

Title

Employee Retention Strategies: Factors for Generation Y bursar graduates

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31 August 2015

DECLARATION

I declare that this research report is my own unaided work.

It is being submitted to the Degree of Master of Science to the University of the Witwatersrand, Johannesburg.

It has not been submitted before for any degree or examination to any other University.

.....
(*Signature of Candidate*)

.....31..... day of ...August....., ...2015...
(*day*) (*month*) (*year*)

ABSTRACT

The nature of work is changing, and so are the elements which are necessary to manage these different transformations.

The focus of this study was to determine which factors were important to Generation Y engineering bursar graduates from a particular organisation; in particular those within their first 5 years of work. These findings were to be contrasted with those of engineers who had been working for longer than 5 years.

A theoretical framework from the literature was developed, and the Case Study research method was applied.

The results showed that *Job satisfaction* had the greatest influence as a retention factor. It was found that there was a difference between factors which influenced an employee to stay or leave. There was no significant difference between the retention factors for the differently tenured groups. Recommendations were given for the organisation's current retention strategies; as well as suggestions for future work.

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- Talent Management (People and Organisational Effectiveness) Department
- Graduate Development Programme Office
- Wellness and Benefits Department

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CHAPTER 1: INTRODUCTION

Introduction

The nature of work is changing, and so are the elements which are necessary to manage the different transformations - such as workforce demographics, awareness of social and environmental corporate responsibility - which are taking place. Some of the contributing factors to this are globalisation, technology, where and how people work, as well as workforce expectations (Schabracq & Cooper, 2000) (Burke & Ng, 2006) (Konz & Ryan, 1999) (Nayar, 2012). As a result of these transformations taking place in the workplace, the risk of a disengaged workforce is high; and hence the implication for employee retention strategies. The external factors (such as economic crises, the dynamics in the labour market, and even political instability), have a profound and direct impact on the internal changes which take place within individuals. Workplaces are changing from being areas of generally economic and social activity to being places where individuals are seeking meaning, value, support and purpose to their lives (Panahi & Abedinpoor, 2010).

In light of the transformation which is taking place in the workplace arena, it is evident that financial incentives and/or financial security are not sufficient as sole “retention drivers”- there are other factors which need to be considered to drive and support organisational sustainability through these changes (Bersin, 2013).

Problem Statement

The organisation which forms the focus of this study runs a bursary scheme program. This program aims at developing young talent, and providing an opportunity for that talent to be part of the organisation. After the completion of studies, the expectation is that the bursary holder “work back” the period over which they were sponsored.

The data from bursary holder contract terminations (Company Human Resources Department, 2014) indicate that *Career scope*, *Family related*, *Job satisfaction*, and *Further Studies* feature high on the list of reasons given for the separation from the company. About 65% of all the terminations occur at a particular level of the employee’s growth in the company.

A great number of these graduates, however, continue to stay on with the company well after the “work back” period has transpired. This, thus, raises the question as to whether there are critical factors which contribute to graduates terminating their bursary “work-back” periods early; and if so, what the necessary interventions would be to address these cases? Conversely, the graduates who stay on with the company after their “work-back” periods have expired may provide valuable insights into these critical factors.

The early loss of bursaried graduates has implications for the organisation in the long run. It has been shown that ‘tenured employees drive far greater value than those who are “cycling through” the business’ (Bersin, 2013). The investigation of the critical factors affecting this early loss of bursary graduates has the potential to benefit the development and application of certain strategies to address the retention, as well as the growth, of incoming talent to the business.

The purpose of this study, thus, was to determine what factors are essential in the development of retention strategies (those which respond to the workplace transformation(s) taking place); with specific regard to engineers within their first 5 years of work.

Research Question(s)/Hypotheses

The focus of the study was on employees from a particular organisation, and the research question was framed as:

What factors are important to the young engineer (within 5 years working experience) in the work context, which could contribute to the development of effective retention strategies for this segment of the workforce?

Research Objectives

The objectives of the research were to:

- Develop a conceptual framework from the literature incorporating relevant factors that may affect the retention of young engineers in the organisational workforce.
- Use the conceptual framework to develop survey questions, and to frame the responses from the interviews, so as to elicit key factors

- Establish which factors are essential in the development of employee retention strategies for young engineers who have joined the organisation through the organisation's bursary scheme (within 5 years working experience)
- Recommend how the current employee retention strategies need to accommodate the above factors
- Comment on how the findings relate to the role of spirituality in the workplace, and the consequent implications for employee retention strategies

Ethics Clearance

Some of the data was sourced from human subjects (in the form of surveys and interviews). Ethics Clearance was sought for the research to address matters of consent and confidentiality. A copy of the Clearance is included in APPENDIX A.

Limitations and Constraints

The study and its findings were limited by the following:-

- It was not possible to include employees who had left the company in the study, as their contact details were not available.
- The information (separation data) related to the employees who had left the company was limited to the history capacity of the data system being used to capture these details (i.e. it was not possible to access the historic data from before the system was implemented).
- The study was also limited to the number and the type of respondents that completed the survey (responses to the survey were optional to the recipients of the survey).

Chapter Outline:

Chapter 1 – Introduction

This chapter focused on introducing the purpose of the study. The Background and Problem Statement were presented; as well as the Research Question and Objectives. Some notes on Ethics Clearance and the study's Limitations and Constraints were included.

Chapter 2 – Literature Review and Development of Theoretical Framework

A number of topics were reviewed from the Literature, as suggested by the research question. From these, a theoretical framework was developed, which resulted in the retention factors which were then used in the survey. These factors were used to frame the responses from the interviews.

Chapter 3 – Research Methods

The Case Study research method was chosen for the study. This Chapter presented the data collection methods which were used; as well as how the data would be analysed.

Chapter 4 – Data Analysis and Results

The purpose of this Chapter was to present the data analysis and results of the collected data. Multiple sources of evidence were used; from which the findings were categorised and further analysed through a comparative analysis.

Chapter 5 – Discussion

The findings of the study were discussed in this section.

Chapter 6 – Conclusion

This Chapter concluded the report; and included the areas for future work.

CHAPTER 2: LITERATURE REVIEW

The purpose of this Chapter is to peruse the existing literature on the research topic. The research question (*Which employee retention strategy factors are important for Generation Y graduates*) suggested the areas to review from the literature. These are as indicated in Figure 1.

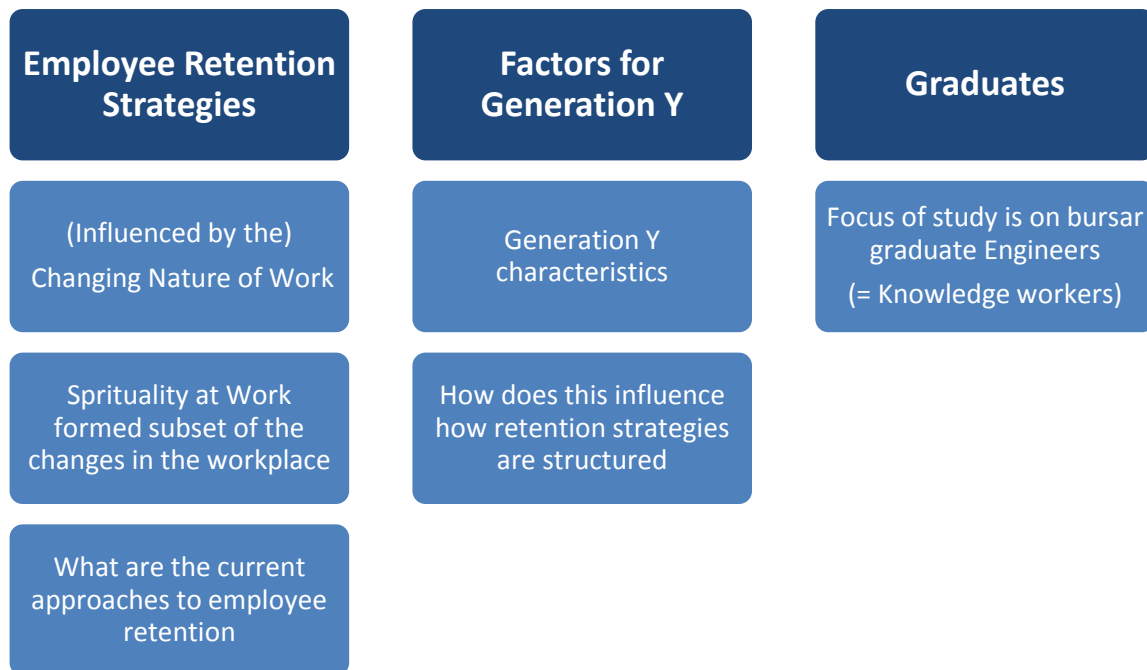


Figure 1: Approach to the Literature Review

Thus the literature topics that were reviewed are:-

- The changing workplace
- Spirituality at work
- Knowledge workers
- Employee Retention Strategies
- Generation Y at work

The changing workplace

Organisations go through a number of transformations in the pursuit of better performance. One of these changes is the way in which that performance is being measured (Slaper & Hall, 2011). The performance of an organisation is no longer simply based on the bottom line – organisations are now accountable for the effects on the physical (ecological) and social environments in which they operate – the “triple bottom line” (Slaper & Hall, 2011). The social aspect of this triple bottom line refers to the stakeholders of the company (Inkling, n.d.), who are anyone who is either directly or indirectly affected by the actions of the organisation. The employees of a firm are a key asset in the organisation, and they are included in this social equity segment of the company’s performance (Inkling, n.d.)

The workplace faces numerous social, economic and demographic changes, and employees are leading more stressful lives. Some contributing factors include layoffs; downsizing; mergers; increased employee stress and burnout; decline in job satisfaction; environmental pollution and energy crisis; technological advancements; unethical corporate behaviour; workplace violence and threats of terrorism; and unravelling of schools and family (Litzsey, 2003).

Some of the other changes which have been faced by organisations are those which require the organisation to remain relevant in an increasingly competitive environment (James & Mathew, 2012). The business environment has had to shift with the development of new technologies, the effects of globalisation and the changes in demographics (Schabracq & Cooper, 2000) (Burke & Ng, 2006). The nature of work has also been redefined by the global convergence of technology and the resultant changes in knowledge management practices (Horwitz, 2003). With the competitive stakes being higher, “the future belongs to those managers who can best manage change” (Ramlall, 2004, p. 52).

Employee commitment, productivity and retention issues are emerging as the most critical workforce management challenges of the immediate future, driven by employee loyalty concerns, corporate restructuring efforts and the tight competition for key talent (Kreisman, 2002). Committed employees are a source of competitive advantage (Dessler, 1993 as cited by (Ramlall, 2004)); as such in order to manage change, organisations must have employees who remain committed throughout the occurrence of rapid changes.

In a climate where intellectual capital is a firm's only appreciable asset (Horwitz, 2003), the effects of globalisation have increased the pressure and amount of work and innovation required by employees to perform – a case of “survival of the fittest” (Schabracq & Cooper, 2000, p. 227) .

The transformation of the workplace has also been influenced by factors such as expanding job opportunities, increased employee diversity and mobility, and the growing importance of knowledge workers (Nayar, 2012). Some of the demographical influences include an ageing workforce and the entry of the “Internet Generation” (NetGen) employee into the workplace (Burke & Ng, 2006). The “NetGen” workforce consists of employees who have grown up accustomed to the internet, and they come with “their own set of expectations, demands, and work habits, including incredible technology literacy” (Burke & Ng, 2006, p. 89). Organisations that are successful in managing the transfer of knowledge from the older generation to the younger generation of workers would be least vulnerable when retiring employees leave the organisation, and thus would be more likely to maintain their position in the market (Burke & Ng, 2006).

The effects of the economic downturn (and other economic dynamics) and the ageing workforce have resulted in a change in the nature of work, where work has now also become a platform for self-expression and development (Holbeche & Springett, 2004). In addition, organisations are also “slowly evolving from arenas of purely economic and social activity into places of spiritual development” (Konz & Ryan, 1999 as cited by (Panahi & Abedinpoor, 2010, p. 3)).

Spirituality in the workplace

“People are searching for a way to connect their work lives with their spiritual lives, to work together in community, to be unified in a vision and purpose that goes far beyond making money” (Miller 1998, as cited by (Litzsey, 2003, p. 6)). Because of the now unpredictable environment mentioned above, employees are seeking, support and value in their lives (Litzsey, 2003). The spirituality movement in the corporate environment has been said to be “an attempt to create a sense of meaning and purpose at work and connection between the company and its people” (Galen and West 1995, as cited by (Litzsey, 2003, p. 1). This marks

a shift towards an era that suggests that business does better for survival and profitability when it creates a culture and environment that emphasises individual self-actualization as both the ultimate human end goal, and as the best means to creating even more success and wealth for individuals and companies (Bolman and Deal, 1995; Hendricks and Ludeman, 1997; Herman, 1994; Jaworski, 1998; Renesh and Defoore, 1996) cited by (Tischler, 1999)). There is a move in the corporate space from a focus solely based on economic stability to one which allows for a focus on human growth (Tischler, 1999). This has led to the development of a quadruple bottom line, with spirituality (possibly) being the fourth factor (Inayatullah, n.d.); and the view that CEOs have the role to “bring the soul back to the firm” (Korac-Kakabadse, Kouzmin, & Kakabadse, 2002, p. 179) - a firm in which “common values and a shared sense of purpose can turn the company into a community where daily work takes on a deeper meaning and satisfaction” (Korac-Kakabadse, Kouzmin, & Kakabadse, 2002, p. 179). This then contributes to a company’s sustainable growth to offer employees inspiring work and to help employees to grow in ways that are best for them (Tischler, 1999). Spirituality in the workplace is not about religious beliefs – it is about people who “perceive themselves as spirited beings whose spirit needs energising at work” (Litzsey, 2003, p. 3), and about “experiencing real purpose and meaning in their work beyond pay-checks and task performance” (Litzsey, 2003, p. 4).

Although there is no single definition of spirituality in the workplace (Laabs 1995 “It is much easier to explain what spirituality in business is not than it is to define what spirituality in business is” as cited by (Litzsey, 2003, p. 12)). There are several attributes of spirituality within the context of work (Wong 2003 as cited by (Litzsey, 2003)):

- Defining ourselves as having inherent values, greater than our roles, titles and possessions.
- Affirming meaning and purpose in spite of absurdity and chaos.
- Emphasizing authenticity, inner wisdom, creativity and transformation
- Recognizing the immaterial, transcendental, sacred dimensions of reality
- Having a servant’s attitude towards work and leadership
- Embodying spiritual values of integrity, honesty, love, kindness and respect
- Emphasizing social responsibility toward the community, society and environment
- Viewing God and spiritual principles as the grounding for moral decisions.

The Institute for Management Excellence shares seven principles which define spirituality in the workplace (Institute for Management Excellence, 2011) as cited by (Litzsey, 2003):

1. *Creativity* includes the use of colour, laughter and freedom to enhance productivity. When people enjoy what they do, they work much harder.
2. *Communication* is the vehicle that allows people to work together.
3. *Respect* of self and of others; includes: respect for the environment; other people's personal privacy, their physical space and belongings; different viewpoints, philosophies, religion, gender, lifestyle, ethnic origin, physical ability, beliefs and personality.
4. *Vision* means seeing beyond the obvious- seeing the unseen.
5. *Partnership* encompasses individual responsibility and trust that other people will perform according to their commitments for the good of the team and partners. It accepts that different people have different viewpoints and beliefs; those differences are used as positive aspects for broadening the team experience.
6. *Positive Energy* forces are released when people feel creative, have the freedom to express their opinions, and feel respect from their management and their peers.
7. *Flexibility* includes the ability to adapt to changing situations and allowing one's own beliefs and habits to change as needed.

