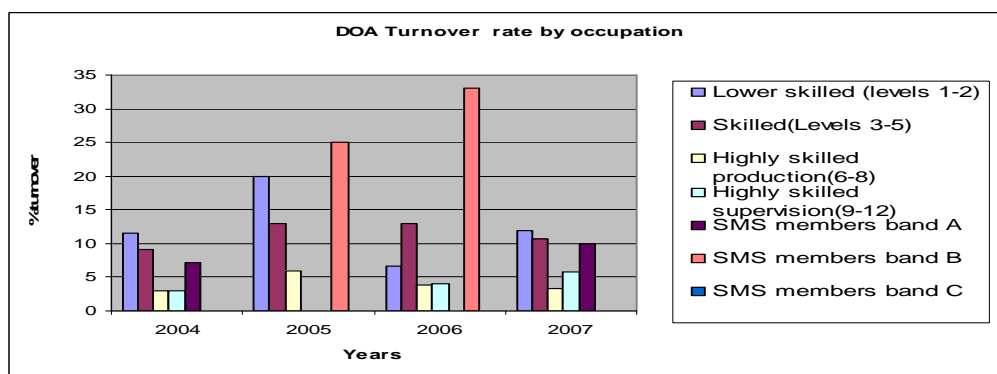


Figure 17. DOA turnover rate by occupation

4.2.3 Resignation as a percentage of total employment

The DPSA results (Figure 18) have shown an increase in percentage resignations over total employment from 2004 to 2006. DOA results (Figure 19) have shown increases from 2004 to 2007 but the rate of increase is lower than that found in the DPSA. These two graphs do not show the biographic distribution of these resignations.



Figure 18. DPSA resignations as a % employment



Figure 19. DOA resignations as a % employment

4.2.4 Resignations as a percentage of total terminations

This leads to further analysis of resignation as a percentage of total terminations in the DPSA and DOA, illustrated in Figures 20 and 21, respectively.

Results for the DPSA (Figure 20) do not show a clear trend of resignation percentages over time, whereas results for the DOA (Figure 21) indicate a trend that started to emerge in the year 2005 and increased from 2005 to 2007.

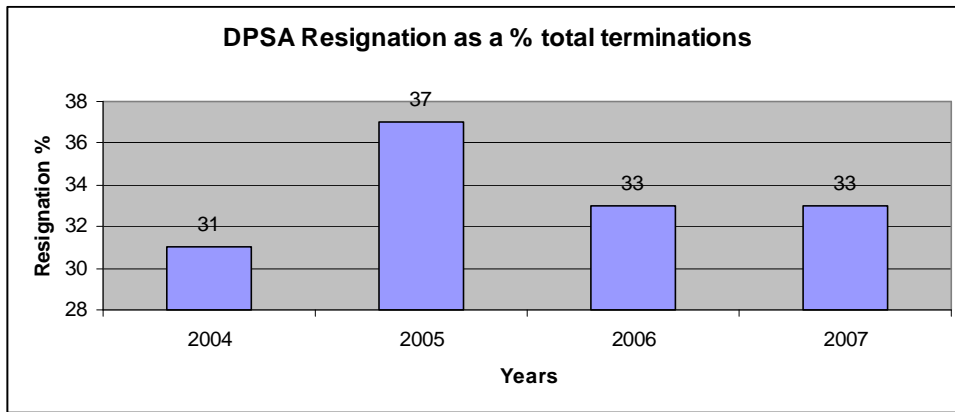


Figure 20. DPSA resignations as a % total termination

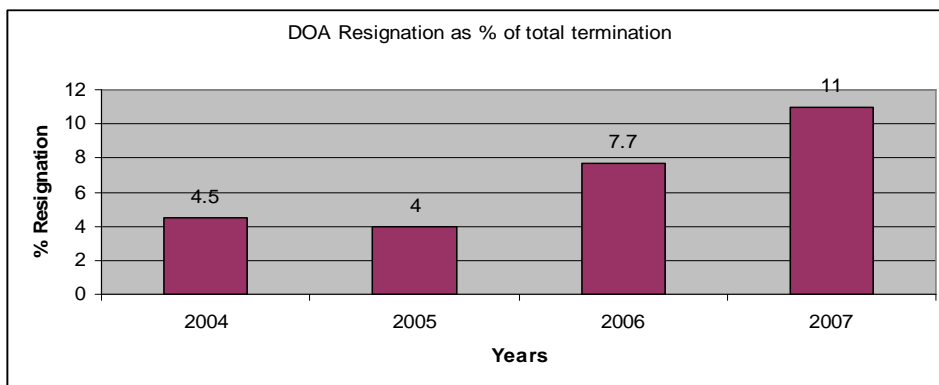


Figure 21. DOA resignations as a % total termination

In summary, the graphs revealed that voluntary turnover occurred in the DOA, if resignation percentages are taken into consideration, but the turnover data does not show clear trends with regard to its distribution levels by occupation. The changes in patterns of turnover in the DPSA do not follow the same patterns as those in the DOA. Compared to the DPSA, the DOA did not have a turnover problem when looking at the turnover trends. The high turnover levels in the DPSA (Figure 20) reflect low numbers at that level. The focus now will be what DOA is doing to retain its staff and which factors in the survey have been identified as turnover factors.

4.3 Primary turnover factors

The second objective was to identify the ten primary turnover factors identified by employees of the organization. There are two categories of turnover factors to be presented in this section, namely; 1) top ten primary factors, and 2) top three turnover factors. The top ten factors were selected on the basis of the level of frequency percentage, while the top three factors were selected from the top ten, based on the level of impact scores. The reason

for selecting the top ten priority factors was to look at the most important factors identified by the employees and secondly to look at their strength.

4.3.1 Top ten turnover factors

The results are displayed in Table 1, below, where the top ten turnover factors have been identified from the survey and are ranked according to their frequency percentage scores, from the highest frequency of 50% to the lowest frequency of 33.33%. With regard to frequency distribution results, the following factors were identified, namely: communication (50%), stress, tension and conflict (50), lack of participation (42.5%), leadership and management support (37.5%), organizational culture and behaviour (37,5%), red tape and bureaucracy in the organization (36.84%), organizational structure (35,9%), low salary package (35%), treatment by those in leadership (34.15%), and size of salary package (33.33%). Although these turnover factors have been identified as the ones that frequently occur in this study, their percentages are too low. Even if one ranks them according to their means in order to assess their level of importance, the results will differ in terms of ranks: leadership support (37.5%) would rank first followed by communication (50%) and salary package (33.33%), which is at the bottom of the list. Ranking these factors according to their means was not the best option either. Hence, from the beginning, it was decided that the use of frequency and the level of impact was the best option. The next step was to calculate the impact scores of all the top ten turnover factors to identify the top three turnover factors.

Table 1. Summary of top ten primary turnover factors

Rank ****	Question description##	Question no #	Sub- sample size *	Freq% **	Mean+	Impact
1	The amount and timing of communications regarding plans, events and developments in the organization	12	20	50	7.50	3.75
4	The amount of stress, tension and conflict I experience in my job	40	20	50	5.35	2.68
3	The amount of participation in decision making in the organization	15	17	42.5	6.88	2.92
2	The way the organization is being led by top management	14	15	37.5	8.00	3.00
5	How things are done around here, and how people generally behave at work	11	15	37.5	7.07	2.65
8	The level of "red tape", bureaucracy or standardized operating procedures in the organization	9	14	36.84	6.43	2.37
10	Organizational structure	10	14	35.9	5.64	2.02
	The way my pay package is structured in terms of its benefits (medical, pension, allowances) and	31	14	35	6.86	2.40

6	incentives (e.g. performance bonus)					
9	The way people are treated by those in leadership positions	18	14	34.15	6.36	2.17
7	Size of my pay package	30	13	33.33	7.15	2.38
## Question number: full description of question *Sub sample size: number of ratings by respondents ** Frequency %: Total of positives counted/ Total respondents + Mean: Total of positives/ no of negatives counted *** Ranking: Impact score ranking = Frequency% x Mean						

4.3.1.1 Top three turnover factors

Results of impact scores show that the top three turnover factors were: 1) communication within the organization, 2) administration of the organization by top management, and 3) participative decision making in the organization (Table 2).

