

APPENDIX: A

Research Protocol

Thank you for taking time to meet with me and assisting me in completing this research.

Please be assured that everything that is said will be kept in the strictest of confidence and that at no stage will the source of the data be revealed.

Whilst the information that is received will be primarily used to complete my MBA thesis, the findings may further be significantly valuable in guiding the organisations future human resource policies, therefore please be extremely candid in your responses.

Interviewer's reminders:

- Ensuring that a minimum of one hour is set aside for each interview;
- That the interview is conducted in an environment in which the respondent is sufficiently comfortable to meaningfully participate;
- A rapport must be established between the interviewer and interviewee;
- Guard against any preconceived ideas as well as guarding against any cultural biases;
- Make a note of any non verbal clues and probe them if necessary
- Focus on the actual rather than the hypothetical and do not put words in the respondents mouths;
- Do not react (verbally or non-verbally) to the responses of the interviewee
- Keep a proper record of each conversation.

General information

Name

Age

Gender

☐

Male

☐

Female

Race

☐

African

☐

Coloured

☐

Indian

☐

White

☐

Other

Tenure with company

Questionnaire

1. What have you done since you resigned from the organisation?
2. When you think back, what was your primary reason for leaving the company?
3. Possible probing questions for *Push* factors:
 - Tell me more about that?
 - What prompted you to look for another job?
 - How long were you looking for a job before you resigned?Possible probing questions for *Push* factors:
 - Tell me more about how the offer came about?
 - What prompted you to seriously consider the offer and accepted it?
4. Tell me a little about your remuneration at the organisation, what did you like verses your dislike?

Possible probing questions:

- Do you believe you were paid for the work that you did (internally fair)?
 - Do you believe that the organisation paid market related salaries (externally fair)?
 - Were you paid fairly in relation to your colleagues?
 - Would you have stayed if you were paid more? How much in %?
 - What was the % increase / decrease in your salary that you resigned for?
5. Tell me about the management of the company?
What did you liked verses disliked?

Possible probing questions:

- Tell me a little about the culture of the organisation

- How would you describe your direct line manager's competence skill, as a manager?
 - Did you trust that the management were leading the organisation correctly?
 - Do you believe that the organisation gave sufficient recognition for your achievements?
6. Do you believe that the organisation afforded sufficient training and development opportunities for you?

Possible probing questions:

- Do you believe that there were sufficient opportunities for you to:
 - Have further training?
 - Develop your competencies further?
 - Be promoted?
7. Tell me a little more about your general job satisfaction level around the time that you decided to resign?

Possible probing questions:

- How happy were you at the organisation?
 - How committed were you to the organisation?
 - Do you believe that it was possible to enjoy a work- life balance?
 - How stressful was your job?
8. When you commenced employment with the organisation, do you believe that the job you were appointed for was what you wanted to do, and that you were suited for it?

Possible probing questions:

- Tell me about your interview process with specific reference to how the job was explained to you?
- Tell me about your induction process / general on-boarding?

9. Were there any specific incidents (shock event) that lead to you considering resigning from the organisation?

Possible probing / guiding:

- This incident may have happened months before you decided to resign, yet was always at the back of your mind and bugged you?
- It may be possibly related to reason given:
Management, pay, promotion, development, work life balance etc.

10. What could the organisation have done to make you stay (before, during or after you made the decision to resign)?

11. Any other general comments regarding your decision to resign from the organisation?