Other elements include ((Institute for Management Excellence, 2011) as cited by (Litzsey, 2003)):

- *Fun* people [are those] who enjoy their life [and who therefore] work harder, make more money, have more confidence in themselves, have more friends and are far healthier.
- *Finding Your Self* your self (small "s") is the person you are here on this planet. Your Self (capital "S") is the greater energy of the Universe that connects all of us.

Knowledge workers

A knowledge worker is “any employee possessing specialist knowledge or know-how who is involved in consultancy based on their specialist knowledge or know-how, or research and development work for new products, services or processes” (Lee-Kelley, Blackman, & Hurst, 2007, p. 205) They use their knowledge and know-how to “gather analyse, add value and communicate information to empower decision-making” (Roy et al 2001 as cited by (Lee-Kelley, Blackman, & Hurst, 2007, p. 205). They are characterised as having careers external to an organisation through years of education, rather than internal training and career schemes (Despres and Hiltrop 1995 as cited by (Horwitz, 2003).

The knowledge worker is able to “utilise, share and synthesise existing knowledge to create new ideas” (Lee-Kelley, Blackman, & Hurst, 2007, p. 205), abilities which contribute to the development of learning organisations and which enable transformational rather than incremental change.

Knowledge workers have certain expectations which stem from their ability to express their career needs. Some of their attributes include (Lee-Kelley, Blackman, & Hurst, 2007):

- Their careers tend to be directed through self-directed learning and further education rather than from internal career or personal development schemes.
- Their ability to learn lends itself to them developing their own personal competitive advantage
- They are more likely to be loyal to fellow professionals, contact networks and peers rather than to their employers
- They plan to resign after a period of time and are confident of finding alternative employment
- They have a tendency to change employers often (where this ease of movement could be termed a defining feature of the knowledge worker) (Boutwell 1997). (Organisations that can provide an appropriate environment i.e. learning organisation structures for personal growth could reduce the propensity to leave)
- They are motivated more by the intrinsic challenge of the work rather than financial rewards

There is a need by knowledge workers to understand their role within the company, and to feel that their work is relevant and of value and to be recognised for what they do (Lee-Kelley, Blackman, & Hurst, 2007).

There are different viewpoints on how HR practices should be structured for the retention and the reduction of voluntary turnover of knowledge workers. The following points are as taken as included from the source (Horwitz, 2003, p. 29):-

- It has been found that traditional approaches to work remuneration and reward are no longer appropriate in a post-industrial knowledge economy (Despres and Hiltrop 1995)
- Some of the research favoured retention strategies for knowledge workers that was focused on a portfolio of practices which include: freedom to act independently, appropriate job design, certain types of financial rewards based on recognition of achievements, development opportunities, and access to leading edge technology (Kinneer and Sutherland 2000; Thompson and Heron 2002)
- There needs to be a shift from conventional training and development to an integrative, continuous process of capability development , with the responsibility shifting increasingly to the individual (Karla 1997, Beck 2000)
- While traditional career paths may be based primarily on a firm's interests, there is now a shift to sculpting jobs based on the deeply embedded life interests of knowledge worker professionals (Waldorp 2001)
- Retention efforts require a shift from broad programmes to highly targeted initiatives (Kalra 1997)

Employee Retention Strategies

Buckingham and Coffman (1999) stated that “only 26 percent of the working population is fully engaged in their work. The rest of the population is either ‘not engaged’ (55 per cent) or ‘actively disengaged’ (26 per cent)” (as cited by (Kreisman, 2002, p. 3)). “Turnover intention [which is defined as “a measurement of whether a business or organisation’s employees plan to leave their positions or whether that organisation plans to remove employees from positions” (Curtis, 2015)] is the last cognitive step employees make in the voluntary turnover process” (as cited by (Lee-Kelley, Blackman, & Hurst, 2007, p. 205)). Employee retention is

“a process in which the employees are encouraged to remain with the organisation for the maximum period of time” (James & Mathew, 2012). While there are various causes for turnover, which result in a loss of management time, create pressure in workforce planning, and a multiple of direct (e.g. recruitment of replacement staff, training) and indirect (e.g. negative impact of culture, dissolution of organisational memory), costs (Dess and Shaw, 2001 as cited by (James & Mathew, 2012), March and Simon (1958) found that the two main drivers of employee turnover are the desirability of movement (the individual’s satisfaction with the job) and the ease of movement (perceived or actual job alternatives in the external market) in their theory of organisational equilibrium (Hausnecht, Rodda, & Howard, 2008). Although numerous reasons exist for employees leaving organisations, research indicates that money is not even in the top five reasons (Dibble 1999 as cited by (Kreisman, 2002). Some of the reasons that employees were attracted to and why they left organisations are (Kreisman, 2002):

Why employees said they were attracted to the Organization

- Type of work (job content)
- Career opportunities
- Skills development
- Company reputation
- Potential for significant financial reward

Why employees said they left the Organization

- Poor management/leadership
- Inability to use core skills (type of work not stimulating/challenging)
- Feeling unappreciated; not valued
- Lack of development; no career opportunities
- Frequent reorganizations

It has been found that factors which influence retention include the existence of challenging and meaningful work, opportunities for advancement, empowerment, responsibility, managerial integrity and quality and new opportunities/ challenges (Birt et al 2004 as cited by (Govaerts, Kyndt, Dochy, & Baert, 2011)). The motivational variables which were found to have significantly influenced employee in both public and private sector organisations were: training and development, challenging/interesting work, freedom for innovative thinking, and

job security (Samuel & Chipunza, 2009). The challenges which confront managers with regard to the retention of employees are two-fold: not only how to minimise the possibility of losing good employees, but also how to identify the employees an organisation needs and wants to keep (Kreisman, 2002).

The question of maintaining high levels of organisational commitment in an environment of complex workplace dynamics has implications on the sustainability of the organisation; and retention management “has become a major source of competitive advantage in the modern and rapidly globalising business world” (Vaiman (2008) as cited by (James & Mathew, 2012, p. 81)). Some research has found that many retention dimensions differ based on job performance and job levels, further suggesting that there may be value in tailoring retention interventions to specific employee groups rather than adopting undifferentiated retention strategies that appeal to all employees (Hausnecht, Rodda, & Howard, 2008).

A high employee retention rate implies that the organisation is the employer of choice (Gering & Conner, 2002). For organisations operating in this knowledge era to retain their competitive edge, the way in which they manage the employer-employee relationship can influence the retention of this knowledge, which is usually contained by the knowledge worker. Thus, greater effort is required by these organisations to develop systems which will increase the effective creation and utilisation of knowledge and to understand the mechanisms and concepts involved in retaining this class of workers (Lee-Kelley, Blackman, & Hurst, 2007).

Gen Y at work and retention strategies

“Engineering graduates are interested in more than money these days. They want to join a company where they can grow and learn personally and professionally.” (McOmer, 2006, p. Engineering Retention and Recruitment Strategies webpage). This statement alludes to one of the considerations to be taken when structuring retention strategies for Generation Y (“Gen Y”, or as sometimes referred to as the Millennials). This generation is the youngest in the workplace (born between the early 1980s to the early 2000s) (Doherty, 2013), following that of Generation X; and they have different expectations from their employers. Several recommendations have been made with respect to how organisations can ‘hold on’ to this class of knowledge workers – yet what they all have in common is that they recognise that

the factors which would make this generation stay with the company need to be aligned with the generation-specific attributes and expectations. Some of the attributes include (Hcareers): they are knowledgeable and well-trained, innovative, technology-savvy, they have a low concept or regard for company loyalty (“fickle ethos”), they have a tendency to prize personal satisfaction over job stability and financial security, and they are “incorrigible job-hoppers”. An understanding of the different generation groups which now exist in the workplace (the Silent Generation, Baby boomers, Generation X and Generation Y) will suggest that “blanket” retention strategies may not work in an environment which is nuanced by different generational needs. This further suggests that the development of employee retention strategies may require a targeted approach that speaks directly to the employee group (be it by generation or performance level) concerned.

Some of the inputs to the development of Gen Y specific retention strategies that have been suggested include (Hcareers), (Kelly Engineering Resources, 2007), (Abraham, 2007), (Smith, 2007), (Urban, 2013), (Cleghorn), (Australian Veterinary Association Practice Management, 2006), (Schildkraut, 2012), (Kibui & Kanyiri, 2014):-

- Meaningful and fun work (“challenging and exciting work”)
- Sense of community in the workplace
- Having a clear career growth and development path (continuous learning and career development)
- Training and learning programs/ skills development
- Open communication/ transparency
- Use of technology
- Innovation
- Responsibility and input (independence/ autonomy)
- Mentorship
- Flexible work schedules and benefits
- Being involved in civic activities (e.g. community development)
- Work-play balance
- Intrinsic reward system
- Team cohesiveness
- Camaraderie at the workplace
- Feedback

- A ‘cool’ boss
- Managers who care

The surveyed literature suggested a number of factors that influence employee retention in the different subject areas which were looked at. Although these factors were specific to the particular area from which they were sourced, there appeared to be an overlap in some of the areas as well e.g. Knowledge Workers and Gen Y retention factors. These factors will be used in the development of the Theoretical Framework.

DEVELOPMENT OF THEORETICAL FRAMEWORK

A study by (Hausnecht, Rodda, & Howard, 2008) developed a *Content Model for Employee Retention* from a review of the major theories over the last fifty years, which helped explain why employees stay with an organisation or leave. The reviewed literature from this study was used to generate a theoretically-derived set of factors, which are as listed below (Hausnecht, Rodda, & Howard, 2008):-

- 1) Advancement opportunities
- 2) Constituent attachments
- 3) Extrinsic rewards
- 4) Flexible work arrangements
- 5) Investments
- 6) Job satisfaction
- 7) Lack of alternatives
- 8) Location
- 9) Non-work influences
- 10) Organizational commitment
- 11) Organizational justice
- 12) Organizational prestige

The literature on (i) Generation Y, (ii) Knowledge workers, and (iii) Spirituality at work was surveyed to determine relevant factors that may affect the retention of young engineers. It was evident from the comparison of the area-specific factors that there is some overlap of

factors in some of the areas. An Affinity Diagram (Figure 2) approach was followed to group the various factors into broad themes.

Retention Factors from each Area

Generation Y

- Grow and learn personally and professionally (vs. money)
- Knowledgeable and well-trained
- Innovation
- Technology-savvy
- Low concept, regard for company loyalty (“fickle ethos”)
- Personal satisfaction (vs. job stability + financial security)
- “incorrigible job-hoppers”
- Meaningful and fun work (“challenging and exciting work”)
- Sense of community in the workplace
- Having a clear career growth and development path (continuous learning and career development)
- Training and learning programs/ skills development
- Open communication/ transparency
- Use of technology
- Innovation
- Responsibility and input (independence/ autonomy)
- Mentorship
- Flexible work schedules and benefits
- Being involved in civic activities (e.g. community development)
- Work-play balance
- Intrinsic reward system
- Team cohesiveness
- Camaraderie at the workplace
- Feedback
- A ‘cool’ boss
- Managers who care

Knowledge workers

- Self-directed learning and further education (vs. internal career and personal development schemes)
- Loyalty to fellow professionals, contact networks, peers (vs. employers)
- Short employment period (resign after short period)
- Confident of finding alternative employment
- Change employees often (ease of movement)
- Learning organisational structures for personal growth (could reduce propensity to leave)
- Work must be intrinsic challenge (vs. financial rewards)
- Understand role within company
- Relevant work
- Recognition for what they do
- Traditional approaches do not work for remuneration and reward
- Freedom to act independently
- Appropriate job design
- Access to leading technology
- Continuous process of capability development (individual driven vs. conventional training and development)
- Sculpt jobs based on deeply embedded life interests (vs. traditional career paths based on firm's interests)
- Highly targeted initiatives (vs. broad programmes)

Spirituality

- Sense of meaning
- Purpose of work
- Individual self-actualisation
- Human growth
- “bring the soul back to the firm”
- Common values
- Shared sense of purpose
- Inspiring work
- Employee growth
- Energising the spirit
- Real purpose and meaning at work (beyond pay-checks and task performance)
- Inherent values
- Authenticity
- Inner wisdom
- Creativity
- Transformation
- “Immaterial”
- “transcendence”
- “sacred”
- Servant’s attitude/ leadership
- “spiritual” values (eternal principles)
- Social responsibility (community/ society/ environment)
- God + spiritual principles as grounding for moral decisions
- Creativity
- Communication
- Respect
- Vision (seeing the unseen)
- Partnership (individual responsibility)
- Positive energy
- Flexibility
- Fun
- Finding your Self

Comparison of Literature-specific factors

* indicates where the factor is included in the literature for the specific area

Table 1: Literature-specific factors

	Generation Y	Knowledge workers	Spirituality
"Godliness"			*
"Soulful" organisation			*
"Spiritual" values			*
(Inner) wisdom			*
Appropriate job design		*	
Authenticity			*
Autonomy	*		
Career growth and development (path)	*		
Career path aligned with personal life interests		*	
Caring companies	*		
Challenge	*	*	
Community development/ Reputable CSR	*		*
Continuous learning	*	*	
Creativity			*
Ease of movement	*	*	
Employee growth			*
Energising			*
Excitement	*		
Flexibility (work schedules, benefits)	*		*
Fun	*		*
Greater vision			*
Human growth			*
Immaterial			*
Independence	*	*	
Inner connectedness	*		
Innovation	*		

Inspiration			*
Intrinsic reward system	*	*	
Job design aligned with personal life interests		*	
Knowledge-based work	*		
Leading technology		*	
Learning programs/ organisation	*	*	
Management style ("Cool"/ laid-back)	*		
Meaning	*		*
Mentorship	*		
Morality			*
Networking		*	
Open communication	*		*
Partnership			*
Personal growth	*	*	
Positive energy			*
Purpose			*
Recognition		*	
Relevance		*	
Respect			*
Sacred			*
Self-actualisation			*
Servant leadership			*
Skills development	*	*	
Targeted development programs		*	
Teamwork/ Team cohesion	*		
Technology-savvy	*		
Training	*		
Transcendence			*
Transformation			*
Transparency	*		
Values			*
Workplace as community	*		

Workplace camaraderie	*		
Work-play balance	*		

Figure 2: Affinity Diagram

<u>Growth</u>	<u>Energising environment</u>	<u>Learning</u>	<u>"God" in the organisation</u>	<u>Values</u>	<u>Nature of work</u>	<u>Flexibility</u>	<u>Career path</u>	<u>CSR/ civic activities</u>	<u>Reward system</u>	<u>Inner self</u>	<u>Technology</u>	<u>Leadership / Management</u>	<u>Relationships</u>
Employee growth	Creativity	Continuous learning	"Godliness"	(Inner) Wisdom	Appropriate job design	Autonomy	Career growth and development (path)	Caring companies	Immaterial	Inner connectedness	Innovation	Management style ("Cool"/ laid-back)	Networking
Human growth	Energising	Learning programs/ organisation	"Soulful" organisation	Greater vision	Job design aligned with personal life interests	Flexibility (work schedules, benefits)	Career path aligned with personal life interests	Community development/ Reputable CSR	Intrinsic reward system	Meaning	Leading technology	Servant leadership	Partnership
Personal growth	Excitement	Mentorship	"Spiritual" values	Morality	Challenge	Independence	Targeted development programs		Recognition	Purpose	Technology-savvy		Teamwork/ Team cohesion
Self-actualisation	Fun	Skills development	Sacred	Respect	Knowledge-based work	Work-play balance				Relevance			Workplace as community
	Inspiration	Training	Transcendence	Values		ease of movement							Workplace camaraderie
	Positive energy			Authenticity									
	Transformation			Open communication									
				Transparency									

These consequent themes are listed below:-

- a) Growth
- b) Energising environment
- c) Learning
- d) God in the organisation
- e) Values
- f) Nature of work
- g) Flexibility
- h) Career path
- i) CSR/ Civic activities
- j) Intrinsic reward systems
- k) Meaning
- l) Technology
- m) Leadership / Management
- n) Workplace relationships

An amalgamation of the two lists comprises the set of factors which will be included in the development of the survey. These factors were not used in the development of the interview questions. Rather, they were used to frame the responses, so as to elicit the factors which were mentioned by the interviewees.