In terms of the impact score, the amount and timing of communications regarding plans, events and developments in the organization received the highest ranking, followed by the way in which the organization is led by top management. Participative decision making in the organization was ranked third. Although the amount of stress, tension and conflict experienced in the job was ranked second in terms of the frequency percentage, it was ranked fourth in terms of impact scores. Based on this evidence, it can be concluded that this factor had less impact than the first of the top three turnover factors. To assess the distribution levels of these factors, the top three turnover factors need to be further examined, using biographic variables.

Table 2 Summary of the top three impact factors on turnover

Question no.	Score	%frequency	Mean	Impact	Description of factors
		A	B	(a x b)	
12	20	50	7.50	3.75	Communication within the organization
14	15	37.5	8.00	3.00	Leadership and organization
15	17	42.5	6.88	2.92	Participation in decision making

4.3.1.1.1 Analysis of priority turnover factors and biographic variables

The third objective was to further analyze the top three turnover factors by examining their relationship with relevant biographic variables. These include,

- 1) Communication within the organization,
- 2) Participative decision making, and
- 3) Organization administration by top management. In view of the above-mentioned results on turnover trends, which do not show a clear trend on turnover in DPSA and DOA, it

won't be necessary to look at all of the top three factors. The focus will only be on communication within the organization. The reason is that 50% of respondents regard this to be the most important turnover factor, with a mean average of 7.50 and an impact score of 3.75 (on a scale of 1 to 10), while the other turnover factors had percentage frequencies of below 50%. Based on this evidence, communication within the organization is regarded as the most important factor that requires further analysis by means of examining biographic factors. These results will be tested using the Chi-square test to assess the significant level between the two variables.

4.3.1.1.1.1 Communication within the organization

Communication problems within the organization occur in two ways: 1) organization and employees problems: issues related to shared information on vision, and other issues concerning workers (salary increments and other benefits), and 2) personal communication between supervisors and subordinates: issues related to performance management system and feedback, promotion and day-to-day activities at work. Empirical research has shown that conflict between the supervisor and the subordinate is an important factor that influences most employees to leave, even if the employee is paid a good salary. This problem is often linked to performance management systems and a lack of openness or transparency (Price *et al.*, 2007; Gupta-Sunderji, 2004). In the case of sheriff jail (Price *et al.*, 2007), employee turnover was found to be significantly related to a lack of communication concerning issues of genuine interest to employees. Since labour turnover has been strongly related to problems that occur between the supervisors and employees, it becomes important to use grade variables to find whether the problem of communication is linked to supervisory or organizational problems. In this study communication will be analyzed by grades, location, division, and race.

4.3.1.1.1.1.1 Communication by grades

Communication is essential for the execution of tasks, especially in the implementation of projects, which is the main focus of the DOA. Respondents were asked to specify whether the amount and timing of communications regarding plans, events and developments in the organization would influence them to leave or stay. The results of turnover by grade are displayed in Table 3 below, with $P = 0.05$ significance level as acceptable. If the P value from the results is greater than the 5% then the level of independence between the variables is not statistically independent. To find out whether there is any significant difference

between these variables, a hypothesis is formulated, which is then tested by the Chi-square test.

Ho: No relationship exists between grades and communication turnover factor

Ha: A relationship does exist between grades and communication as a turnover factor

Table 3. Illustrates the distribution by grades

Communication by grades					
	Supervisor		Non Supervisor		Totals
Turnover	7		11		18
		39%		61%	53%
Retention	4		12		16
		25%		75%	47%
					100%
Totals	11		23		34
Chi-square	Degree of freedom		P – Value		
24.10	16		P = 0.0873		

Here the probability value P is larger than 0.05, which means that there is no statistically significant relationship. The quantitative analysis has shown that grades and communication are not statistically significantly related.

4.3.1.1.1.2 Communication by location

To find out whether there is a relationship between communication problems and location, a comparison was made between employees living in Aliwal North (which is head office of the District) and those not living in Aliwal North. The results, displayed in Table 4 below, have shown that 53% of the people not living in Aliwal North identified communication as a turnover factor whilst 47% of those living in Aliwal North identified it as a retention factor. Based on these results, the difference between people living in Aliwal North and those not living in Aliwal North is small. To find out whether there is any significant difference between these variables, a hypothesis was formulated, which was then tested by the Chi-square test.

Ho: No relationship exists between location and communication as a turnover factor

Ha: There is a relationship that exists between location and communication as a turnover factor

Table 4 Illustrating communication by location

	Communication by location				
	Aliwal north		Not Aliwal north		Total
Turnover	8		9		17
		47%		53%	46%
Retention	7		13		20
		35%		65%	54%
Total	15		22		37
Chi-square	Degree of freedom		P – Value		
23.52	17		0.1332		

The results indicate that the probability value P is larger than 0.05, which means that there is no statistically significant relationship between location (Town) and communication. Based on the findings of communication by location, these results have shown that the location of these non-supervisors not in Aliwal North is not significant and therefore it can be concluded that the communication problem is not significant between these groups. This therefore requires further analysis by division.

4.3.1.1.1.3 Communication by division

This section describes whether a relationship exists between divisions with regard to communication problems within the organization. Two main divisions exist: those made up of support (HR, Supply, Finance, and Administration) and technical (Vet services, Engineering, Economics & Resource planning, Extension). The support function deals mostly with internal customers while the technical function deals more with external customers. The sharing of information, at DOA, between divisions is critically important for the effective functioning of teams and speeding up of service delivery, while a lack of communication delays service delivery. The results displayed in the Table 5 below have shown that 59% of technical staff and 41% from support staff intend to leave, because of communication problems. These results indicate that the communication problem differs between divisions, with technical staff having more communication problems than those of support staff. This can be statistically tested, using the chi-square test.

To find out whether this problem is significant, chi-square results are displayed below.

Ho: No relationship exists between division and communication as a turnover factor

Ha: There is relationship that exists between division and communication as a turnover factor.

Table 5 Illustrates communication by division

Communication by division					
	Support		Technical		Total
Turnover		7	10		17
		41%	59%		50%
Retention		5	12		17
		29%	71%		50%
					100%
Total		12	22		34
Chi-square	Degree of freedom		P – Value		
15.03	16		0.5228		

Results show that the probability value P is larger than 0.05, which means that there is no statistically significant relationship between division and communication within the organization. This has been further analyzed by race.

4.3.1.1.1.4 Communication by race

DOA at Ukhahlamba District is a multicultural organization consisting of non-white and white employees who speak different languages, such as Afrikaans, English, Sesotho and Xhosa. The researcher wanted to find out whether communication problems were experienced by different racial groups. The results are displayed in the Table 6 below, which categorizes racial groups as 'Black' and 'Non-Black'. 'Non-blacks' include Whites, Coloureds, Indians and Asians; the reason they are grouped under one category is to simplify the task, as blacks are in the majority in the organisational structure in the District. The results collected from racial groups are displayed in Figure 5 (on racial distribution).

To find out whether this problem is significant, chi-square results are displayed below.

Ho: No relationship exists between race and communication as a turnover factor

Ha: There is a relationship that exists between race and communication as a turnover factor

Table 6 Illustrates communication by race

Communication by race					
	Black		Non-Black		Total
Turnover	14		5		19
	74%		26%		49%
Retention	17		3		20
	85%		15%		51%
Total	31		8		39
Chi-square	Degree of freedom		P – Value		
27.24	16		0.0388		

The results indicate a probability value P that is smaller than 0.05, which means that there is a 95% probability that there is a statistically significant relationship and that race and communication are statistically significantly related at the 5% level.

In summary, the chi-square results have shown that communication within the organization is not statistically significant for grades, divisions, and location, but is significant between Blacks and non-Blacks racial groups. To mitigate this, a task team has been set up handle the communication problem.

4.3.2 External factors that influence people to leave

The reasons that influence people to leave are not only internal to the organisation, as analyzed above, but are also external to the organisation. The objective of this section is to identify the external factors and rank them according to their magnitude of importance. The results are displayed in the Table 7 below, which shows that poor quality health services and infrastructure development (78.5%) are grouped together and their level of importance is the same. The second grouping is the level of crime and people that live in the neighbourhood (75.61%). There are only three factors that do not group together according to their level of importance, namely: inadequate sport and recreation facilities, geographic location, and lack of quality education for employees and children. Interestingly, the geographic location has been ranked last in all external factors, which indicates that it is not strongly important compared to other factors, given the location of the District as described in Chapter 1. These results confirm the results of previous research on nurses working in remote areas, which revealed that poor working conditions lead to increases in labour turnover (WHO, 2009).