Table 2: Retention Factors used in the Survey

(Definitions of the factors from the *Content Model for Employee Retentions* study have been used as defined in the study (Hausnecht, Rodda, & Howard, 2008). The factors emanating from the Affinity Diagram were defined as suggested by the perused literature).

Retention Factor	Definition
Advancement opportunities	The amount of potential for movement to higher levels within the organization
Constituent attachments	The degree of attachment to individuals associated with the organization such as supervisor, co-workers, or customers

Extrinsic rewards	The amount of pay, benefits, or equivalents distributed in return for service
Flexible work arrangements	The nature of the work schedule or hours
Investments	Perceptions about the length of service to the organization
Job satisfaction	The degree to which individuals like their jobs
Lack of alternatives	Beliefs about the unavailability of jobs outside of the organization
Location	The proximity of the workplace relative to one's home
Non-work influences	The existence of responsibilities and commitments outside of the organization
Organizational commitment	The degree to which individual's identify with and are involved in the organization
Organizational justice	Perceptions about the fairness of reward allocations, policies and procedures, and interpersonal treatment
Organizational prestige	The degree to which the organization is perceived to be reputable and well-regarded
Growth	The prospect of growth in various facets (e.g. employee, human, personal); self-actualisation
Energising environment	An energising culture, in which aspects such as creativity, excitement, fun, inspiration, transformation are active
Learning organisation	An environment where continuous learning is encouraged; programs available such as mentorship, skills development, training, etc.
God in the organisation	An environment which is "soulful", which contains "spiritual" values, has an element of sacredness

Values	An organisation which is grounded in values such as morality, respect, authenticity, open communication, transparency; where a greater vision is communicated and shared
Nature of work	Work in which the job design is aligned with the employee's personal life interests, is challenging, knowledge-based work, appropriate job design
Flexibility	An environment which allows for autonomy, independence, ease of movement, work-play balance
Career path	An organisation which offers a clear career growth and development plan; a career path aligned with personal life interests; targeted development programs
CSR/ Civic activities	A caring company, which is active in community development/ has a reputable CSR program
Intrinsic reward systems	Being rewarded in a manner which results in personal satisfaction (e.g. recognition; sense of meaning, choice, competence, progress)
Meaning	Finding purpose, relevance, inner-connectedness, etc. in the work that is being done
Technology	An organisation which is technologically-savvy, has leading technology, innovative
Leadership/ Management	The type of organisation leadership/ management style e.g. a cool and laidback management style, servant leadership, etc.
Workplace relationships	An environment in which the workplace is a community; promotes teamwork, comradeship, networking, cohesion

The review of the literature expanded on the content behind the research question, and it contributed to the formulation of the conceptual framework.

This information will further be utilised in the development of the data collection methods.

CHAPTER 3: RESEARCH METHODS

The purpose of this Chapter is to articulate the research methods to be used in the study. The data collection methods which were used will be described; as well as the data analyses to be performed.

Case Study Research Method

Case studies are generally employed to understand “contemporary phenomenon within some real-life context” (and other complex social phenomena) (Yin, 2003). They can take different forms (depending on the intended objective) such as *explanatory*, *exploratory*, and *descriptive* case studies (Yin, 2003).

The decision to use a research method is often based on three conditions (Yin, 2003): (a) the type of research question posed, (b) the extent of control that an investigator has over actual behavioural events, and (c) the degree of focus on contemporary events (as opposed to historical events). Because of the exploratory nature of the research – in addition to its focus on a contemporary event which required minimal or no behavioural control – the case study research method was chosen for this research.

The case study design can be along two parameters: the number of cases being studied (either a single- or multiple-case design); and the number of units of analysis (single-unit or multiple units). The case study design for this research was of a Type 2 design. The study consisted of a single case as the purpose of the study was to test a well-formulated theory. Thus the particular organisation being focused on in the study represented the critical case. There were multiple embedded units of analysis within this case (i.e. the differently tenured groups of bursar graduates); which rendered this a single-case, embedded design.

The case study method uses multiple sources of evidence (Yin, 2003):-

- Documentation
- Archival records
- Surveys
- Interviews
- Direct observations

- Participant-observation
- Physical artefacts

These multiple sources assist with the construct validity (*identifying correct operational measures for the concepts being studied* (Yin, 2003, p. 40)) of the research design. This can be done by establishing a chain of evidence and having key informants review the draft of the case study report.

Other criteria of validity are internal validity (*seeking to establish a causal relationship – for explanatory and causal studies and not for descriptive and exploratory ones* (Yin, 2003, p. 40)) and external validity (*defining the domain to which a study's findings can be generalized* (Yin, 2003, p. 40)). The former can be approached through methods like pattern matching and the use of logic models. The methods for the latter will depend on the type of study that is being conducted e.g. theory will be used in single-case studies, and replication logic will be used in multiple-case studies.

Reliability ensures that the procedures of the study can be repeated to arrive to the same findings and conclusions. This can be done through the use of case study protocol and the development of a case study database.

Case Study Protocol

Data collection methods

A case study was conducted at a particular organisation among employees participating and who had participated in the organisation's Graduate Development Programme (GDP). This Program has been put in place to develop young professionals in the organisation and guide them through their early career, including graduates from the bursary scheme program.

Table 3: Sources of Evidence

Source of Evidence	Type of Evidence
<p><u>Documentation</u></p> <p>The purpose of this evidence was to determine what employee retention strategies were employed by the organisation.</p>	<ul style="list-style-type: none"> • Previous GDP Policy • Current GDP Policy • Company’s Talent Management (TM) Department documentation • Company’s website
<p><u>Archival records</u></p> <p>The purpose of this evidence was to determine the reasons for separation by previous employees</p>	<ul style="list-style-type: none"> • Separation data (of bursar graduates who had separated from the company)
<p><u>Survey</u></p> <p>The purpose of this evidence was to determine which retention factors would cause an employee to stay and/or leave the organisation</p>	<ul style="list-style-type: none"> • Survey results
<p><u>Interviews</u></p> <p>The purpose of this evidence was to supplement the information from the perused documentation. Interviews were held with the custodians of the various elements of the organisation’s employee retention strategies so as to better understand the context of the documentation.</p>	<p>Semi-structured interviews with:</p> <ul style="list-style-type: none"> • Acting Manager: Bursary Services Office • Senior Manager: Talent Management (People and Organisational Effectiveness) • Senior Manager: Graduate Development Programme Office • Head of Wellness and Benefits

Documentation

The primary focus of this research was on engineering graduates that had joined the company through the company bursary scheme. Because the organisation had gone through a restructuring process, these changes affected the GDP Policy of that time (referred to as the Novice Professional Development Programme (NPDP)). A new GDP Policy was consequently developed to align with the changes to the company.

The company's attraction and retention strategies are covered by the Talent Management Department. These were sourced from the Department, as well as the TM information that is on the company website.

Archival records

As the focus of the study was to determine the factors which influence employee (bursar graduates) separation from the company; the historic data of employee separations was obtained. This data was received as a record of the bursar graduates' entry and exit dates (quantitative data) into, and from, the organisation.

Survey

In addition to the historic data, a survey was also developed for current employees. The engineering bursar graduates formed the study's sampling frame.

As the survey method also focuses on a contemporary event which requires minimal or no behavioural control, it was used to quantify the aspects of the phenomenon being studied.

Survey Development

The survey was constructed into two parts; each to respectively determine the personal congruence and personal incongruence of employees with the listed factors in Table 2 (from Chapter 2). The extent of the congruence was indicated on a scale of 1 – 4, where the ranking meant the following:-

1 = Not at all

2 = I would consider it

3 = I would think strongly about it

4 = Definitely! There's no question about it

The participants would also be offered an opportunity to provide any additional comments for each part of the survey.

The respondents' personal information was asked (e.g. year of birth, age, year of employment with company, whether respondent had bursary with the company, the particular professional discipline of the respondent).

An example of the survey is included in Appendix B.

The surveys were distributed to:

- i. Graduates who are currently participating in the GDP
- ii. Employees who have continued to stay with the company following participation in the GDP (or the former graduate development program)

(i) and (ii) were focused on the engineering subset of employees who have entered the company through the bursary scheme.

Participants were:

- i. Engineers who have been with company for less than 5 years
- ii. Engineers who have been with the company for more than 5 years

The entire bursar graduate population in the organisation was found to be 1165. The confidence level that was chosen was 95%, with a confidence interval of $\pm 10\%$. (The reason for this interval is that the responses were meant to be generally representative of the population. Therefore a high level of accuracy was not required for the study). The sample size was thus calculated to be 89 (using an Online Calculator (Creative Research Systems, 2012)).

Interviews

Other research methods which potentially could have been used include qualitative methods (such as focus groups, questionnaires, interviews, etc.), in order to understand the perspectives and experiences of the involved individuals. Interviews were chosen in certain

instances to supplement and complement some of the gathered information e.g. interviewing the compilers of the perused documentation.

Interviews were conducted with the custodians of the perused documentation. The reason for this choice was that the custodians would have knowledge of the background of the development of the documentation. They would also be able to elaborate on the detail of the strategies.

The interviewees were:

- a) Acting Manager: Bursary Services Office
- b) Senior Manager: Talent Management (People and Organisational Effectiveness)
- c) Senior Manager: Graduate Development Programme Office
- d) Head of Wellness and Benefits

The interviews were semi-structured and they were formulated around the information that had been gathered from the documentation. The focus was to understand the context of the development of the strategy documents; as well as to elicit the interviewees' views on how the presented information related to the Gen Y population.

Examples of the interview questions have been included in Appendix C.

Notes were taken during the interviews; and the conversations were also recorded. Ethics consent was obtained through email correspondence and signed letters of consent.

Data analysis

Documentation

Content and Comparative Analysis was utilized.

- The current employee retention strategies were gleaned from the documentation
- The findings were related to the conceptual framework factors (in Chapter 2) through Content Analysis.
- Comparative Analysis of the Documentation
 - Talent Management documentation: The documentation from the different sources was compared to determine how they relate to one another

- GDP Policy: The current GDP policy was compared with the previous Policy to determine the differences between the two policies
- The information from the interviews was used in this analysis as well; as the interviews were conducted to supplement the documentation

Separation Data

- Descriptive statistics on the separation records
 - Graphical representation of the data
 - Tabulated representation of the data

Survey

- Descriptive statistics on the collected quantitative data
 - Graphical representation of the data
 - Tabulated representation of the data
- Inferential statistics on the survey responses
 - Mann Whitney U-test was utilised

The Mann Whitney U test was applied as the survey response data was ordinal (Bertram, 2008), and did not meet the conditions for parametric tests e.g. such as the Student t-test. Nonparametric tests are used when the values within sample do not follow the normal or t-distribution, or when the distribution of values is unknown (Milenovic, 2011). The test was applied to determine whether there was a difference in response between the different employee tenures (i) more, and ii) less than 5 years); as well as between the male and female respondents.

Mann Whitney U-test: z-value calculation

The U-value was calculated from an Online Calculator (Social Science Statistics, 2014).

The z-value was calculated using Microsoft Excel.

The following formula was used:

$N_1 = \text{sample size in population 1}$

$N_2 = \text{sample size in population 2}$

$$z = \frac{U - (N_1 N_2 / 2)}{\sqrt{\frac{N_1 N_2 (N_1 + N_2 + 1)}{12}}} \text{ (Billet, 2003)}$$

At significance level =0.05 (as suggested by literature (Dallal, 2012)):

- For uni-directional (one-tailed) tests, critical z-value = 1.645 (reject null hypothesis if z-value greater than 1.645)
- For non-directional (two-tailed) tests, critical z-value = +-1.96 (reject null hypothesis if z-value less than - 1.96 or greater than 1.96)

Interviews

The information from the interviews was meant to give a better understanding of the documentation, and to better understand the retention strategies from the different areas that were spoken to. The interviews were analysed together with the documentation in the comparative analysis (i.e. the interviews were not analysed in isolation in the comparative analysis); as they were primarily conducted to supplement the information from the documentation.

Notes were taken during the interviews; and content analysis was performed on the responses. This was done by relating the responses to the developed conceptual framework (Chapter 2), in order to determine which factors had been referred/ alluded to by the interviewees.

Validity and Reliability

To ensure research validity, the following were applied:

Construct validity:

- Multiple sources of evidence were used

- Documentation
- Archival records (Separation data)
- Survey
- Interviews
- A Case Study Database (APPENDIX D) was created to provide a chain of evidence

External validity

- The results were related back to the Literature that was reviewed (in order to generalise the results to the broader theories)

Reliability:

- A Case Study Protocol was used
- A Case Study Database was created (APPENDIX D)

CHAPTER 4: DATA ANALYSIS AND RESULTS

The purpose of this Chapter is to present the data analysis and results of the collected data.

A number of sources were used to determine the employee retention landscape at the company. These sources included:-

1. Documentation
 - Talent Management (TM) portfolio
 - Documentation on the GDP plans
2. Interviews with Offices that manage Talent Management and the GDP at the company
3. Data on the separation of bursary holders from the company
4. Results from the Survey

The data was categorised (as presented in Table 4), and then further analysed as described in Table 5. The results of this process are presented in Table 16.

Table 4 depicts how the collected data was categorised.

Table 4: Categorisation of Data

Area	Category
Talent segmentation	Talent Management
TM landscape	Talent Management
TM strategy (Priorities, Strategic Talent Planning Framework)	Talent Management
EB/ EVP (Attract/ Retain portfolio)	Talent Management
Interviews (with Bursary Office, TM Office, and Wellness and Benefits Office)	Talent Management
GDP	GDP
Interview with GDP Office	GDP
Separation data	Gen Y
Survey results	Gen Y
Literature	Literature

The categories were further analysed as follows:

Table 5: Analysis of Data

	Talent Management (TM)	GDP	Gen Y (results and separation data)	Literature
Talent Management	<p>A. Content Analysis across the different Talent Management documentation (including interviews)</p> <ul style="list-style-type: none"> - TM Strategy - EB/ EVP - Interviews <p>Content Analysis of Interviews (with Bursary Office, TM Office, and Wellness and Benefits Office)</p>	<p>B. Comparison of the TM strategy with the revised GDP plan (the interview with the GDP Office supplemented the GDP documentation; thus it is included in this analysis, and not looked at in isolation)</p>	<p>C. Comparison of how the TM strategy is aligned with the results from the Survey, as well as the Separation data</p>	<p>D. To see how reflective the TM priorities are of the Literature Recommendations for Gen Y retention strategies</p>

GDP	B. (As indicated)	E. Content Analysis of GDP documentation (comparison of the old structure with the developed GDP) The interview with the GDP Office is included in the above.	F. To compare how aligned the revised GDP is with the results from the Survey and Separation data	G. To see how the revised GDP matches to the Literature
Gen Y	C. (As indicated)	F. (As indicated)	H. An analysis of the Survey and Separation data results	I. To relate the results to the Literature

Data Content Analysis of Documentation

The purpose of this initial analysis was to extract the relevant data for the comparative analyses indicated in Table 16.

1) Talent Management Portfolio

The following are from the organisation's Talent Management webpage (Talent Management Department, 2014)):

Definition: *Talent Management is the “management of interrelated processes to attract, develop and retain human resources by grouping human resources meaningfully in order to leverage each group’s uniqueness to ensure current and future organization success.*

Strategy: *The strategic objective of talent management is to minimize the company’s business risks by delivering the right talent, in the right place, at the right time that will enable the company’s transformation and business strategy.*

Talent Management Landscape

Continuing to quote from the website (Talent Management Department, 2014): “There are three main forces that influence ‘Right Talent in the Right Place at the Right Time’, namely the external environment, the enterprise environment and the talent pool dynamic. The strategic response to these three forces is the company talent management strategy. The other key elements of the Talent Management Strategic Framework are the interrelated processes which inform the Talent Management Landscape”. The Talent Management Landscape in illustrated in Figure 3.

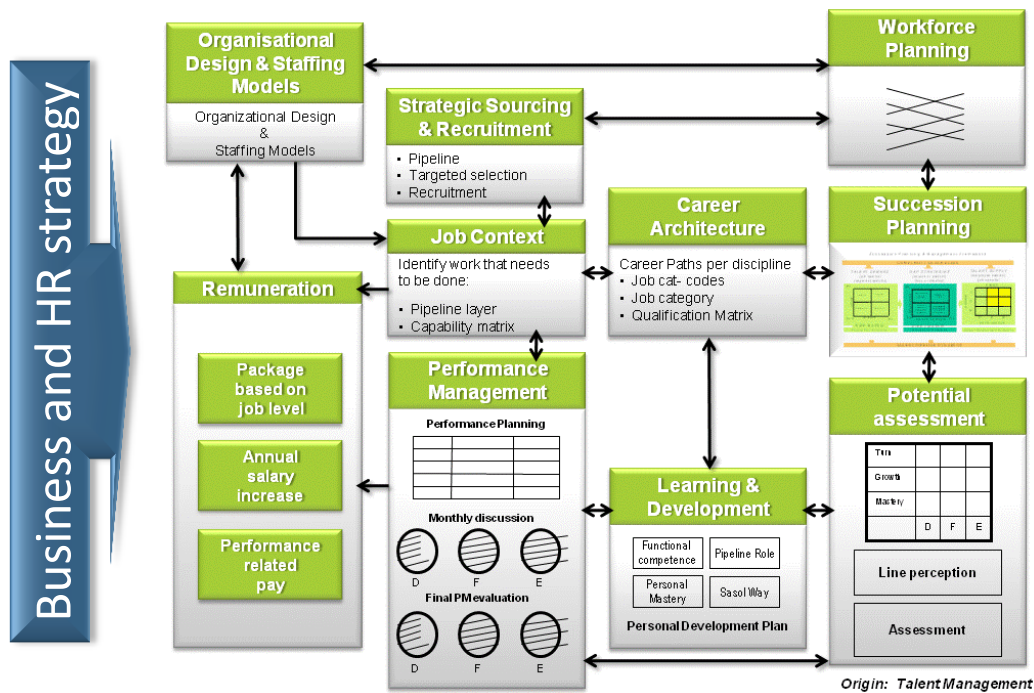


Figure 3: Talent Management Landscape (Talent Management Department, 2013)

Talent Management Segmentation

The talent management landscape distinguishes between the different groups (segmentation into different talent groupings) that may exist, and who may require different processes to deliver on the talent management strategy. The segmentation is indicated in Figure 4.

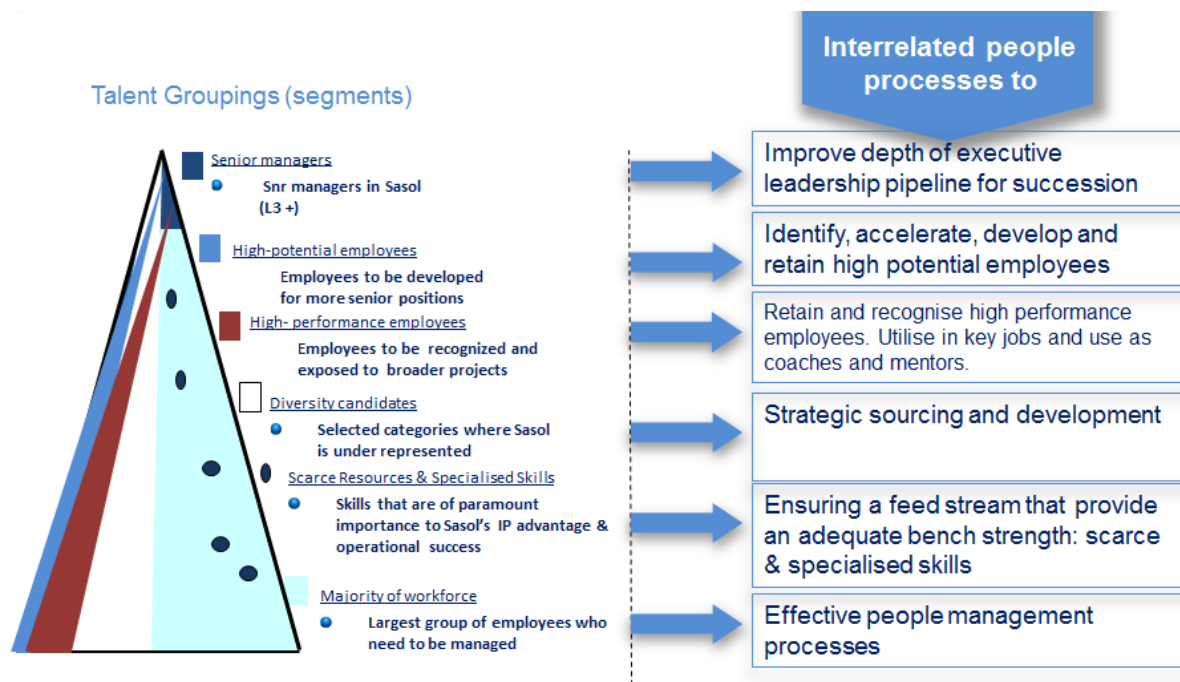


Figure 4: Talent Management Segmentation (Talent Management Department, 2013)

Company's Employer Brand and Employee Value Proposition

The company has developed an Employer Brand (EB) and Employee Value Proposition (EVP) as part of its global talent management strategy. The EB and EVP relate to the following Human Resources strategic objectives:

- Right talent in the right place at the right time to enable the company's transformation and growth strategy
- Refine and deliver the company's Employee Value Proposition to enable employee engagement and a high performance culture

The terms are defined as (Talent Management Department, 2013):

EB is the *integrated process of powering a high-performance, values-driven employer identity and brand that differentiates the company as attractive, engaging and inspirational for its targeted internal and external global talent segments.*

EVP is the *set of attributes that the labour market and employees perceive as the value they gain through employment in the company. This is a sub-component of the EB.*

The company has accessed information from the Corporate Executive Board (CEB). The CEB has published some research in the area of employee engagement. Although there are

some competing (and at times even conflicting) frameworks and definitions of what employee engagement is (e.g. “Frankly, we don’t even agree on what it is we’re attempting to change, much less how to go about changing it” – a statement by the Senior Vice President of Administration in a Financial Services Company (Corporate Leadership Council, 2006)). Research by the Corporate Leadership Council (CLC) defined it to mean “purposeful engagement or the “extent to which employees commit to something or someone in their organisation, how hard employees work, and how long they stay as a result of that commitment” (Corporate Leadership Council, 2006). The research found that there were two commitment types- rational and emotional commitment. The outputs of the commitment are discretionary effort (related to performance – employee willingness to go above and beyond the call of duty) and intent to stay (related to employee retention – employee desire to stay with the organisation).

“Core” EVP for the Labour Market

Another study by the CLC found that there were 38 EVP attributes, of which 7 were found to be critical for driving attraction or commitment across all major talent segments and geographies (Corporate Leadership Council, 2006):

Top drivers for attraction: Compensation; Organisational stability

Top drivers for commitment: Manager quality; Collegial work environment

Top drivers for both attraction and commitment: Development opportunities; Future career opportunities; Respect

Development of the EB and EVP

The development of the company’s EVP and EB has gone through three major stages, namely feasibility, basic development and execution (Figure 5). The company’s 60-year old history and its global presence were into account in the development of the EVP.

The feasibility stage included the conduction of a benchmark study and a number of workshops which culminated in a Feasibility report. The development of the EVP involved: the identification of the EB and EVP pillars, the development of an EVP module for the HR Academy, rebranding and integration of the bursar and learnership campaign to align with the revised positioning, as well as the realignment of the entry, exit and employee wellness reports with the EVP pillars. (The EVP is measured by surveys upon entry into and exit from

the company, as well as during tenure as an employee through the employee wellness surveys).

Supporting material such as the EVP brochure, electronic banners, and recruitment templates, and a video involving a diverse employee cast from the global operations were part of the execution phase of the EVP development.

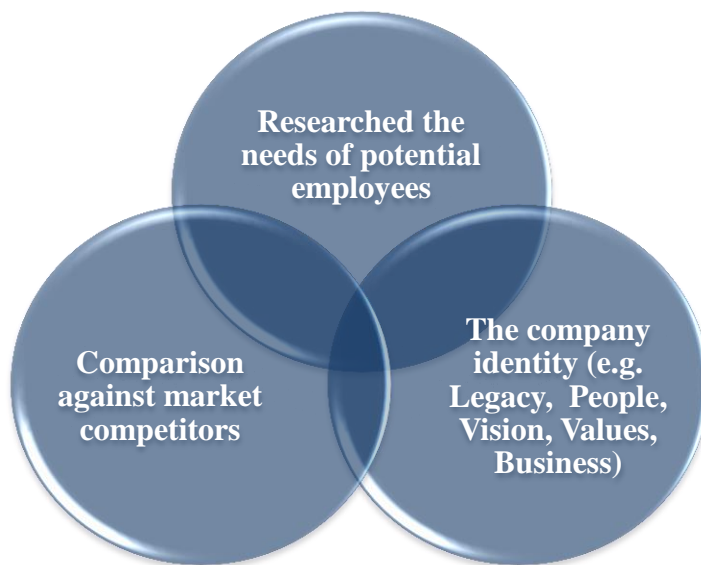


Figure 5: Approach to the development of EB and EVP (Talent Management Department, 2013)

This information was utilised to develop the company's Attraction and Retention portfolio (as depicted in Figure 6).

Attraction and Retention Portfolio

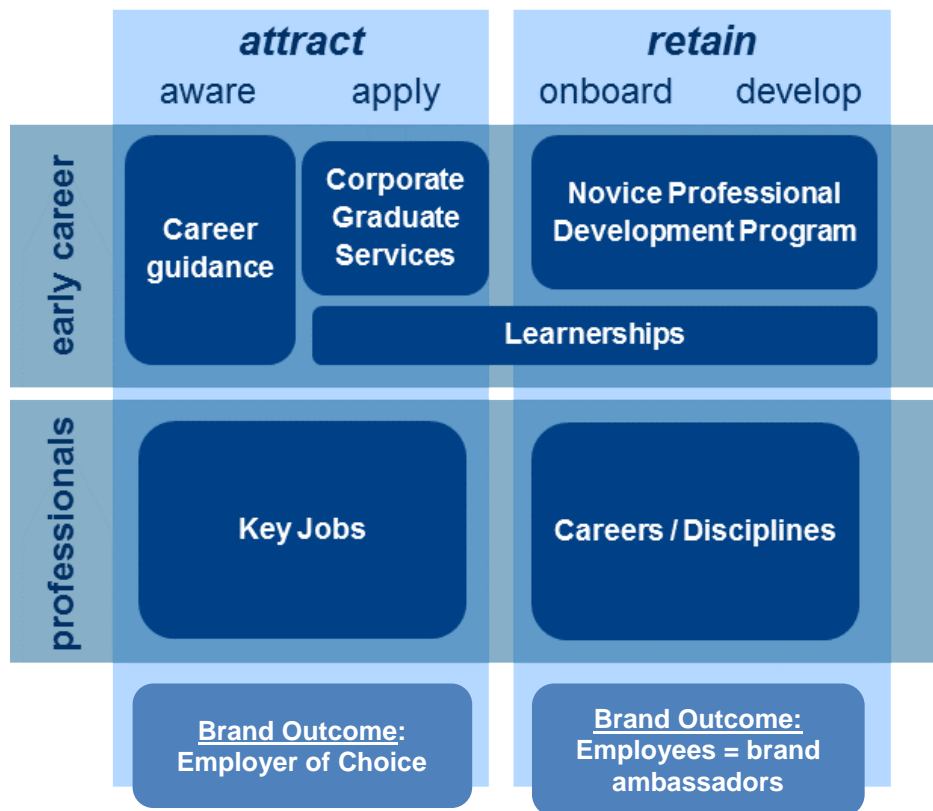


Figure 6: Attraction and Retention Portfolio (Talent Management Department, 2013)

The company distinguishes between employees in different phases of the career (early career: employees who have been working from 0-5 years; professionals: employed for longer than 5 years). The attraction and retention strategies for these groups are different, as shown in Figure 6. The attraction and retention plans are linked to the EB and EVP outcomes respectively.

Talent Management Priorities

The Talent Management priorities for the 2013/2014 financial year were related to the Human Resources top priorities over the same period. They are as follows (TM objectives indicated beneath the HR priorities) (Talent Management Department, 2013):

- Continue talent sourcing and recruitment optimisation
 - Strategic sourcing and Talent attraction implementation directed to economies of scale on a global level
 - Improve effectiveness of recruitment process
 - Improve efficiency of recruitment process
 - Reduce cost to hire
- Holistic review and delivery of skills development agenda to drive productivity and business performance
 - Fit for purpose learning and competence declaration
 - All leadership programmes reviewed and implemented
- High performance culture
 - Continue with LEAP (Learning, Experiencing, Accelerating, Potential) programme implementation (The aim of the company's LEAP programme is to take a small number of carefully selected high potential employees and prepare them for senior leadership positions over a 2-5 year period)
 - Improve business acumen in The company
 - Roll out of The company EB and EVP
 - Phase 2 TM embedding
- Cost optimisation
- Integrated enabling technology platform
 - Optimise PM process and ITMS application
 - Provide fit-for-purpose reporting and analytics

The Strategic Talent Planning Framework

The Talent Planning framework comprises of 11 elements, or “building blocks”, namely (Talent Management Department, 2013):

- 1) The macro environment
- 2) Talent supply
- 3) Internal talent dynamics
- 4) External talent dynamics
- 5) Talent demand
- 6) 10 year people plan

- 7) Critical capabilities
- 8) Talent analysis
- 9) Key jobs
- 10) Coordination
- 11) Workforce plan

The strategic talent sourcing plan consists of the attraction, sourcing, and development of the workforce, as well as the alignment of the workforce plan.