Table 7. Summary of external factors that influence people to leave

Rank order	Factor description	Magnitude of importance
1.	The availability and quality of health services	78.5%
	The level of infrastructural development (e.g. condition of roads, public transport system, shopping centres)	78.5%
2.	The availability of sport and recreational facilities	78.05%
3.	The level of crime in the area	75.61%
	The people who live in my neighbourhood	75.61%
4.	The quality of education available for my family	73.17%
5.	The geographic location of my place of employment in a rural or urban area.	70.73%

In summary, although internal and external factors do influence people to leave, the empirical research has revealed that their magnitude of importance differs from one organization to another. In some organizations internal factors are more important, while in others external factors are more important. It is also important to look at the retention factors to find mediating variables that affect labour turnover.

4.3.3 Factors that led to turnover (from previous employment)

The factors displayed in Figure 22 were given by the respondents under biography. The reasons for including them in the labour turnover section are twofold. Firstly, to find whether there are any new factors that lead to labour turnover, which are different from the ones drawn from the literature, as well as their level of frequency. Secondly, to draw conclusions and make informed recommendations based on previous history and future expectations of employees. Mobley (1982a) emphasized the importance of taking future expectations of employees into consideration when analyzing turnover in the organization. The factors given by the respondents were as follows: a) contract/job security (41.67%), b) working conditions (20.83%), pay increases (12.5%), lack of promotion (8.33%), new environment (8.33%), career development (4.17%), and distance from home (4.17%).

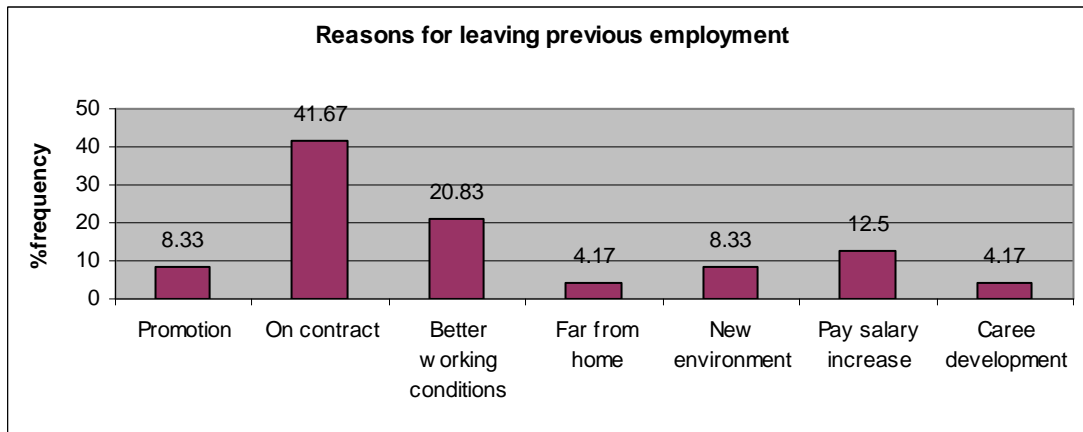


Figure 22. Indicating reasons for leaving previous employment

4.4 Primary retention factors

The second objective is to identify the ten primary retention factors identified by employees of the organization. There are two tables of retention factors to be presented in this section, namely; 1) top ten primary and 2) top three retention factors. The top ten factors were selected on the basis of level of frequency percentage, while the top three factors were selected from the top ten, based on the level of impact scores. The reason for selecting the top ten priority factors was to look at the most important factors identified by the employees and, secondly, to look at their strength.

4.4.1 Top ten retention factors

The results are displayed in Table 8, which summarizes the top ten retention factors.

The research results identified the following top ten factors that influence people to stay, namely: 1) resource availability to perform work, 2) use of discretion in handling customers, 3) impact of job on society, 4) availability of latest technology, 5) job satisfaction, 6) job engagement, 7) total job satisfaction, 8) multitasking, 9) health and safety at work, and 10) job knowledge. These results also revealed that resource availability is at the top of the most important factors and job knowledge at the bottom of the list. This also confirms that the smaller the organization, the happier its employees, because it can provide enough resources for the staff to work and to have an impact to society.

Table 8. Summary of the top ten primary retention factors

Rank ***	Question description ##	Questions no #	Sub-sample size *	Freq % **	Mean +	Impact
1	The availability of technology, equipment, resources and tools to perform my work (Resource availability to perform work)	63	38	95.0	7.66	7.28
2	The scope or discretion I have available to respond to client or customer needs (Use of discretion in handling customers)	58	36	90.0	7.17	6.45
3	The level of significance or importance of my job. The extent to which the results of my work affect the lives and well-being of other people. (Impact of my job to the society)	52	36	90.0	7.00	6.30
6	The extent to which the latest technology is available or not. (Availability of the latest technology)	62	35	87.5	6.97	6.10
7	The level of challenge and excitement of work assignments in my area of expertise (Job satisfaction)	57	34	87.2	6.76	5.90
4	My level of engagement and involvement with my job (Job engagement)	56	33	86.8	7.09	6.16
9	The overall level of job satisfaction that I am experiencing at the moment (Total job satisfaction)	59	33	84.6	6.88	5.82
10	The amount of variety in my job. That is the extent to which I am required to do many different things at work, using a variety of skills and talents. (Multitasking)	50	33	82.5	6.45	5.33
8	The level of health and safety at the workplace (Health and safety standards at work)	64	33	82.5	7.09	5.85
5	The degree to which I know what is expected of me in my job (Job knowledge)	48	32	80.0	7.66	6.13
## Question number: full description of question *Sub sample size: Number of ratings by respondents ** Frequency %: Total of positives counted/ Total respondents + Mean: Total of positives/ no of negatives counted *** Ranking: Impact score ranking = Frequency% x Mean						

4.4.1.1 Top three retention factors

The importance of these factors alone can not give enough information regarding the strength of these factors: the impact scores also need to be considered. In assessing the strength of these factors, the impact scores have been calculated for all ten factors and the top three factors identified. The top three factors are displayed in the Table 9 below.

Table 9. Summary of top three retention factors

Question no.	Score	% frequency	Mean	Impact	Description of factors
		a	b	(a x b)	
63	39	97.5	7.46	7.27	Resource availability to perform the job
58	37	92.5	6.97	6.45	Discretion in handling customers
52	37	92.5	6.81	6.30	Job Importance & impact peoples lives

The results on impact show that the top three retention factors were (1) the availability of technology, equipment, resources and tools to perform the work, (2) use of discretion to respond to customer or client needs, and (3) the importance of my job and its impact on society. In terms of the impact score there are no changes to the top three retention factors in terms of their rankings: they follow the same pattern as their level of importance. These factors will be further tested, using correlation analysis to describe the degree of strength and using Pearson product-moment correlation.

4.4.1.1.1 Analysis of retention factors

The fifth objective further analyzes retention factors by examining the relationship with relevant biographic variables. The results, displayed in Table 6 above, have shown that all top ten retention factors have high retention percentages and further analyses will show the strength of these variables. Further analysis has been done to find the relationship of the first three retention factors and this will be discussed in the next section.

4.4.1.1.1.1 Analysis of the group of retention factors

The top three retention factors will be further analyzed to find out whether the relationship amongst them does exist, namely: 1) availability of resources to perform the job; 2) use of discretion in handling customers, and 3) the importance of the job and its impact on society.

4.4.1.1.1.1.1 Analysis of resource availability and its impact on job performance and society

The objective of this section is to analyze the strength of the relationship of resource availability and its impact on job performance using Pearson product-moment correlation. Willemse (2007:86) refers to Pearson product-moment correlation as a technique used to “show the strength of the relationship between two continuous variables using r and p values”. An r of -1 is a perfect negative correlation, an r of $+1$ is a perfect positive correlation; an r of 0 means there is no correlation. The p value indicates the level of statistical significance. In the case of RESOURCE AVAILABILITY and IMPACT ON JOB PERFORMANCE, the correlation results are further displayed in the histogram and scatter plot graph in figure 23 to 25 which shows positive correlation. The results show that the r value is 0.98 , which can be considered a very strong correlation and the p value is 0.000 , which means that the correlation is statistically significant at 1% .

The results are further displayed in the two histogram graphs (Figures 23 and 24) that show that the increase in resource availability does have an impact on job performance of an individual.