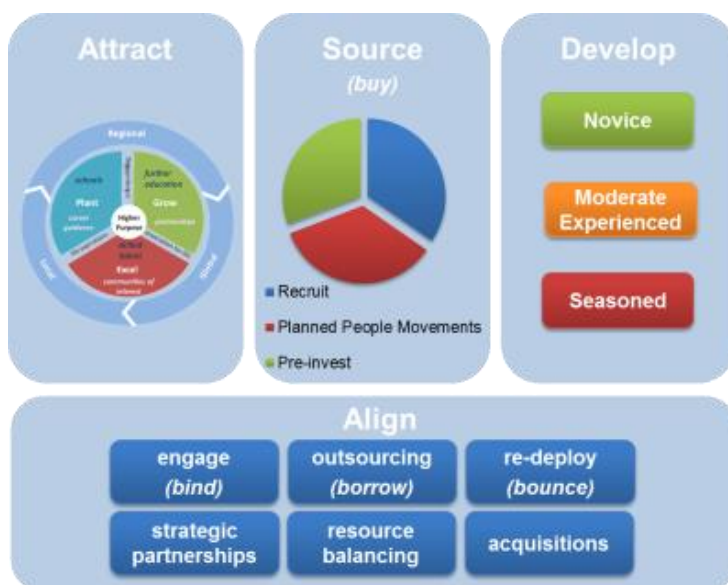


Figure 7: Talent Sourcing Plan (Talent Management Department, 2013)

The interaction of the Talent Planning Framework elements is generally as follows (depicted as interaction between supply and demand from the market) (Senior Manager: People and Organisational Effectiveness, 2014):

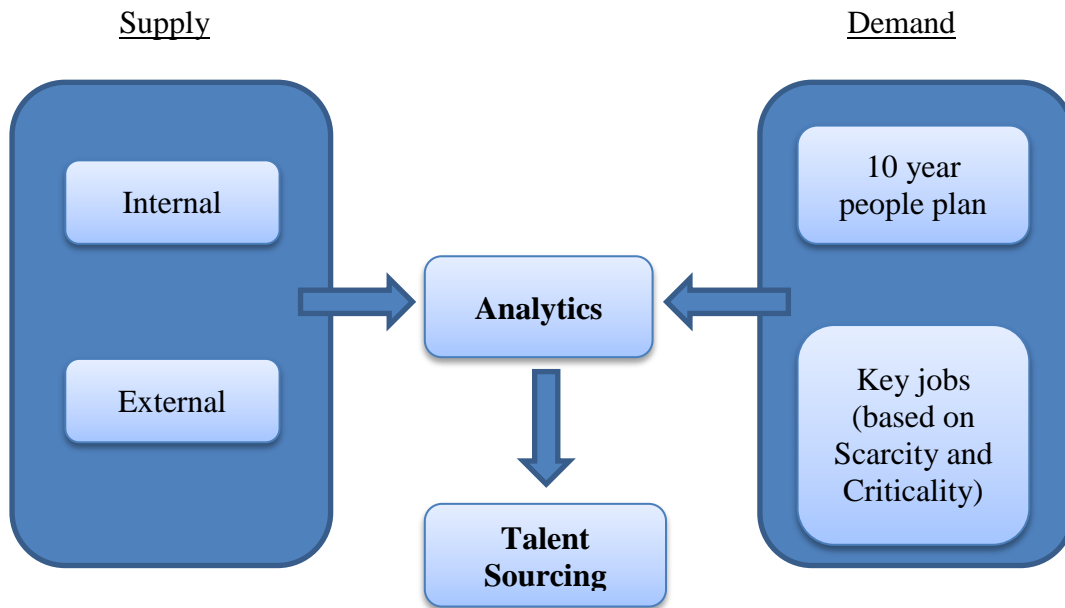


Figure 8: Strategic Talent Sourcing (Senior Manager: People and Organisational Effectiveness, 2014)

Strategic Workforce Planning

The Workforce plan is approached through strategic workforce planning. The below extract is taken from the company's website (Talent Management Department, 2014):

Strategic Workforce Planning and Talent Sourcing is an integrated Talent Management approach to forecast talent requirements and take the necessary action to address talent risks and maximise opportunities (return on investment) through talent (with needed capabilities). This will result in the sustainable growth of stakeholder value. (By meeting business goals and building a competitive advantage).

Workforce planning is the process of analysing and forecasting talent or staffing requirements. The organisation needs to execute its business strategy whilst also creating plans to address any current and future talent gaps through the fulfilment of talent needs from within the employed workforce. This can also be achieved via external sourcing and contingent staffing.

The strategic Talent Planning framework is an integrated view of the building blocks of strategic Workforce Planning and how this leads to strategic talent sourcing.

Strategic workforce planning is dependent on organisational strategy and organisation design both of which shape long term talent requirements. A healthy internal talent pool is critical to ensure availability of successors when required. Recruitment's focus is not only for immediate needs, but most importantly the company's future talent requirements.

Measurement and Reporting

Reporting delivers an integrated management information system which will allow for more effective people management decision making through the:

- *Interactive workforce metrics model*
- *Core set of workforce analytics*
- *System tool*
- *Sustained process which allow for remedial / improvement actions*
- *Utilisation of global reporting information will further proactively manage the identified people risks, while enabling the achievement of the people strategic focus areas in the Talent Management Strategic Framework*

2) Graduate Development Programs

Upon entry into the organisation, the graduate participates in the graduate development programme. With changes to the organisation, the GDP was changed from the former Novice Professional Development Programme to the more discipline specific GDP. The below table (Table 6) presents the differences between the two programmes (comparison is done against the elements used in the conceptual outline of the revised GDP for engineers).

Table 6: Difference between NPDP and current GDP

Source: (Novice Professional Development Programme, 2013) (Apprenticeship Model Office, 2014) (Apprenticeship Model Office, 2014)

Comparison elements	Novice Professional Development Programme (NPDP) (June 2013)	Graduate Development Programme (GDP) (Apprenticeship Model - November 2014)
Duration	<p>*18-mths (interim increases; "automatic" promotion at the end of program)</p> <p>Set promotion timelines</p> <p>Permanent employment contract (no time-period, full benefits)</p> <p>Equal to number of years of study</p> <p>Appointment in line vacancy</p>	<p>3 year mandatory programme</p> <p>Graduate is placed in a training position in under Senior Management in the organisational structure across organisation</p> <p>Fixed term contract with annual renewal clause based on performance (Contract has full permanent-employee benefits)</p> <p>Options for year 4 (upon completion of GDP: if declared competent – apply for a vacancy, or leave if no vacancy; pay back the fourth year if not declared competent)</p>

<p>Rotation</p>	<p>Rotations are organised by graduate, according to required exposure areas and skills development</p> <p>"70% practical job experience, 20% experiential, 10% class" approach to programme design (as per company's strategic learning intent)</p>	<p>Rotation paths that enable full lens across</p> <p>The company</p> <p>Mandatory rotations</p> <p>"70% practical job experience, 20% experiential, 10% class" approach to programme design (as per company's strategic learning intent)</p>
<p>Assessment</p>	<p>Formal panel reviews on 6-monthly basis to assess level of competence (outcome used by BU/ functions as support for promotions and interim increases)</p> <p>Responsibilities of Assessors</p>	<p>Frequent and standard assessments centred on competency</p> <p>Promotions will be vacancy driven</p> <p>Rigorous performance management (with implications for poor performance and unavailable vacancies at end of period)</p> <p>Assessment has implications for Year 4 options</p>
<p>Training</p>	<p>Orientation Programme</p> <p>Discipline specific development program (according to guidelines provided by specific professional body/ internal experts according to company specific requirements e.g. ECSA for engineers)</p> <p>Curricular based on: BU specific, Discipline specific & generic interventions</p>	<p>Orientation Programme</p> <p>Discipline specific models</p> <p>"Fit-for-purpose" training curricular</p> <p>"Formalised and structured development programme tailored to each discipline considering geographical specificities"</p> <p>Line will drive content and on-the-job training and embed the programme deeply</p>

Training	Professional registration with relevant external governing bodies (paid for by program until completion of NPDP)	<p>across organisation</p> <p>Professional qualification courses (e.g. ECSA)</p> <p>The company courses</p>
Support	<p>Positions/ staff establishment is BU responsibility and can only be budgeted by BUs to enable final placement (BU requests to be in line with approved staff establishment positions for relevant BU/ function)</p> <p>SAP is enabling technology used to capture all learning data and cost</p> <p>Different streams have a Steercom formed from the business for the business, with support from Group Leader, Global Talent Management, Corporate Graduate Services</p> <p>BU/ Functional Learning Managers as primary contact point</p>	<p>Mentor</p> <p>Buddy system</p> <p>A particular Group in the company is the functional GDP home</p> <p>Designed and integrated Centre of Excellence (CoE) to guide the programme</p> <p>Revised funding and legal structures</p> <p>Escalation procedures</p> <p>Staff structure for graduates</p> <p>Continuous buddy and mentorship throughout the GDP</p> <p>Graduate funding (for graduate salaries) at Senior Management level</p> <p>CoEs provide guidance and support to line</p> <p>Strong quarterly SVP governance (talent development and management, manpower plan, graduate intake figures, adherence to</p>

		competency assessments)
Role players	Global Talent Management Global Learning - NDPO BU/ Functional Learning Managers (LMs) Discipline Leaders BU Family Leaders Corporate Graduate Services HR Consultants and HR Business Partners Recruitment Centre Novice-Professional [graduate] Line Manager Buddy Learning Mentor	Bursar EIT Group HR: People and Organisational Effectiveness TSS HR: Recruitment Centre BU Line HR: HRC GDP HR Coordinator B: BU VP and Line Management BU: Rotation Line Management BU: Engineering discipline Expert or CoE GDP Advisor Mentor Buddy Junior Engineers Forum

3) Semi-structured interviews

Interviews were held with:

- e) Acting Manager: Bursary Services Office
- f) Senior Manager: Talent Management (People and Organisational Effectiveness)
- g) Senior Manager: Graduate Development Programme Office
- h) Head of Wellness and Benefits

The below notes are the outcomes of the discussions. (Direct quotations have also been included in the responses where relevant).

Acting Manager: Bursary Services Office

- The Bursary Services Office liaises directly with bursary applicants and students who are still studying at the various tertiary education institutions.
- The Office manages the activities which relate to the bursary scheme. This includes items like attracting potential bursars to the program (through offering an attractive bursary scheme, which covers the students full tuition costs including accommodation); as well as staying in contact with bursars throughout their studies.
- Some of the retention strategies that are used are organising institution visits where the Office “checks-in” on the bursars from an academic and personal perspective. This visit is coupled with an “off-site” event where the bursars get a chance to meet one another and engage with the Bursary Office staff. These events are reviewed on an annual basis.
- The Office develops its own retention plans which are not directly related to the organisation’s retention strategies. The organisation’s employee retention strategies are developed by the People and Organisational Effectiveness department.
- There is currently no tracking on the return on investment on the bursary scheme.

Senior Manager: Talent Management (People and Organisational Effectiveness)

(*To note: This information was relevant to the company prior to the restructuring process that took place. It may or may not relate to the consequent strategies to be developed for the restructured organisation).

- The Talent Management Strategy is based on the three pillars of the Human Resources Strategy
- The starting point in the development of the strategy is the Business's needs and the required key jobs
- Different businesses apply different methodologies to their retention of talent (*This may change as the organisation has consolidated many of its business structures, and it now has a drive to having a common approach to business processes)
- The history of the approaches to bursar graduate retention was explained through the various organisational restructuring processes that have taken place.
- Discussion of the Employer Brand and Employee Value Proposition processes
- Strategic Talent Sourcing was explained (Figure 8)
- Discussion of the Talent Sourcing Plan (Figure 7)
- There is currently no tracking on the return on educational investment.

Senior Manager: Graduate Development Programme Office

- The development of the current GDP Policy was based on a number of factors, e.g. the results from bench-marking studies which were conducted, the requirements of the organisational restructuring. The competency areas on which participants will be evaluated were based on ECSA requirements and engagement with several subject matter experts.
 - The GDP will now have a tenure of 3 years with full employee benefits being provided
 - The incoming graduates will be included under the Senior Vice Presidents in the organisational structure.
- The approach to the retention of graduates (engineers in training (EIT)) is to engage the EITs and get them excited about growth in the company through the wide range of careers which are offered.

- Graduates are engaged with on a personal level through structures such as the Junior Engineers Forum (which offers various programs such as socials; offer support in getting graduates settled socially and personally e.g. information on accommodation).
- The development of the GDP is “completely aligned” with Group HR’s strategy (a collaborative effort approach is being followed).
- The GDP aims to create an environment which encourages employees to stay with the company.
- This includes ensuring that employees are aware of the various activities and initiatives that the company is involved in e.g. the company’s focus on compliance to the environment, and the various projects that it has to support this.
- It was commented on that a well-thought out strategy would need to take the individual’s personal needs into account with the corporate’s needs.
 - This includes being mindful of the need for the company to be flexible to employee needs (and the consequent meaning this has for company policies and procedures).
 - The organisation’s (geographic) location was also taken into account as a decisive factor in the graduate’s decision to remain with the company
 - It was also acknowledged however that it will be difficult for the organisation to be everything to the employee.
 - It was noted that non-work influences, such as starting a family, would also contribute to the retention of graduates. Thus the organisation would need to invest in creating a viable environment which would enable an employee to settle comfortably.
- Although it was acknowledged that it may be challenging to expect young graduates to stay with the company over an extended period of time, this was a very important factor in retaining institutional memory.
- The retention of employees (over an extended period of time) is essential to corporate memory; especially when considering the ageing facilities of the production environment.
- The influential role of the organisational culture and environment on employee retention was highlighted.

Head of Wellness and Benefits

- The reasons for the full permanent employee benefits being offered during the GDP period is for the attraction and retention of participants to the programme, and to ensure that graduates have a basis on which to continue to make contributions in the event that they are permanently employed.
- The role of mentorship was strongly emphasised in order to monitor the participant's progress throughout the programme. This necessitates an investment of time by the mentors and mentees (i.e. the programme does not only require a financial investment).
 - It was noted that the role of mentors extends beyond the GDP: new employees in general require mentors to orientate and guide them through the company. This is also true for current employees who change departments/ business units: because of the extensive size of the organisation, a movement between business units is similar to an employee changing companies.
- In light of the above, the role of line management as the “actual HR manager” was mentioned.
 - Currently, line management is focused on operations, and not on the people that they manage. Thus there is a mismatch between what is expected from line managers (performance e.g. production outputs) and what they should be doing (acting in the HR manager role). E.g. In the case of poor performance by the employee, line management should be trying to understand the reasons behind this, instead of solely focusing on giving a poor merit and the resultant consequence management. Because the “root cause” for the poor performance is not addressed, this could result in an unhappy and disengaged workforce (“People do not leave the company, but leave the manager”).
 - In order for this to be enabled, this element needs to be included as a Key Performance Area (KPA) for line management.
 - Line management needs to understand “what makes their people tick”, and need to understand that their teams will grow through ups and downs. It is important to see the employee as a full individual (a full being in all his/ her facets), and engage with them fully. This means to not expect them to leave their personal worries or concerns at home (as these do indeed have an impact on performance at work).

- It is important to take into account that different people will be influenced by different things
 - This could be due to generational gaps, gender differences, etc. It is important to have an understanding of the workforce so that they can be engaged appropriately, and problems can be addressed accordingly.
 - New ways of work must also be taken into account. This includes the “use of technology to create better value propositions and to manage people better”; and actually understanding the environments that motivate employees.
 - This also requires understanding people’s different strengths and cultures; and leveraging on those for high performance.
- The development of a high performance culture is important in employee retention. This necessitates a total culture change.
 - In enabling this, it is important to understand how the different segments (generations, gender, culture, etc.) view a high performance culture.
 - Although pockets of excellence exist, a certain level of maturity is required for the organisation to obtain a fuller understanding and to enable a culture of high performance.
- Because of the different business units that were historically part of the previous organisation structure, this has resulted in there being a medley of different cultures in the organisation. There are different formal processes that can enable this “universal” understanding of a high performance culture.
 - One way of this is ensuring that all employees are ‘housed’ in a common building (thus a more common way of ‘how things are done here’ will be encouraged).
 - The culture of high performance needs to be measured on a Key Results Area (KRA) level in order for there to be ownership of the culture. The benefits of such a culture also need to be communicated.
- A fit is required between the individual and organisational identities.
 - This is done by everyone participating in the organisational culture. It is important that a culture of “management by fear” be replaced by one of “management by example”.

In summary, the outcomes of the interviews were reflective of the need for the organisation to better understand the factors to be considered in the retention of employees overall. The responses illustrate how important it is for the organisation's structures and procedures to be aligned with the employee retention efforts (e.g. the development of performance indicators); especially following the organisational restructuring that had taken place. However, it is not enough to just strive for structural and procedural alignment – the changes to be made need to be taken ownership of, and imbibed by the enablers of the strategies (such as line management for example, as indicated in the fourth interview).

4) Separation data

This data consisted of the appointment and exit dates of bursary holders who had joined the company from the year 2007 onwards. The history of the information was limited by the fact that the system being used to capture the information had been in inception since 2007.

The information was received (from the Company's Human Resources Department) in an Excel spreadsheet format; and Pivot Tables were used to graphically represent the information.

The below Figures (Figure 9 –Figure 11) and Table 7 graphically represent this information.

The detail of the figures is included in Table 20 – Table 23 (APPENDIX E).

The below definitions describe the presented information.

Definitions of the used Terms

Count of Reasons – how many times did the reason for separation occur in the data

Sum of total – the number of separations which were attributed to the reason

Tenure – time spent with company before separation (years)

Reasons for Separation

Still active – the Graduate is still employed by the company

Career Scope – The Graduate left the company as a result of a limited Career scope

Termination of Contract – the Graduate terminated their contract prior to the “pay-back” lapsing

Family Related – the Graduate's departure from the company was due a family-related reason

Job Satisfaction – there was a lack of Job Satisfaction

Further Studies – the Graduate left the company to pursue further studies

Dismissal – the Graduate was dismissed by the Company

Relocation – the Graduate had to move from the place of work

Medical impairment – the Graduate was no longer able to work due to medical reasons

Emigration – the Graduate departed from the Company due to emigration

Training and Development – the Graduate departed from the Company due to a lack of Training and Development

Remuneration and Benefits – the Graduate left the Company due to insufficient Remuneration and Benefits

Culture – the Graduate departed from the Company as a result of the Organisational Culture

Recognition – the Graduate departed from the Company as a result of a lack of Recognition

Management – the Graduate departed from the Company due to reasons related to Management

Reasons for Separation

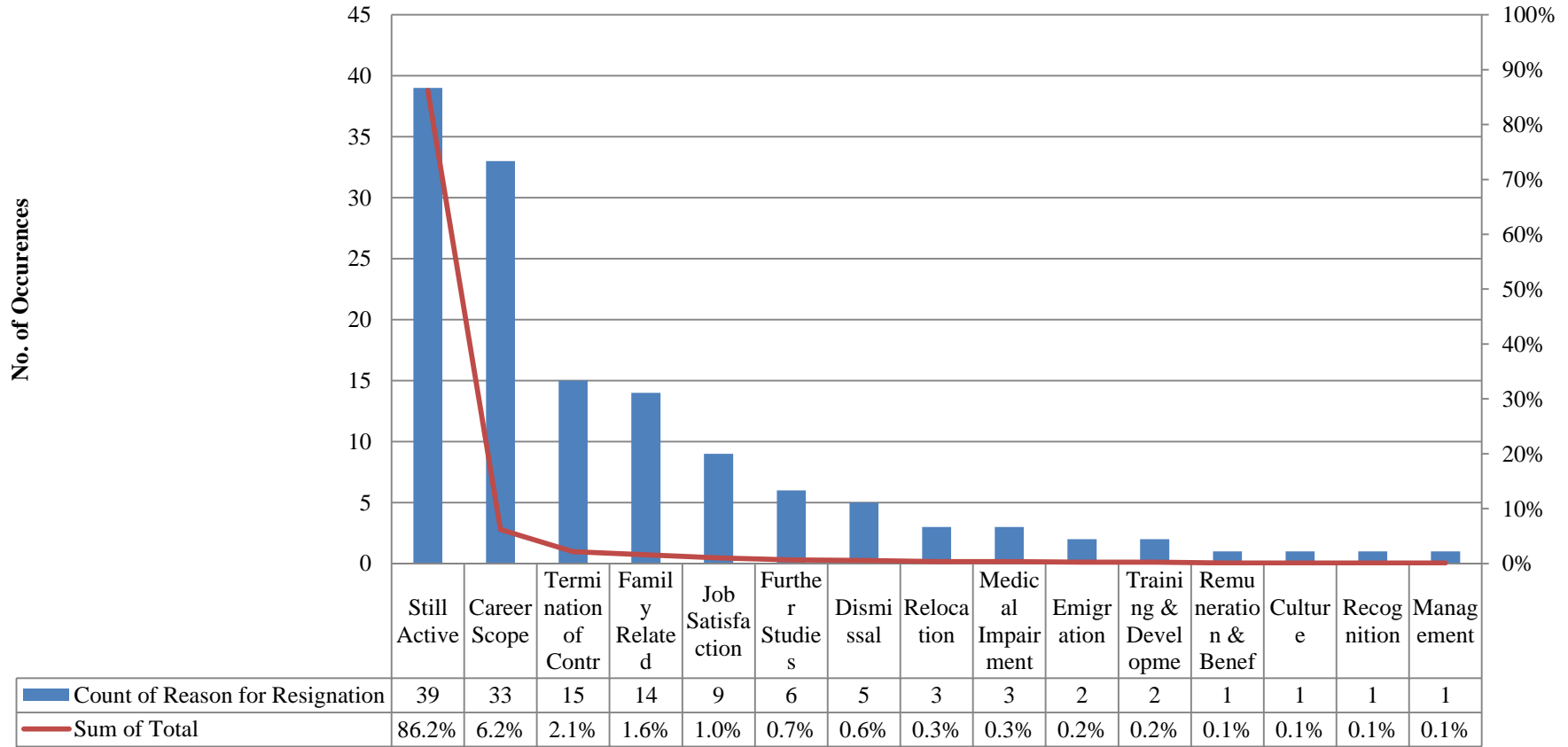


Figure 9: Reasons for Separation

Figure 9 depicts the data from the employee separations since 2007. About 86% of the bursar graduates who have joined the organisation since 2007 are still with the organisation

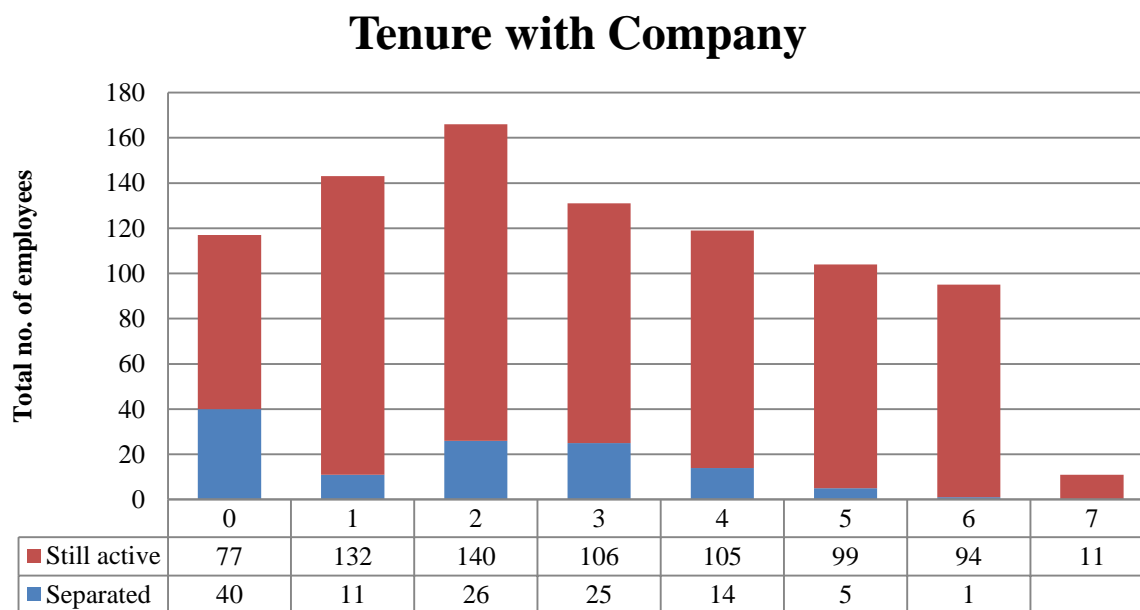


Figure 10: Tenure (in years) with Company

The tenure in years of the bursar graduates before separation is illustrated in **Figure 10**. As shown in as well, a large percentage of the graduates have continued to stay on with the organisation. Of the graduate population that has separated from the company, 95% of these separations occurred in the first four years of employment.

Separated Population Only

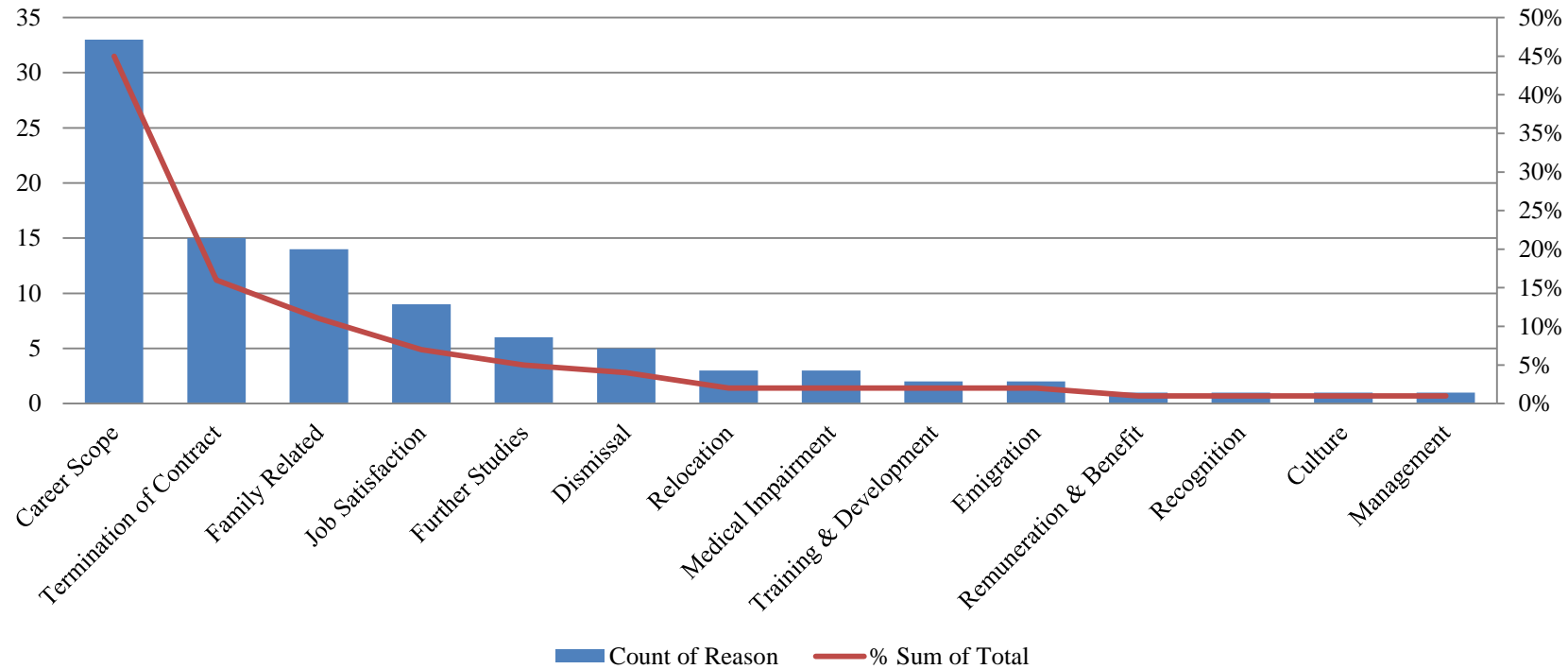


Figure 11: Results from Separated Population only

Of the graduate population that has separated from the organisation, 45% of these separations were due to “Career Scope” (Figure 11). The second highest reason for separations was contract terminations. It was not clear from the data whether these terminations were initiated by the organisation or the graduate.

Table 7 relates the above Reasons with the Tenure with the Company (for the Separated graduate population only).

Table 7: Tenure with Reason for Separation (Separated population only)

Tenure, Reasons	Count of Reason	Sum of Total
0	18	40
Career Scope	9	31
Further Studies	3	3
Job Satisfaction	2	2
Termination of Contract	2	2
Dismissal	1	1
Family Related	1	1
1	11	11
Termination of Contract	2	2
Job Satisfaction	2	2
Career Scope	2	2
Family Related	2	2
Dismissal	1	1
Culture	1	1
Relocation	1	1
2	26	26
Career Scope	7	7
Termination of Contract	5	5
Job Satisfaction	4	4
Family Related	3	3
Dismissal	3	3
Medical Impairment	2	2
Training & Development	1	1
Further Studies	1	1

Tenure, Reasons	Count of Reason	Sum of Total
3	21	25
Termination of Contract	6	10
Career Scope	5	5
Relocation	2	2
Emigration	2	2
Family Related	2	2
Remuneration & Benefits	1	1
Training & Development	1	1
Further Studies	1	1
Job Satisfaction	1	1
4	14	14
Family Related	6	6
Career Scope	5	5
Medical Impairment	1	1
Recognition	1	1
Management	1	1
5	5	5
Career Scope	4	4
Further Studies	1	1
6	1	1
Career Scope	1	1
Total	96	122

5) Survey Results

A survey was developed to determine the personal congruence (how likely you are to **stay with** an organisation) and personal incongruence (how likely you are to **leave** an organisation) of certain factors.

Demographic Data

Table 8: Year in which you were born

Year	Total
1973	2
1974	2
1976	3
1977	3
1979	4
1980	7
1981	2
1982	5
1983	5
1984	3
1985	11
1986	5
1987	4
1988	11
1989	15
1990	13
1991	1
1992	2
Total	98

Respondents born from 1980 (Gen Y) =
86% (84/98)

Table 9: When did you join the company

Year	Total
1999	1
2000	3
2001	2
2002	1
2003	1
2004	3
2005	6
2006	6
2007	5
2008	8
2009	4
2010	7
2011	13
2012	9
2013	17
2014	12
Total	98

59% of respondents joined company in
past 5 years; (Range 1979 – 1992)

All respondents are considered Gen Y in this study as the year brackets are not strictly bound (last generation with strict time-frames is baby boomer 1946 – 1964, after World War (Bump, 2014)); According to (Kelly Services, 2007) the Generation X year bracket = 1965 – 1977; Generation Y year bracket = 1978 – 1995).

Analysis of data

The responses from the Likert scale data was organised to reflect the modes and respective percentages (as indicated in Table 24 to Table 31 in APPENDIX F).

The respondents had the option to add comments in addition to indicating their level of congruence with the given factor. The nature of the received comments differed, with some of the comments being related to the included factors, some were more general comments on the design and development of employee retention strategies, some were commentary on the organisation's methods, and some had a more personal commentary (what factors were important for the particular individual).

Inferential statistics (Mann-Whitney U test) were applied to determine whether there was a difference between the populations which formed the focus of this study (employees who had been with the company for i) more, and ii) less than 5 years), as well as between the genders.

The results are indicated in Table 10 to Table 13 A significance level of 0.05 was applied; with the null hypothesis being that there was no significant difference between the responses. Both uni-directional and non-directional tests were performed (as shown in Table 14 and Table 15). The U-value was determined using an Online Calculator (Social Science Statistics, 2014); and the formulae in Chapter 3 (*Data Analysis* section) were used to calculate the z-value.

The following null hypotheses were rejected under the Personal Congruence factors (Rejection of the null hypothesis implies that a significant difference existed between the two groups on the respective factors):-

- For the Tenure-based tests, the null hypothesis was rejected for the *CSR/ Civic activities* factor (non-directional test);
- For the Gender-based tests, the null hypothesis was rejected for the *Flexible working arrangements* and *Organisational Justice* factors (non-directional test)

No null hypotheses were rejected for the Personal Incongruence factors.