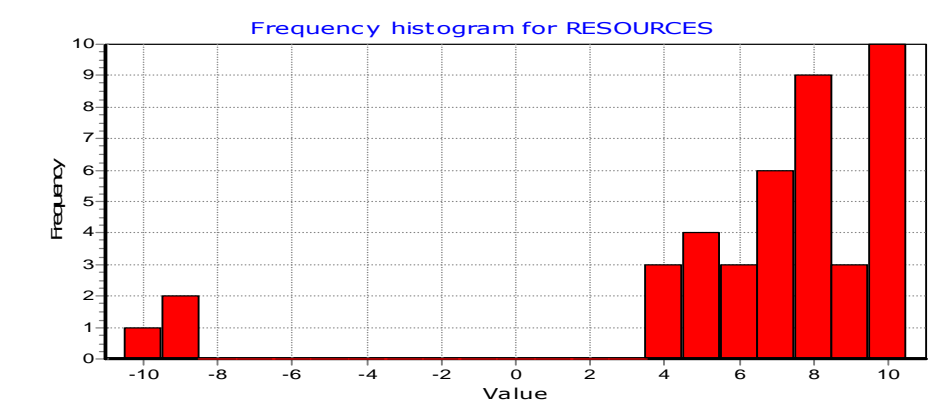


Figure 23. Illustrate the job impact to the individual

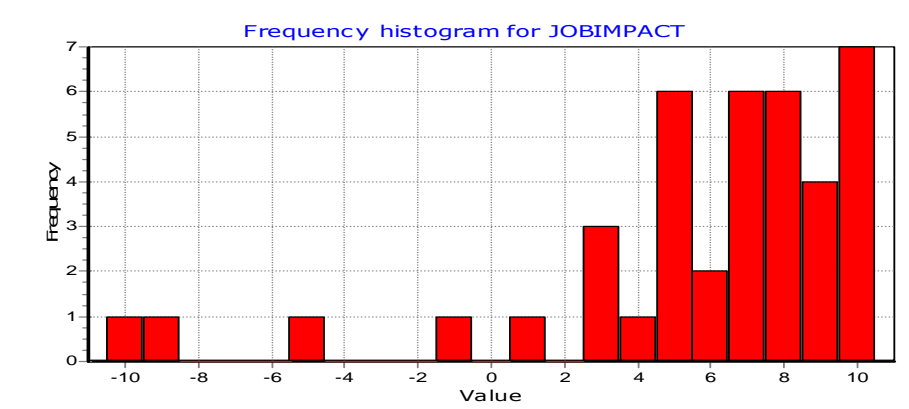


Figure 24. Illustrate importance of resource use

These results are further displayed in the scatter plot (Figure 25), which illustrates the relationship between these variables, indicating a positive relationship.

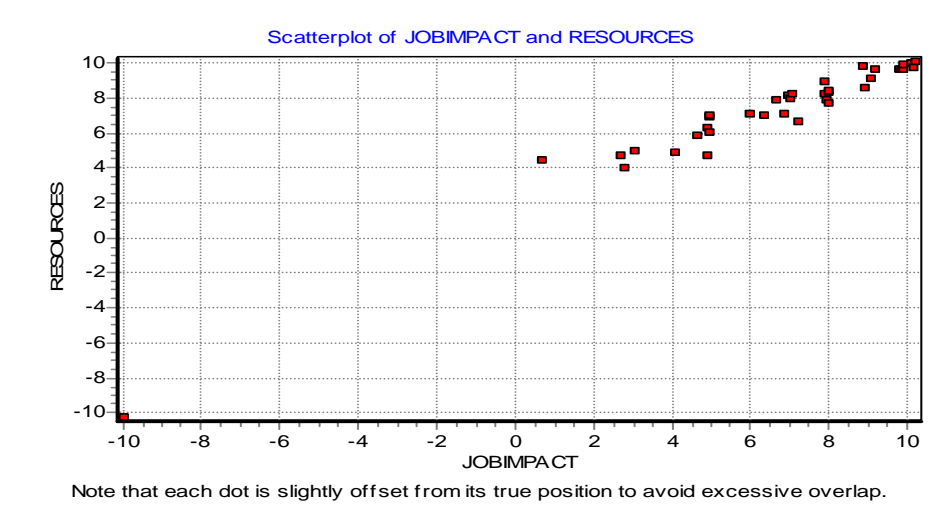


Figure 25. Displays the relationship of resource availability and the impact on job performance.

4.4.1.1.1.2 Analyzing the resource availability and discretion in handling clients and customers

The objective of this section is to further analyze the resource use in relation to the use of discretion in handling customers or clients. Pearson product moment correlation revealed the following results:

$$r(x,y) = 0.96$$

$$n = 37$$

$$p = 0.000$$

In this case the value of r is 0.96, which can be considered a very strong correlation. The p value is 0.000 which means that the correlation is statistically significant. DISCRETION and RESOURCES are statistically significantly correlated at the 1% level. These results are displayed in the graph below (Figure 26).

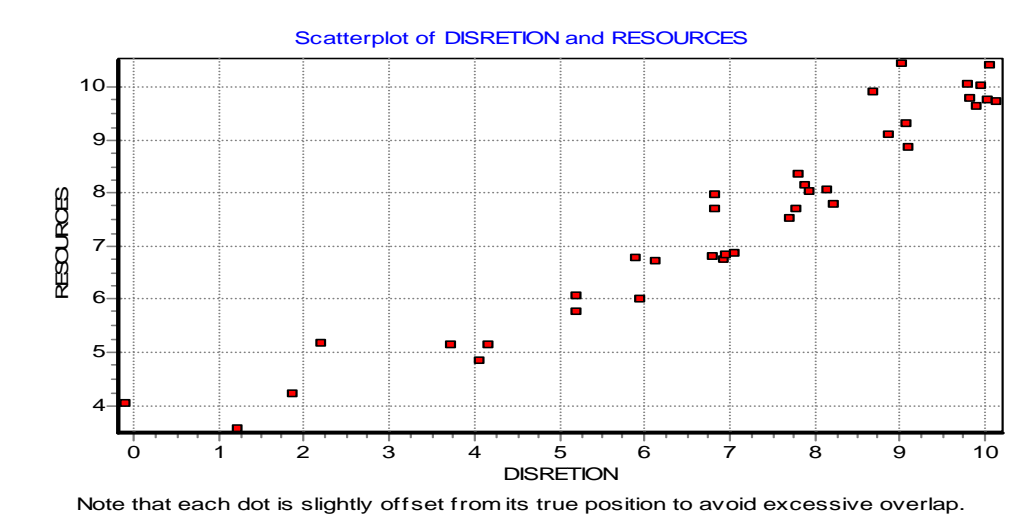


Figure 26. Scatter plot graph showing the relationship of resource use and discretion in serving customers or clients.

The results displayed in the scatter plot graph in figure 26 show that there is a strong relationship between the resource use and use of discretion in handling customers or clients.

4.4.1.1.1.3 Analyzing the use of discretion and impact on job performance

The objective of this section is to analyze the use of discretion and the impact on job performance using Pearson correlation. The results show that a Pearson product-moment

correlation indicates that the value of r is 0.99, which can be considered a very strong correlation. The p value is 0.000 which means that the correlation is statistically significant and therefore can be concluded that JOBIMACT and DISCRETION are statistically significantly correlated at the 1% level. These results are further displayed below in figure 27.

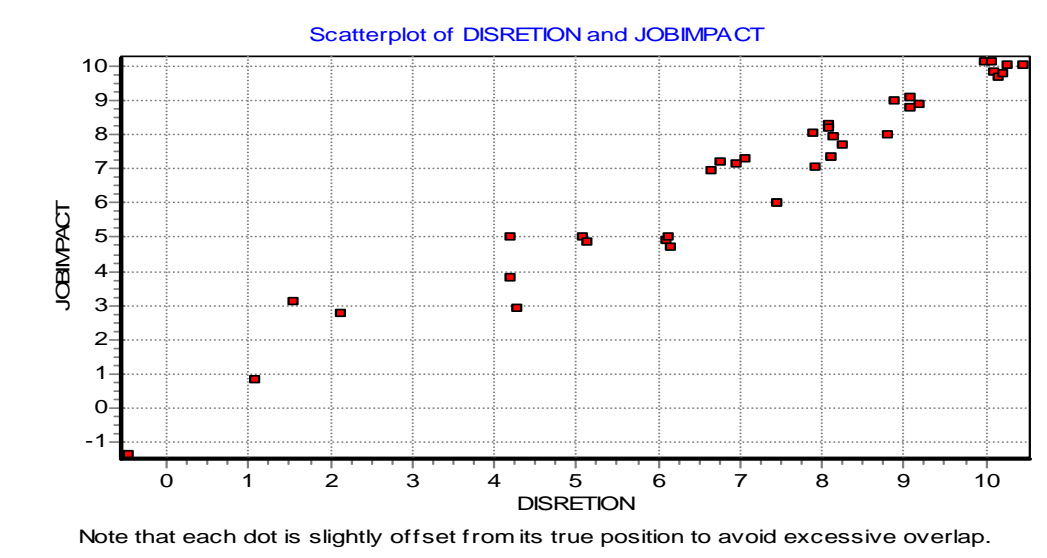


Figure 27. The scatter plot graph shows the relationship between use of discretion and impact on job performance.

The scatter plot graph shows a positive correlation between discretion and job impact.

4.5 Conclusion

The results of the research have shown that there is no clear trend on labour turnover at DOA and DPSA. Further analysis showed that external factors had a greater influence on labour turnover than internal factors. Communication has been highlighted as a key problem and is significantly related to race, suggesting that the different race groups have very different experiences of communication. This may also have negative implications for the organization in as far as service delivery is concerned. A diversity management course or workshop can be used to mitigate this problem. The challenge is to deal with external factors such as education, health, and infrastructural development. This requires leadership support and the provision of resources.

Chapter 5: Discussion and Conclusion

5.1 Introduction

The aim of this research was to understand the most important factors that explain turnover and retention at DOA Ukhahlamba District and to recommend to the District and Provincial management the appropriate strategy for retaining staff. The purpose of this chapter is to discuss the results, as presented in Chapter 4, and analyze them in the light of the theory outlined in Chapter 2. The following five objectives were formulated and will be used as a framework in discussing the reported results, namely: (1) turnover trends, (2) primary turnover factors, (3) external turnover factors, (4) primary retention factors, and (5) conclusion and recommendations.

5.2 Turnover trends

The results have shown that during the past four years in the South African public sector, there is no clear trend in total turnover rates at DPSA and DOA “Eastern Cape Province”. This was revealed from the analysis of DPSA’s and DOA annual reports between 2004 - 2007 and results are displayed in figures 1 to 8. The highest turnover rate achieved due to resignation was 8,2% in 2006 and the lowest was 4,9% in 2004 with the total number of employees ranging between 226 to 300 employees over that period. CIPD (2006:1) argued that labour turnover trends are not always constant and “there is little evidence of any long term trend towards higher staff turnover”. There are times when staff turnover is high and low due to structural factors in the industry and availability of job opportunities. Meiring (2004) proposed limits to be set for turnover and refer to acceptable level of 10% turnover and higher than that to be regarded unacceptable. The empirical evidence provided above does show that both trends and highest percentage of labour turnover can be used as the measures of determining the acceptable levels of labour turnover. In addition, the monitoring and analyzing the costs associated with labour turnover can be used to track the changes in labour turnover costs and the higher the costs, the more attention must be put into such organization by the management (Chartered Institute of Personnel and Development, 2008). A number of most important turnover factors have been identified by various researchers and their importance differ from one organization to another (Booth and Hammer, 2006). In the case of DOA Ukhahlamba a number of turnover factors have been identified and are discussed in the following section.

5.3 Primary turnover factors

The primary turnover factors were identified at DOA Ukhahlamba District and these are sub-divided into two namely: a) top ten turnover factors and b) top three turnover factors. The results have shown that the top ten primary turnover factors identified are:

- 1) Communication with organization,
- 2) Stress and job experience,
- 3) Participative decision making,
- 4) Organizational culture,
- 5) Organizational administration,
- 6) Treatment of employees by leadership,
- 7) Organizational structure,
- 8) Bureaucracy in the organization,
- 9) Salary package and
- 10) Size of the package.

The research results revealed a frequency percentage of the primary turnover factors identified to be low and further grouped them to top three turnover factors. With regard to top three turnover factors, the following factors have been identified, namely: 1) communication within the organization, 2) participative decision making and 3) organization administration by top management. In view of the high percentage frequency distribution and being ranked first to the top three turnover factors, communication within the organisation has been chosen for further analysis according to grades, location, division and race.

Firstly, the results have shown that grades and communication are not statistically significantly related, because the P value is larger than 0.05, with chi-square (24.10) and Degree of freedom (16). The empirical research from the literature has shown that the conflict between the supervisor and subordinate does influence most of the employees to leave even if the employee is paid good salary and is linked in many times with performance management system and lack of openness or transparency (Price *et al.*, 2007; Gupta-Sunderji, 2004). In the case of sheriff jail, employee turnover found to be significantly related to lack of communicating the issues of genuine interest to employees (Price *et al.*, 2007) In view of the above results and empirical evidence from the literature, communication problem within the organisation is not always related to supervisor and subordinate and therefore has a moderating effect to turnover. This research demonstrates

the importance of looking at other variables that can be linked to communication problem within the organisation.

Secondly, the research results between location and communication within the organization indicate P value which is larger than 0.05, Chi-square (23.52), and degree of freedom (17), and therefore mean that there is no statistically significant relationship between location (Town) and communication within the organisation. McQueen (2004) cited poor communication in the geographic location to be related to lack of telecommunication infrastructure. The lack of communication infrastructure does not necessary influence people to leave as there is no net work connection. In this case, the results show no significant relationship between location and communication within the organisation and therefore hypothesis A will be rejected as location is not significantly related to communication within the organisation. In conclusion, the labour turnover is not linked to location of the employee and communication within the organisation.

Thirdly, research results revealed that communication within the organisation is significantly related to race, with P value smaller than 0.05, which means that there is a 95% or better probability, but location, division and grades did not. The earlier research results have shown no consistence evidence which link “diversity itself with increased turnover but has revealed the isolation from coworkers and from customers being associated with high labour turnover” (Leonard and Levine, 2006:1). The language barrier and ability to communicate with the staff lead to unnecessary conflict which then contributes to negative attitude that develops between the supervisor and the subordinate and is related to race (McQueen, 2004). The recent results have proven that diversity does influence employees to leave and is consistent with previous findings on labour turnover with regard to communication within the organisation and therefore it can be concluded that diversity does influence labour turnover if it is linked to communication because of language barrier, different cultures, religious beliefs etc. The employees are more likely to stay if the race and communication within the organisation are taken seriously by the management.

5.4. External turnover factors

The factors that influence labour turnover are not only internal but are also external to the organisation. The following factors have indirect influence to labour turnover and were found to be the most important factors at DOA Ukhahlamba District, namely: 1) lack of quality health service and infrastructural development, 2) lack of availability sport and

recreational activities, 3) geographic location, 4) lack of quality education, and 5) level of crime and neighborhood. There is consistent evidence from the literature which strongly relate these external factors to intention to leave by staff that stays at DOA Ukhahlamba District. The percentage frequency for all factors identified is above 70%. The location of DOA Ukhahlamba District in the remote area has an influence on labour turnover. The findings of this research found the labour turnover at DOA Ukhahlamba District to be caused more by external factors than internal factors and to mitigate this, needs the review of the HR policies in issues regarding compensation of employees and reward of benefits to attract people to work in the rural areas.

5.5 Primary retention factors

There are ten top priority retention factors identified namely:

- 1) Resource availability to perform work,
- 2) Use of discretion in handling customers,
- 3) Impact of job to the society,
- 4) Availability of latest technology,
- 5) Job satisfaction,
- 6) Job engagement,
- 7) Total job satisfaction,
- 8) Multitasking,
- 9) Health and safety at work and
- 10) Job knowledge.

All ten retention factors have been strongly related to intention to stay and have high percentage frequency in contrast to primary turnover factors. The impact of these factors on intention to stay is not the same and therefore further examination of the top three factors was done. The research results identified the following top three retention factors, namely: 1) resource availability to perform work, 2) use of discretion in handling customers and 3) impact of job to the society. The results have shown no changes in terms of ranking these three factors according to frequency distribution and impact scores. These factors were further analysed using Pearson's correlation.