Table 10: Overall Results (% of Influence)

Influence > 50%			Influence < 50%		
Would you stay because of this factor			Would you leave because of this factor		
<i>Personal Congruence</i>	Lesser Influence	Greater Influence	<i>Personal incongruence</i>	Lesser Influence	Greater Influence
Job satisfaction	8%	92%	Job satisfaction	40%	60%
Energising environment	8%	92%	Advancement opportunities	41%	59%
Career path	10%	90%	Extrinsic rewards	42%	58%
Learning organisation	10%	90%	Organizational justice	45%	55%
Nature of work	11%	89%	Non-work influences	46%	54%
Advancement opportunities	13%	87%	Career path	49%	51%
Flexibility	13%	87%	Growth	50%	50%
Intrinsic reward systems	14%	86%	Nature of work	50%	50%
Growth	15%	85%	Leadership/ Management	52%	48%
Extrinsic rewards	16%	84%	Intrinsic reward systems	53%	47%
Workplace relationships	17%	83%	Location	53%	47%
Flexible work arrangements	17%	83%	Flexibility	59%	41%
Organizational justice	19%	81%	Values	61%	39%
Technology	22%	78%	Learning organisation	61%	39%
Meaning	23%	77%	Meaning	61%	39%
Leadership/ Management	23%	77%	Workplace relationships	64%	36%
Values	26%	74%	Energising environment	69%	31%
Location	31%	69%	Flexible work arrangements	69%	31%
Organizational prestige	42%	58%	Organizational commitment	69%	31%
Organizational commitment	44%	56%	Lack of alternatives	69%	31%
Non-work influences	50%	50%	Technology	71%	29%
CSR/ Civic activities	53%	47%	Organizational prestige	74%	26%
God in the organisation	55%	45%	Constituent attachments	77%	23%
Investments	56%	44%	God in the organisation	78%	22%
Constituent attachments	61%	39%	Investments	82%	18%
Lack of alternatives	63%	37%	CSR/ Civic activities	86%	14%

Table 11: Comparison of Tenures against Overall Results (Greater Influence)

<i>Personal Congruence</i>	Overall	< 5	> 5	<i>Personal incongruence</i>	Overall	< 5	> 5
Job satisfaction	92%	95%	86%	Job satisfaction	60%	56%	67%
Energising environment	92%	94%	89%	Advancement opportunities	59%	61%	56%
Career path	90%	90%	89%	Extrinsic rewards	58%	55%	64%
Learning organisation	90%	95%	81%	Organizational justice	55%	52%	61%
Nature of work	89%	89%	89%	Non-work influences	54%	53%	56%
Advancement opportunities	87%	89%	83%	Career path	51%	45%	61%
Flexibility	87%	85%	89%	Growth	50%	48%	53%
Intrinsic reward systems	86%	85%	86%	Nature of work	50%	47%	56%
Growth	85%	89%	78%	Leadership/ Management	48%	47%	50%
Extrinsic rewards	84%	79%	92%	Intrinsic reward systems	47%	44%	53%
Workplace relationships	83%	85%	78%	Location	47%	50%	42%
Flexible work arrangements	83%	84%	81%	Flexibility	41%	35%	50%
Organizational justice	81%	82%	78%	Values	39%	42%	33%
Technology	78%	81%	72%	Learning organisation	39%	39%	39%
Meaning	77%	74%	81%	Meaning	39%	37%	42%
Leadership/ Management	77%	82%	67%	Workplace relationships	36%	34%	39%
Values	74%	74%	75%	Energising environment	31%	31%	31%
Location	69%	69%	69%	Flexible work arrangements	31%	27%	36%
Organizational prestige	58%	63%	50%	Organizational commitment	31%	32%	28%
Organizational commitment	56%	56%	56%	Lack of alternatives	31%	32%	28%
Non-work influences	50%	50%	50%	Technology	29%	29%	28%
CSR/ Civic activities	47%	53%	36%	Organizational prestige	26%	26%	25%
God in the organisation	45%	44%	47%	Constituent attachments	23%	24%	22%
Investments	44%	47%	39%	God in the organisation	22%	23%	22%
Constituent attachments	39%	40%	36%	Investments	18%	23%	11%
Lack of alternatives	37%	37%	36%	CSR/ Civic activities	14%	13%	17%

Tenure

Table 12: Comparison between Tenure Results

<i>Personal Congruence</i>	Greater influence		<i>Personal Incongruence</i>	Greater influence	
	< 5	> 5		< 5	> 5
Job satisfaction	95%	86%	Advancement opportunities	61%	56%
Learning organisation	95%	81%	Job satisfaction	56%	67%
Energising environment	94%	89%	Extrinsic rewards	55%	64%
Career path	90%	89%	Non-work influences	53%	56%
Nature of work	89%	89%	Organizational justice	52%	61%
Advancement opportunities	89%	83%	Location	50%	42%
Growth	89%	78%	Growth	48%	53%
Intrinsic reward systems	85%	86%	Leadership/ Management	47%	50%
Workplace relationships	85%	78%	Nature of work	47%	56%
Flexibility	85%	89%	Career path	45%	61%
Flexible work arrangements	84%	81%	Intrinsic reward systems	44%	53%
Organizational justice	82%	78%	Values	42%	33%
Leadership/ Management	82%	67%	Learning organisation	39%	39%
Technology	81%	72%	Meaning	37%	42%
Extrinsic rewards	79%	92%	Flexibility	35%	50%
Values	74%	75%	Workplace relationships	34%	39%
Meaning	74%	81%	Organizational commitment	32%	28%
Location	69%	69%	Lack of alternatives	32%	28%
Organizational prestige	63%	50%	Energising environment	31%	31%
Organizational commitment	56%	56%	Technology	29%	28%
CSR/ Civic activities	53%	36%	Flexible work arrangements	27%	36%
Non-work influences	50%	50%	Organizational prestige	26%	25%
Investments	47%	39%	Constituent attachments	24%	22%
God in the organisation	44%	47%	God in the organisation	23%	22%
Constituent attachments	40%	36%	Investments	23%	11%
Lack of alternatives	37%	36%	CSR/ Civic activities	13%	17%

Gender

Table 13: Comparison between Gender Results

<i>Personal Congruence</i>	Greater influence		<i>Personal Incongruence</i>	Greater influence	
	Female	Male		Female	Male
Job satisfaction	100%	88%	Advancement opportunities	62%	58%
Energising environment	97%	89%	Job satisfaction	62%	59%
Organizational justice	97%	72%	Extrinsic rewards	56%	59%
Intrinsic reward systems	97%	80%	Organizational justice	56%	55%
Flexible work arrangements	94%	77%	Non-work influences	53%	55%
Nature of work	94%	86%	Growth	50%	50%
Advancement opportunities	91%	84%	Nature of work	50%	50%
Learning organisation	91%	89%	Leadership/ Management	47%	48%
Growth	91%	81%	Career path	47%	53%
Career path	88%	91%	Location	47%	47%
Extrinsic rewards	88%	81%	Intrinsic reward systems	44%	48%
Flexibility	88%	86%	Flexibility	41%	41%
Workplace relationships	85%	81%	Meaning	38%	39%
Leadership/ Management	85%	72%	Organizational commitment	35%	28%
Meaning	82%	73%	Flexible work arrangements	35%	28%
Values	79%	72%	Constituent attachments	32%	19%
Location	79%	64%	Values	32%	42%
Technology	76%	78%	Workplace relationships	32%	38%
Organizational prestige	68%	53%	Learning organisation	29%	44%
Non-work influences	59%	45%	Energising environment	26%	33%
CSR/ Civic activities	56%	42%	God in the organisation	26%	20%
Investments	50%	41%	Technology	24%	31%
Organizational commitment	50%	59%	Organizational prestige	24%	27%
God in the organisation	47%	44%	Lack of alternatives	24%	34%
Lack of alternatives	35%	38%	CSR/ Civic activities	12%	16%
Constituent attachments	29%	44%	Investments	6%	25%

Table 14: Inferential Statistics Results: Personal Congruence

	Gender				Tenure (T)				
	N1 = 34	N2 = 64	z Den		N1 = 62	N2 = 36	z Den		
	Female	Male	133.9851		T < 5	T > 5	135.6982		
	Gender, Non-directional				Tenure			Non-directional (+-1.96)	Uni-directional (+-1.65)
<i>Personal Congruence</i>	U	z Num	z*	Null Hypothesis	U	z Num	z*	Null Hypothesis	Null Hypothesis
Non-work influences	893	-195	-1.4554	Retain	1109.5	-6.5	-0.0479	Retain	Retain
Constituent attachments	975	-113	-0.8434	Retain	1055.5	-60.5	-0.4458	Retain	Retain
Energising environment	834	-254	-1.8957	Retain	935	-181	-1.3338	Retain	Retain
Flexible work arrangements	804	-284	-2.1196	Reject	995.5	-120.5	-0.8880	Retain	Retain
Advancement opportunities	933.5	-154.5	-1.1531	Retain	1032.5	-83.5	-0.6153	Retain	Retain
Extrinsic rewards	1016	-72	-0.5374	Retain	935.5	-180.5	-1.3302	Retain	Retain
Organizational justice	758.5	-329.5	-2.4592	Reject	993.5	-122.5	-0.9027	Retain	Retain
Values	977.5	-110.5	-0.8247	Retain	1034.5	-81.5	-0.6006	Retain	Retain
CSR/ Civic activities	927.5	-160.5	-1.1979	Retain	833.5	-282.5	-2.0818	Reject	Retain
Investments	952.5	-135.5	-1.0113	Retain	1011.5	-104.5	-0.7701	Retain	Retain
Leadership/ Management	873	-215	-1.6047	Retain	1030	-86	-0.6338	Retain	Retain
Career path	909	-179	-1.3360	Retain	971	-145	-1.0685	Retain	Retain
Technology	1073	-15	-0.1120	Retain	1012	-104	-0.7664	Retain	Retain
Job satisfaction	831	-257	-1.9181	Retain	963.5	-152.5	-1.1238	Retain	Retain
Learning organisation	911.5	-176.5	-1.3173	Retain	932.5	-183.5	-1.3523	Retain	Retain
Organizational prestige	934	-154	-1.1494	Retain	964.5	-151.5	-1.1164	Retain	Retain
God in the organisation	913	-175	-1.3061	Retain	1090.5	-25.5	-0.1879	Retain	Retain
Growth	1009.5	-78.5	-0.5859	Retain	880.5	-235.5	-1.7355	Retain	Retain
Meaning	863.5	-224.5	-1.6756	Retain	1004	-112	-0.8254	Retain	Retain
Intrinsic reward systems	842	-246	-1.8360	Retain	1000	-116	-0.8548	Retain	Retain
Organizational commitment	1012.5	-75.5	-0.5635	Retain	1085	-31	-0.2284	Retain	Retain
Workplace relationships	1057	-31	-0.2314	Retain	1051.5	-64.5	-0.4753	Retain	Retain
Lack of alternatives	1058	-30	-0.2239	Retain	1056.5	-59.5	-0.4385	Retain	Retain
Location	833	-255	-1.9032	Retain	1075	-41	-0.3021	Retain	Retain
Flexibility	925	-163	-1.2166	Retain	916	-200	-1.4739	Retain	Retain
Nature of work	900.5	-187.5	-1.3994	Retain	994.5	-121.5	-0.8954	Retain	Retain

Table 15: Inferential Statistics Results: Personal Incongruence

<i>Personal incongruence</i>	Gender, Non-directional				Tenure			Non-directional (+-1.96)	Uni-directional (+-1.65)
	U	Num	z*	Null Hypothesis	U	Num	z*	Null Hypothesis	Null Hypothesis
Non-work influences	1038	-50	-0.3732	Retain	1002.5	-113.5	-0.8364	Retain	Retain
Constituent attachments	1069	-19	-0.1418	Retain	1087.5	-28.5	-0.2100	Retain	Retain
Energising environment	964.5	-123.5	-0.9217	Retain	1054.5	-61.5	-0.4532	Retain	Retain
Flexible work arrangements	1055	-33	-0.2463	Retain	999.5	-116.5	-0.8585	Retain	Retain
Advancement opportunities	959.5	-128.5	-0.9591	Retain	1017	-99	-0.7296	Retain	Retain
Extrinsic rewards	1026	-62	-0.4627	Retain	1023	-93	-0.6853	Retain	Retain
Organizational justice	1014	-74	-0.5523	Retain	941	-175	-1.2896	Retain	Retain
Values	894.5	-193.5	-1.4442	Retain	1087	-29	-0.2137	Retain	Retain
CSR/ Civic activities	1064	-24	-0.1791	Retain	1055	-61	-0.4495	Retain	Retain
Investments	916	-172	-1.2837	Retain	958	-158	-1.1643	Retain	Retain
Leadership/ Management	1073	-15	-0.1120	Retain	1005	-111	-0.8180	Retain	Retain
Career path	947	-141	-1.0524	Retain	976	-140	-1.0317	Retain	Retain
Technology	1051	-37	-0.2762	Retain	1095	-21	-0.1548	Retain	Retain
Job satisfaction	1047	-41	-0.3060	Retain	907.5	-208.5	-1.5365	Retain	Retain
Learning organisation	980	-108	-0.8061	Retain	1104	-12	-0.0884	Retain	Retain
Organizational prestige	991.5	-96.5	-0.7202	Retain	1104	-12	-0.0884	Retain	Retain
God in the organisation	895	-193	-1.4405	Retain	1025	-91	-0.6706	Retain	Retain
Growth	1078.5	-9.5	-0.0709	Retain	1077.5	-38.5	-0.2837	Retain	Retain
Meaning	1078	-10	-0.0746	Retain	1075	-41	-0.3021	Retain	Retain
Intrinsic reward systems	1052	-36	-0.2687	Retain	1008	-108	-0.7959	Retain	Retain
Organizational commitment	971	-117	-0.8732	Retain	1102	-14	-0.1032	Retain	Retain
Workplace relationships	1040.5	-47.5	-0.3545	Retain	1082	-34	-0.2506	Retain	Retain
Lack of alternatives	1074	-14	-0.1045	Retain	1077	-39	-0.2874	Retain	Retain
Location	1028	-60	-0.4478	Retain	1062	-54	-0.3979	Retain	Retain
Flexibility	1013	-75	-0.5598	Retain	862	-254	-1.8718	Retain	Retain
Nature of work	1054	-34	-0.2538	Retain	1005.5	-110.5	-0.8143	Retain	Retain

Although there were no significant differences between the different groups which were being compared, differences could be seen in the ranking of the factors. It was apparent from the scores that the ranking of a certain factor (against the other factors) reflected more the extent to which the particular factor influenced the respondents' *consideration* to stay (or leave) the organisation – more so than it was an indication of the importance of the factor to the individual. The responses to the factors were more specific to the factor, and not scored in relation to the other factors. Therefore, for example (when referring to Table 10), it does not mean that *Job satisfaction* is the most important factor than the other factors; but more that *Job satisfaction* as a singular factor had the greatest influence in the respondents' decision to stay (or leave).

The respondents' scores for each factor were further split into two main indicators, where the lower scores (1 & 2) were taken to reflect a lower influence, and the higher scores (3 & 4) taken to indicate the greater extent to which the factor influenced the respondent to stay or leave.

The factors which had over 50% of a greater influence for Personal Congruence (PC) and Personal Incongruence were as highlighted in Table 10 and Table 11. Table 12 and Table 13 illustrate the differences in the degrees of influence between the years of tenure and gender groups. The results for each group are included in Table 32 and Table 33 in Appendix F.

Results of the Data Analysis

The purpose of the following section (Table 16) is to present the results of the comparative analysis. This analysis was performed as described in Table 5 (page 37).