Firstly, the results have shown resource availability and impact on job performance to the society to be strongly correlated with r value 0.98 and p value of 0.000 which is statistically significant at 1%. The resource availability and job impact to the society are positively correlated. These results are consistent with previous research which suggest the availability of resource and latest technology to perform job to have a positive impact in

staff retention because it enables one to do his /her within the reasonable time and thus contribute to improve job performance which will have a positive impact to the society due to improve working conditions (Cottini, Kato and Nielsen, 2009; Russell, 2008). Improved working conditions have been proved to have a moderating impact on job satisfaction and labour turnover (Orpen, 1986). This research has contributed to the body of knowledge by revealing that improved working conditions is the most important factor which contributes to turnover in to days working environment compared to earlier research which had insufficient evidence on the role played working conditions. The improved working conditions have been regarded as the most important factor by the employees working in the remote areas regardless of the type of the organisation. The following sectors are concerned about improved working conditions, namely: Health sector employees, Agricultural employees, Municipal employees, Non Governmental Organisations etc (Russell, 2008; WHO, 2006). In the earlier research there was insufficient evidence that link job satisfaction with working conditions (Mobley, 1982).

Secondly, the results have shown the use of discretion and resource availability to perform the job to be very strongly correlated with r value of 0.96 and p value of 0.000 at statistical significance level of 1%. These results demonstrate that the use of available necessary resources combine with use of discretion enhances job performance because the employee can do the job freely and deliver the expected results (Buck and Watson, 2002; Cottini, Kato and Nielsen, 2009). The increase in level of commitment as a result of job satisfaction has a moderating effect to labour turnover.

Finally, the results on the use of discretion and job impact to the society shows very strong correlation with r value of 0.99 and p value of 0.000 at statically significantly correlation of 1%. Use of discretion and job impact to the society is positively correlated. The impact of job to the society is the result of efforts put to uplift the standard of living of the clients and that requires use of discretion as a way of gaining more experience and learns more about the job itself. The results of this research are consistent with previous results on use of discretion in handling customers by employees at work which find positive correlation with increased use of discretion and responsibility (Buck and Watson, 2002). The new evidence which contribute to the body of knowledge is that the use of discretion is no more limited to managerial or supervisory levels but now can also regarded important across all levels. Booth and Hamer (2007) found the use of discretion to be more useful at managerial level where decisions are taken in addressing problems with the staff. The use of discretion

promotes commitment to the employees and improves job performance in all levels and thereby influences people to stay.

5.6 Recommendations and Conclusion

5.6.1 Recommendations

5.6.1.1 Recommendations for Management: Particular attention should be paid to the factors listed below.

- Turnover trends: the turnover trends are low at DOA Eastern Cape Province and there are no clear trends of high turnover for now but special attention should be given in periodic update of the resignation reports so that they reflect the real situation in all six Districts, currently it is difficult to get a consolidated reports in other Districts which correspond with the provincial reports. This also requires further training to the officer responsible for this task.
- Primary turnover factors: The communication within the organisation between the race groups has been found to be the problematic area identified in the study and this needs a diversity management course to create awareness amongst the employees and encourage the acceptance of one's culture, language and inculcate the culture of respect amongst the employees and breaks the stereotypes. This has never been done in this District since it was established in 2004. There are further three recommendations to this: Firstly, is to ensure that the training on communication skills must be organised to all supervisors to reduce communication problem within the organisation as this would affect service delivery. Secondly, arrange a managing a cross cultural management workshop to address communication problems between the races because it can be more cultural oriented or a diversity management course starting at managerial levels to lower ranks. Finally, recommend the introduction of team performance bonus to complement individual bonuses to break the cultural barriers in the work place.
- External factors: To deal with the external factors the following recommendations are suggested. Firstly, this will include the review of the recruitment, selection and compensation policy of the employees to mitigate external factors. (a), targeted admission of people with rural background can be looked at and built in the advertisement of the posts. (b), compensation of employees in remote areas must be given high attention and this includes "allowances to attract scarce skills in remote areas, structuring of wage benefits and increase in allowance grant for family education.

Secondly, supportive supervision for staff. Thirdly, support for continuous development and career development.

- Primary retention factors: The following retention factors have been identified and the management must be aware as they all contribute to staff retention at DOA Ukhahlamba, namely: 1) resource availability to perform work, 2) use of discretion in handling customers, 3) impact of job to the society, 4) availability of latest technology, 5) job satisfaction, 6) job engagement, 7) total job satisfaction, 8) multitasking, 9) health and safety at work and 10) job knowledge. With regard to the top three factors identified, the use of discretion in handling customers and impact of job to the society must be given adequate attention and it is recommended that they must be built into the performance agreement of the individual and link with performance bonus. It is recommended that the use of discretion be assessed under generic competence on initiatives and be given high weight. Other recommendations are suggested to strengthen the leadership support to the DOA Ukhahlamba staff, namely: 1) allow participation in decision making, 2) Provide on job training, 3) Improve personal communication, and 4) Improve staff grievance handling.
- There are many lessons that can be learnt by other organisations from DOA Ukhahlamba like the provision of adequate support to the staff in terms of resource requirements, allow staff to use the discretion to encourage them to have that sense of belonging to the organisation.

5.6.1.2 Recommendation for future research

- The researcher has contributed to the body of knowledge by looking both labour turnover and retention across functional structure, there is no research done at DOA on retention and this will be used as a useful guide to retention strategy in the Organisation. The retention factors identified are generalizable as there was enough evidence to support the claims made by other researchers. The external labour turnover factors have been identified and can be applicable to all organisations that operate in remote areas.
- On labour turnover and retention, an academic research is needed in the area of identifying more external factors to the organisation and links them with retention factors to find a way of mitigating them and identify exactly which retention factors can mitigate as a specific external turnover factor.

- To overcome the limitation of the study and external sponsor is required to fund the similar project or a research team be set up to look other factors of turnover in the remote areas. There is less information in South Africa compared to other countries such as Australia

5.6.2 Conclusion

In conclusion, overall the results show that labour turnover is not a major problem at Ukhahlamba, which compares favourable to international trends where labour turnover of 20% is typical. Key factors that may influence employees to leave are related to the economic and infrastructural development in the area. These development challenges should be discussed in the Inter Governmental relations (IGR) forum for the district so that the responsible departments can attend to them.

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APPENDICES

Appendix A

June 2008
Dear Colleague

RESEARCH INVESTIGATING FACTORS THAT INFLUENCE THE RETENTION OF STAFF

Attached is a questionnaire designed to gain insight into what influences employees to stay working for the Department of Agriculture. It is aimed at a cross section of employees in the SECTIONS and has been approved by THE DIRECTOR OF HUMAN RESOURCES.

The aim of the research is to get your views on what would influence your decision to stay or leave the employment of Department of Agriculture. It also aims to establish the practices Department of Agriculture could apply that would positively affect the retention of its employees. The results will be used mainly for academic purposes and the final report will be available on the Rhodes University Intranet for your information. A copy of the results will also be made available to the management of Department of Agriculture, and may be used by management to reconsider Department of Agriculture's Human Resource Management policy and practises. However, the ideas listed in this questionnaire are derived from the literature and should not be misinterpreted as ideas that are already part of Department of Agriculture plans, or as ideas that will definitely be adopted.

This is an anonymous questionnaire and therefore you will not be personally identified in the reporting of the results. The questionnaire is divided into five sections and completing it should take about 20 to 30 minutes. It would be appreciated if you would complete and return it to THE OFFICE by 7 July 2008.

If you have any queries concerning the questionnaire, please contact me at 082 950 7618.

Tel. (W) 051 603 0280, Fax. 051 603 0280,
Email address: william.msomi@agr.ecprov.gov.za

Thank you for your participation.

Yours sincerely

Msomi M.W.

SECTION A: BIOGRAPHIC DETAILS OF THE RESPONDENT

Please complete Section A in full. Please note that this information will be used to make group comparisons only and your questionnaire will not be analyzed or reported on an individual basis. Either fill in the detail required or place a cross (X) over the number that best describes you.

QUESTION		ANSWER							
1	Race: 1 = Black, 2 = White, 3 = Asian, 4 = "Coloured"	1	2	3	4				
2	Age: 1= Less than 25, 2= 25 to less than 35, 3= 35 to less than 45, 4= 45 to less than 55, 5=55 or older	1	2	3	4	5			
3	Job Level: 1 = Top management, 2 = Middle management, 3 = Supervisor, 4 = Professionally qualified staff, 5 = Non-supervisory	1	2	3	4	5			
4	Length of service at your current employer	years			Months				
5	Length of total working experience:	years			Months				
6	Number of employers worked for , before being employed by your current employer	Employers							
7	Highest educational qualification obtained: 1= Less than Matric or Grade 12, 2= Matric or Grade 12, 3= Diploma, 4= Bachelors Degree, 5= Honours Degree, 6= Masters or Doctoral Degree	1	2	3	4	5	6		
8	Gender: 1 = male, 2 = female	1	2						
9	Division or section: 1= Administration, 2= HR, 3= Supply 4= Finance, 5= Engineering , 6= Vet services, 7= Extension services, 8= Economics	1	2	3	4	5	6	7	8
10	Distance: If you are married or in a serious relationship and your partner also works, please indicate how far away their place of work is from yours. 1= Not applicable, 2= Less than 5 km, 3= 5 to less than 50km, 4= 50 to 100km, 5= more than 100km	1	2	3	4	5			
11	Please indicate your usual and main way of travelling to work: 1= walk or bicycle, 2= train, 3= bus or taxi, 4= own transport (e.g. car, motorcycle), 5= Other Specify _____	1	2	3	4	5			
12	Marital status: 1= Not married nor in a serious relationship, 2= Married or living with a partner	1	2						
13	Name of previous employer and place of work (e.g. District/ Town)								
14	Main reason for leaving previous place of employment								
15	Name of current employer and place of work (<i>town</i>)								
16	Do you own or rent the home that you stay in when you commute to and from work during the week? 1= Own, 2= Rent	1	2						
17	Employment status of spouse or partner: 1= Not applicable, 2= Unemployed, 3= Employed part time or in a half day job, 4= Employed full time, 5= Self-employed in own business	1	2	3	4	5			
18	Please indicate the number of people under 18 years of age who live with you in the week.	People							
19	Location (i.e. Municipality) : 1= Senqu , 2= Maletswai, 3= Gariep, 4= Elundini, 5= Ukhahlamba district office	1	2	3	4	5			

SECTION B

This section of the questionnaire examines issues related to staff retention and turnover. It is an opinion questionnaire and as such there are no right or wrong answers. You are simply requested to answer as honestly as possible, expressing your opinion on the scale provided. It is important that you show some differentiation in your responses to indicate which factors are more important than others. Do not take too long in deciding on your answer to any of the items. Usually your first response is accurate.

SECTION B1: FACTORS THAT INFLUENCE YOUR DECISION TO STAY OR LEAVE THE ORGANISATION

Please indicate the degree of importance of the following factors in either influencing you to stay on or leave the employment of your current employer or place of work. Place a cross (X) over the corresponding number on the scale. A score of zero (0) means that this factor is not important at all when it comes to influencing you to stay or leave the organisation. A score of +10 means that this factor is extremely important in retaining your employment, while a score of -10 means that this factor is extremely important in influencing you to consider leaving.

It is important to first be clear on what the factor means for you and then decide on its influence on you staying or leaving. For example, you may decide that the public reputation of your employer is very good, but compared to other factors, this factor does not influence your decision to stay or go. Then a low positive score or even a score of zero would be appropriate. Another example is that you may describe the organisational culture as very formal and regulated, and like this aspect of the organisation. Then you may rate organisational culture as a positive influence on your staying, and may give it a score of +6. On the other hand, you may not like the way the organisation is structured at the moment and this is making you unhappy. You would probably then give this factor a high minus score, maybe even -10 if you feel very strongly about it.

FACTOR		Degree of importance																				
		Important influence on me leaving										Not important		Important influence on me staying								
1.	The public reputation of the organization	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
2.	The relationship that the organisation has with other organizations	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
3.	The relationship that the organisation has with its customers or clients	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
4.	The purpose or vision and mission of the organization	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
5.	The structure of the organization	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
6.	The plans and changes that the organisation is implementing	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
7.	The organization's policies, systems and processes	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
8.	The degree of fairness and consistency in the way in which policies are implemented	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
9.	The level of "red tape", bureaucracy or standardised operating procedures in the organization	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
10.	The organisational culture	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
11.	How things are done around here, and how people generally behave at work	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
12.	The amount and timing of communications regarding plans, events and developments in the organization	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
13.	The general climate or emotional state of people at work	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
14.	The way the organisation is being led by top management	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
15.	The amount of participation in decision making in the organization	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
16.	The amount that the organisation either listens or does not	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10

	listen to the views and ideas of its employees																					
17.	The quality of my manager's leadership and nature of the relationship I have with him or her	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
18.	The way people are treated by those in leadership positions	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
19.	The way problems are generally dealt with by managers in the organization	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
20.	The learning environment of the organization	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
21.	Developing myself and gaining new knowledge and skills	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
22.	The degree to which I feel adequately trained to do my job	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
23.	The training and development opportunities available	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
24.	The amount of coaching and mentoring received	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
25.	The amount of opportunity for personal career development and growth, including my promotion prospects	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
26.	The social environment at work	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
27.	The quality of the relationships I have with colleagues that I work with	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
28.	The way I am treated by my work colleagues	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
29.	The amount of support I receive from my manager and colleagues	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
30.	The size of my pay package	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
31.	The way my pay package is structured in terms of its benefits (medical, pension, allowances) and incentives (e.g. performance bonus)	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
32.	The degree to which I am fairly or unfairly rewarded for my contribution	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
33.	The balance of work and my other life pursuits and interests	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
34.	The size of my workload	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
35.	The amount of overtime and weekend work that I have to perform	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
36.	My regular working hours	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
37.	The amount of time that I spend away from home due to work commitments and travelling each day	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
38.	The number of nights that I spend away from home due to work commitments and traveling	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
39.	The amount of flexibility I have in terms of when I work and where I work	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
40.	The amount of stress, tension and conflict I experience in my job	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
41.	The degree to which I feel I am doing a job that suits or does not suit who I am	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
42.	The degree to which the work environment is either sensitive to or indifferent to my personal, family and health related needs	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10
43.	The current performance management system of the	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10

	organization																						
44.	Opportunities for feedback, self-improvement and career advancement	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
45.	The degree to which I can achieve my personal and professional goals	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
46.	The recognition I receive for what I do	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
47.	The degree to which I believe I am performing well in my current job	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
48.	The degree to which I know what is expected of me in my job	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
49.	The high or low status of my job in the organisation	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
50.	The amount of variety in my job. That is the extent to which I am required to do many different things at work, using a variety of skills and talents.	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
51.	The degree to which my job involves doing a “whole” and identifiable piece of work. That is, the extent to which the job is a complete piece of work that has an obvious beginning and end.	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
52.	The level of significance or importance of my job. The extent to which the results of my work affect the lives and well-being of other people.	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
53.	The level of autonomy that my job provides. The extent to which my job permits me to decide on how to go about doing my work	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
54.	The amount of information that the job itself provides me with, about my work performance. The extent to which the work itself provides clues about how well I am doing, besides any feedback I get from my co-workers or supervisor	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
55.	The amount I can or cannot be innovative and creative in my job	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
56.	My level of engagement and involvement with my job	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
57.	The level of challenge and excitement of work assignments in my area of expertise	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
58.	The scope or discretion I have available to respond to client or customer needs	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
59.	The overall level of job satisfaction that I am experiencing at the moment	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
60.	The meaningfulness of job content and assignments	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
61.	The level of responsibility I have in my job	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
62.	The extent to which the latest technology is available or not.	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
63.	The availability of technology, equipment, resources and tools to perform my work	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
64.	The level of health and safety at the workplace	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
65.	The quality of air and lighting, and the noise level	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	
66.	The arrangement and layout of the work area	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	

SECTION B2: MANAGING STAFF RETENTION

Please provide your opinion of the degree of importance of the following possible management initiatives that could be taken by your current employer to retain you in employment. Place a cross (X) over the corresponding number on the importance scale to the right. A score of 0 means that this factor is not important at all, while a score of 10 means that this factor is extremely important.

FACTOR	Degree of importance										
	Not important at all					Very important					
67. Clarify and communicate the organisation's core purpose and guiding principles and values	0	1	2	3	4	5	6	7	8	9	10
68. Change human resource management policies so that they are more fair	0	1	2	3	4	5	6	7	8	9	10
69. Change the organisation structure so that it is flatter and more flexible	0	1	2	3	4	5	6	7	8	9	10
70. Improve organisation systems and processes	0	1	2	3	4	5	6	7	8	9	10
71. Communicate more with me about what is happening in the organisation	0	1	2	3	4	5	6	7	8	9	10
72. Communicate more with me about things that affect my job	0	1	2	3	4	5	6	7	8	9	10
73. Improve the way in which staff grievances are reported and handled	0	1	2	3	4	5	6	7	8	9	10
74. Reduce the amount of bureaucracy or red tape	0	1	2	3	4	5	6	7	8	9	10
75. Allow me to participate more in decision making and problem solving within the organisation	0	1	2	3	4	5	6	7	8	9	10
76. Change the person who I report to (i.e. my supervisor)	0	1	2	3	4	5	6	7	8	9	10
77. Develop my manager so that he or she can manage me more effectively	0	1	2	3	4	5	6	7	8	9	10
78. Move me to another section so that I work with different people	0	1	2	3	4	5	6	7	8	9	10
79. Organise more informal gatherings where staff can mix socially	0	1	2	3	4	5	6	7	8	9	10
80. Increase my pay by 25 percent	0	1	2	3	4	5	6	7	8	9	10
81. Pay me more, based on my performance or contribution	0	1	2	3	4	5	6	7	8	9	10
82. Improve the induction programme for new employees so that they can better adjust to their new workplace	0	1	2	3	4	5	6	7	8	9	10
83. Revise the performance management system	0	1	2	3	4	5	6	7	8	9	10
84. Provide me with more training related to the job I do	0	1	2	3	4	5	6	7	8	9	10
85. Provide me with more opportunities to attend courses which develop me	0	1	2	3	4	5	6	7	8	9	10
86. Provide me with a clearer career development path	0	1	2	3	4	5	6	7	8	9	10
87. Provide me with a coach or mentor	0	1	2	3	4	5	6	7	8	9	10
88. Redesign the job that I do	0	1	2	3	4	5	6	7	8	9	10

SECTION B3: EXTERNAL FACTORS THAT MAY INFLUENCE YOUR DECISION TO LEAVE THE ORGANISATION

There are a number of reasons outside of the working environment, which may influence a person to leave their place of employment. Please provide your opinion of the degree of importance of the following factors to your remaining or leaving the area or your job. Place a cross (X) over the corresponding number on the importance scale to the right. A score of 0 means that this factor is not important at all, while a score of 10 means that this factor is extremely important.

FACTOR		Degree of importance										
		0	1	2	3	4	5	6	7	8	9	10
89.	The geographic location of my place of employment in a rural or urban area.	0	1	2	3	4	5	6	7	8	9	10
90.	The level of infrastructural development (e.g. condition of roads, public transport system, shopping centres)	0	1	2	3	4	5	6	7	8	9	10
91.	The availability of sport and recreational facilities	0	1	2	3	4	5	6	7	8	9	10
92.	The level of crime in the area	0	1	2	3	4	5	6	7	8	9	10
93.	The quality of education available for my family	0	1	2	3	4	5	6	7	8	9	10
94.	The availability and quality of health services	0	1	2	3	4	5	6	7	8	9	10
95.	The people who live in my neighbourhood	0	1	2	3	4	5	6	7	8	9	10

SECTION B4: INTENTION TO QUIT

Finally, please give an indication of your intention to quit by placing a cross (X) to show the degree to which you agree or disagree with the following statements, where 1= Strongly disagree and 7= Strongly agree.

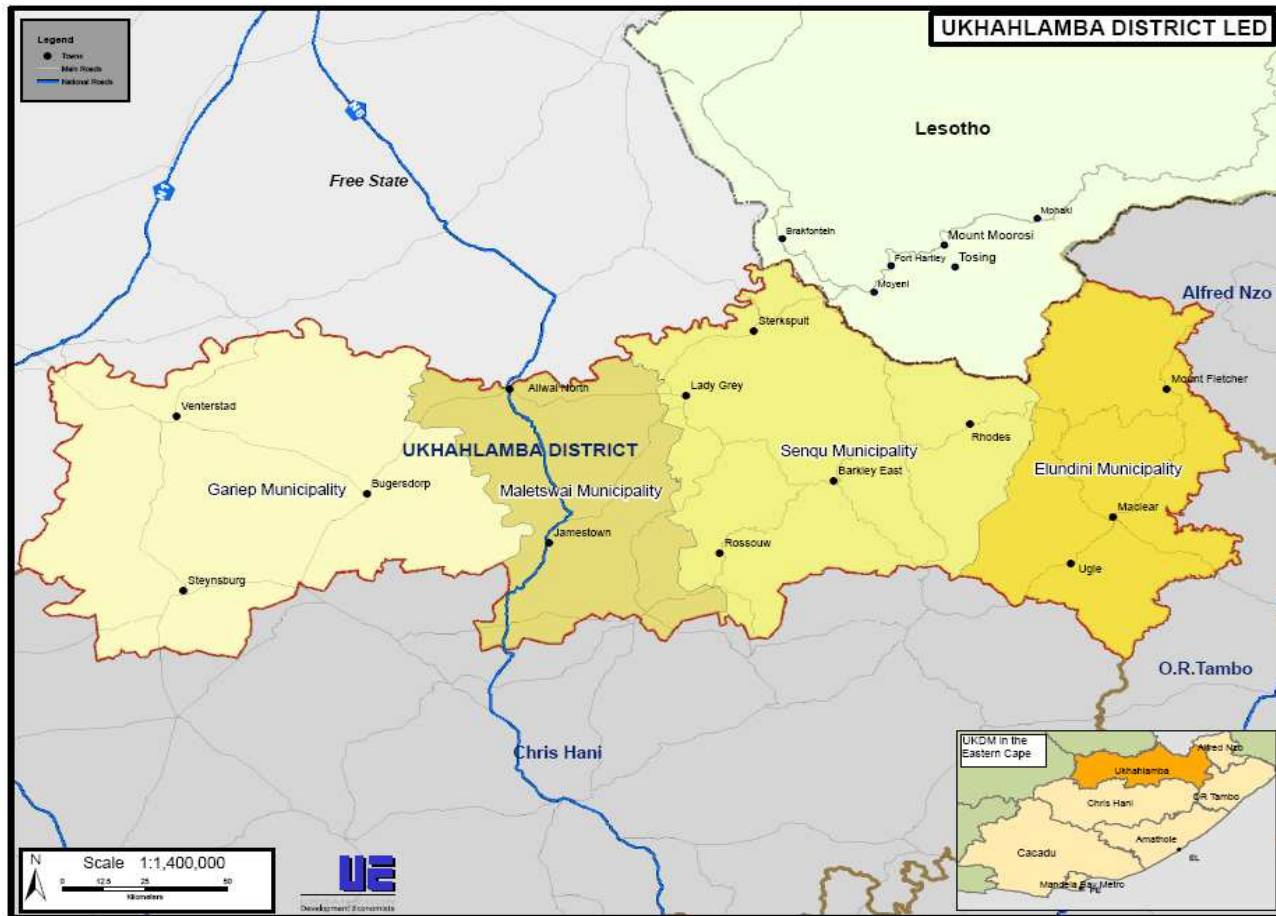
FACTOR	Level of agreement						
	Strongly disagree			Strongly agree			
96. I often think about quitting my job.	1	2	3	4	5	6	7
97. I will probably look for a new job in the next year.	1	2	3	4	5	6	7
98. I never think about quitting my job.	1	2	3	4	5	6	7
99. I am thinking of leaving the country.	1	2	3	4	5	6	7
100. I am thinking of leaving the Province I currently work in.	1	2	3	4	5	6	7
101. I am thinking of leaving the town/city I currently work in.	1	2	3	4	5	6	7
102. I am thinking of leaving the profession or line of work I am currently in	1	2	3	4	5	6	7
103. I am thinking of leaving my place of work so as to be closer to my family and friends, or to be able to spend more time with them	1	2	3	4	5	6	7
104. If I wanted to resign this month, I expect that I could easily get another job	1	2	3	4	5	6	7

This is the end of the questionnaire.
 Thank you for completing this questionnaire.
 Please remember to return it to: 34 Botha street

Lady grey

9755

Appendix B: Locality Map



Source: Ukhahlamba LED strategy, 2009.