Table 16: Results of Data Analysis

(Refer to Table 5, page 37 for how the analysis was performed)

A. Talent Management (TM) (Documentation and Interviews)
<u>Content Analysis of Documentation</u> <ul style="list-style-type: none">• The TM strategy was based on the Human Resources strategy to “have the right talent at the right place at the right time”• The Strategy focuses on the attraction, development and retention of human resources to deliver on organisational success• There are a number of key elements which go into the strategy, include<ul style="list-style-type: none">○ The Talent landscape○ Talent segmentation○ The Strategic Talent Planning Framework○ Employer Brand and Employee Value Proposition○ Human Resources strategy• The organisation has a focus on the development of a “high performance culture”• The segmentation of the talent population allows for the identification of “high-potential” and “high-performing” employees. (Of which young [Gen Y] graduates would form a part of the latter category– performance to be monitored during the GDP phase)• The retention of the graduate population is managed through the GDP. This has a potential EB/ EVP outcome of employees becoming brand ambassadors for the company

- Incoming graduates are initially attracted through company programmes such as the bursary scheme. The attracted talent thus forms part of the internal talent pool if the employee retention of the graduates is successful.
- The Talent landscape involves the following:-
 - 1) *Remuneration*
 - 2) *Organisational Design & staffing models*
 - 3) *Strategic sourcing and recruitment*
 - 4) *Job context*
 - 5) *Performance management*
 - 6) *Career architecture*
 - 7) *Workforce planning*
 - 8) *Succession planning*
 - 9) *Potential assessment*
 - 10) *Learning and development*
- The above elements relate to the following core EB/ EVP for the labour market: *compensation and organisational stability* (both top drivers for attraction), *development opportunities, future careers, manager quality* (potentially if managers are trained adequately); but not so much on a *collegial work environment and respect*
- The above results suggest that there is a gap between what is catered for by the talent landscape and what is suggested by the EB/ EVP literature. There is thus potential to develop in these “softer”/ more personal aspects EB/ EVP (e.g. work relationships, how employees are treated, etc.). There is also less of a focus on the ‘softer’, or more people-centric elements in the building blocks of the Strategic Talent

Planning Framework

- This gap can have negative implications for the TM strategy as the development of the EB/EVP contributes to a high performance culture. This therefore also has negative implications on the outcomes of the EB/ EVP (attraction – employer of choice; retention – employees as ambassadors), potentially resulting in them not being met.
- This could also potentially impact negatively on the supply and demand of talent to the company
- The HR and TM strategies appeared to have a stronger emphasis on attraction and recruitment than on the retention of the current workforce (as evidenced by the weaker relationship with some of the EB/ EVP commitment factors i.e. *collegial work environment, respect*; and that the retention theme in the workforce planning documentation is not as strong as that of employee attraction). The exact focus on retention strategies is not made explicit in the documentation – except for where the high-potential and high-performer talent groupings are mentioned
- The success of the TM strategy is overall measured by an internally-conducted employee survey (which serves as an instrument to solicit feedback and understand the perceptions of the work environment). This is an input to understanding how to make improvements to engage employees and to enable a high performance culture
- The factors which showed to have a greater influence (more than 50%) in the retention of employees are as follows:-
 - Personal Congruence (PC): *Job satisfaction, Energising environment, Career path, Learning organisation, Nature of work, Advancement opportunities, Flexibility, Intrinsic reward systems, Growth, Extrinsic rewards, Workplace relationships, Flexible work arrangements, Organisational justice, Technology, Meaning, Leadership/ Management, Values, Location, Organisational prestige, Organisational commitment, Non-work influences*
 - Personal Incongruence (PI): *Job satisfaction, Advancement opportunities, Extrinsic rewards, Organisational justice, Non-work influences, Career path, Growth*
- The documentation related to the below conceptual framework factors:
 - *Advancement opportunities, Extrinsic rewards, Career Path, Learning Organisation, Organisational prestige, Growth, Nature of*

work

- The gaps between the TM strategy and the above results could be problematic when considering that the attracted talent (of the Gen Y bursar graduates population) requires the above personal congruence factors if they are to remain with the company; and to be able to contribute to the long-term development of the organisation. Thus a balance is required between the supply and demand of talent.
- From a workforce planning point of view, it is necessary to retain the attracted talent as this forms part of a “healthy internal pool” (as cited in the Strategic Workforce Planning documentation) from which future workforce plans will be sourced. The current people processes and talent landscape will need to support the attraction of talent by enabling the consequent talent retention action

Content Analysis of Interview Responses

The responses from the interviews directly related to the following retention factors (from the conceptual framework)

- Acting Manager: Bursary Services Office
 - *Energising environment* – the Office organises site-visits to the bursars’ places of study, which also includes an ‘off-site’ event
 - *Extrinsic rewards* – The bursary scheme offers an attractive package which covers the bursar’s full tuition fees (including accommodation). Thus there is a higher probability that a student will continue to stay on the scheme (instead of being ‘bought-out’ by another company).
- Senior Manager: Talent Management (People and Organisational Effectiveness)
 - *Learning Organisation* – Organisation offers training and development opportunities; and has mentorship opportunities (EB and EVP processes)

- *Career path* – Career paths are charted from the early career phase (EB and EVP processes)
- *Organisational prestige* – the EB Outcomes is that the Company becomes an Employer of Choice

- Head of Wellness and Benefits
 - *Extrinsic rewards* – Graduates are offered full employee benefits during the GDP
 - *Leadership/ Management* – the role of Line Management (as “HR Managers”) and Mentors was emphasised as playing a crucial role in the development of employees generally; including post the GDP
 - *Growth* – Line Management/ Mentors can inspire growth in the employee, through positive engagement (understanding ”what makes people tick” and addressing the “root causes” of poor performance
 - *Meaning* – through the positive engagement of employees (understanding people’s different strengths and cultures; and leveraging on those for high performance), this can result in them finding meaning in the work that is being done
 - *Intrinsic reward system* – a more personal approach to the management of people can lead to the practice of such reward systems (in addition to extrinsic rewards)
 - *Non-work influences* – these were recognised as impacting on performance at work. Thus in ensuring that employees are happy at work, these influences need to be taken cognisance of.
 - *Flexible work arrangements* – new ways of work need to be explored
 - *Flexibility* – an understanding of the different drivers for individuals will require that flexibility be applied in people management (depending as well on the nature of the work to be done)
 - *Technology* – new ways of work need to be explored
 - *Organisational commitment* – the implementation and practice of the organisational culture requires the active participation by the employees

B. Talent Management and GDP

- The GDP seeks to develop and encourage a high performance culture among graduates that enter the organisation (an enabler of this is the continuous performance assessment which takes place throughout the programme)
- The changes to the NPDP were in line with the organisational restructuring which had recently taken place (to form a more lean operating model). This consequently reduced the organisation's capacity to absorb talent (e.g. the attracted talent through the bursary scheme programme) as future appointments of GDP intake would be vacancy-driven
- The structure of both versions of the GDP reflected on all the elements of the talent landscape
- Although the GDP contract is fixed-term, it offers the graduate the full benefits of a permanent employee. This competitive remuneration package makes it attractive against others in the market. It facilitates the talent sourcing HR objectives, and it enables the Attract, Source, and Develop elements of the workforce plans (puts the organisation in a position to attract high-performing talent to retain in the organisation).
- The GDP forms part of the retention category of the EB/ EVP portfolio. It contributes positively to the EVP, and it could support the outcome of employee ambassadors (for the successful participants who are placed from the GDP)
- However, the retention capacity of the programme is somewhat limited by the contract (fixed-term) and organisational (vacancy-driven) structure. Since the retention of talent is directly related to the efforts of talent attraction, the talent forecasting that is done needs to be accurate to deliver on an effective work-plan
- Alignment is required to ensure that the restructured GDP supports the attracted talent. This is illustrated by a comment that was received: *"Putting EIT[s] on a 3-year training program on contract basis only is perhaps good for the company, but I would try find places with more guaranteed outcomes"* (General Comments PC comment, Tenure > 5 years)

C. Talent Management and Gen Y

- The Gen Y segment of the employee population could fall under any of the indicated talent groupings (namely, majority of workforce, scarce resources and specialised skills, diversity candidates, high-performance employees, high-potential employees. (Although for the last talent grouping – “high-potential” – it is less likely that Gen Y would already be in a senior management level, when taking the respondents’ age and experience into account).
- The interrelated people processes to develop these segments do not fully address all the reasons which ranked high for personal congruence (PC) and personal incongruence (PI) as indicated by survey results.
- There appears to be a match in the PC and PI results with the talent landscape in the areas of *Career path*, *Advancement opportunities*, *Extrinsic rewards* (remuneration) and *Learning organisation*. However, the landscape does not emphasise (or have a focus) on the “softer” (less mechanistic)/ intrapersonal elements of talent development which support personal congruence (e.g. *Job satisfaction*, *Non-work influences*); which are also highlighted in the reasons for separation from the organisation
- Looking at the survey results, some of the challenges that the organisation has been faced with in the attraction (and ultimate retention) of talent has been in the location of the operations (as the company is located in a mainly industrial town). Location had a PC greater influence of 69%, and as one comment put it, “*Location, location, location*” (General PC Comment, Tenure < 5 years) counts. As a majority of the graduates come from tertiary institutions which are located in the city, a lifestyle change is required to adapt to the working environment. Also moving to the place of work causes graduates to live far from home – which could require long commutes. This can also put a strain on the graduate’s personal time and money. Although the company offers a competitive package, this needs to be supported by social support structures which equip the graduate with settling into the environment. (The company does though aim at the provision of such structures e.g. town development; although these initiatives are not made mention of in the documentation). Young graduates may however be more willing to relocate, as suggested by this comment: “*I’m young and willing to travel, anywhere where there’s teamwork and high morale, I’m willing to work there*” (Location PC Comment, Tenure < 5 years). It appears though from the comments that once an individual has bought property, the

aspect of location has a lesser influence as a consideration to leave. (Therefore suggesting that property investments can improve retention).

- The organisation is involved in various initiatives to the above effect e.g. being involved in educational, commercial, and recreational development (e.g. building of additional schools, building a Mall, sponsoring park rejuvenations). Young engineers in particular are offered a formalised community of other young engineers through a forum which offers different activities to be involved in. The TM strategy and documentation needs to reflect these initiatives for a more balanced approach to talent management (as this supports the retention of young engineers, as evidenced by the received comments e.g. “[Location] is very important as after some time you start to thinking about your social environment when you started your job”) (Location PC Comment, Tenure < 5 years).
- The career development focus of the talent landscape should be such that it addresses the “Career scope” reason from the separation data. This could be addressed by the slower organisational progression in the revised GDP (as there are no promotions within the GDP period; thus the graduate does not hit a “ceiling” in a relatively short period of time). The career development aspects of the talent landscape should be aligned with this. Also, the *Career path* factor has a high influence on an individual’s decision to stay/ leave a company (as indicated by the ranking). Although “Career architecture” is included in the talent landscape, and comments were received like, “The company develops their staff well” (*Career path* PC comment, Tenure < 5 years); the following comments suggest that more could be done:
 - “Unfortunately this is not the case when one is in Plant Support. After 2 or 3 years the work gets repetitive and is not rewarding. It is also very difficult to rotate to different departments or get other exposure” (*Advancement opportunities* PC comment, Tenure < 5 years); and
 - “If you work in Plant Support it is career limiting. I have been in the same unit for 4 years without the option to rotate. Management does not want to move me because I am “the only competent” resource. But this is ruining my career as a chemical engineer. When I get the opportunity to leave the company I will have to because at this stage I do not have a lot to put on my CV due to not being able to learn different units and being stuck in a basic unit” (*General* PC comment, Tenure < 5 years)
- It is noted that after “Career scope”, the reasons for separation from the company were due to the intrapersonal matters (e.g. family-related, job satisfaction). The talent landscape needs to address the intrapersonal reasons related to separation from the organisation and personal

congruence factors (e.g. family-related, job satisfaction). The roll-out of the EB/ EVP plan and the development of a high performance culture needs to be aligned with these more subtle reasons for departure from the company

- Two of the organisation's company values are increasing shareholder value and people. The current structure of the talent management strategy appears to be geared to primarily deliver on business success (which thus improves shareholder value). People are the resources which deliver on this shareholder value; thus it is imperative that the processes which deal with people development are people-centric and that they align with personal value (those things which increase the employee's personal congruence with the company). The TM strategy should reflect this more personal focus (Comments received):-
 - *"Failure to get support from the company in terms of career growth and development kills the energy to be outstanding"* (General PC comment, Tenure < 5 years)
 - *"People will be the reason I stay at the company, Then job satisfaction and then money"* (General PC comment, Tenure < 5 years)
- The survey results suggest that the company should focus on a balance of career-specific and personal development in order to increase the retention of its younger employees; who could potentially contribute to the growth of the organisation through the accumulation institutional memory. This requires that the management of talent take on a more future-looking approach to the design of people processes in order to be able to predict trends that may occur (which are due to the changes which may take place in the current young generation, as well as to anticipate the needs of future young graduates)
- Some of the ways in which the current TM strategies may need to address the results of the survey are:
 - To understand what is meant by the survey results and
 - To segment the talent such that these different needs may be made more apparent.

The way in which talent is analysed (with segmentation being one of the ways) will assist in the identification of the different levers to ensure that the strategy is relevant to the internal and external environments, as well as in the delivery of the strategy

- Segmentation based on age/ generation will allow the company to identify how to address the more intrapersonal factors. Segmentation based on other factors, such as gender, will also sensitise the organisation to the different expectations that may exist between the sexes

- It is noted that both the attraction and commitment factors of the EVP did not include job satisfaction, which ranked high in the results for PC and PI influence. If an individual takes ownership for the job at hand, this could easily enable him/ her to be a brand ambassador for the company, and allow the company to an employer of choice (can deliver on the EB/ EVP outcomes)
 - *“[I would stay in] a place when I am recognised for my expertise and value add. Job is challenging and scope for growth”*(General PC comment, Tenure > 5 years)
 - *“Job satisfaction keeps one energised”* (Job satisfaction PC comment, Tenure < 5 years)
 - *“Possible the main reason I resigned”* (Job satisfaction PI comment, Tenure < 5 years)
- There appeared to be an expectation from the respondents to be able to apply oneself, and to provide value at the workplace (which can increase a feeling of job satisfaction):
 - *“I’ve studied for a number of years; I want to feel that I can add value to the organisation and that I use what I’ve learnt”* (Job satisfaction PI comment, Tenure > 5 years)
 - *“When a person studied 4-7 years in a field, he/she expects to be feel that he/she adds value in what he/she does at work”* (Job satisfaction PC comment, Tenure > 5 years)
- The EB/ EVP retention portfolio focuses on career development for the mid-career employee; an effort which does not appear to be supported by the “Career scope” reason for separation. Additionally, a restricted focus on career development has the risk of not incorporating the personal and social development of the individual. (The company’s social development initiatives which can support the attraction and retention of employees are not mentioned in the TM strategies)
 - *“I get bored too quickly. I also don’t like it when we all get painted with the same brush”*(Career path PC comment, Tenure < 5 years)
 - *“A company which takes personal growth preferences into account is definitely a reason to stay”* (Career path PC comment, Tenure < 5 years)
 - *“Why stay if the job is not taking me where I’m going”* (Career path PI comment, Tenure < 5 years)
 - *“No clear path means no path at all, it’s go time”* (Career path PI comment, Tenure > 5 years)

D. Talent Management and Literature

- Literature was used to develop the areas (conceptual framework) which would be assessed for PC and PI with the Gen Y survey participants. It is apparent that although the TM strategy included the “harder” (more mechanistic) elements of talent management (e.g. career development, accurate workforce plans, etc.), there was less of an emphasis on the personal alignment with the individual (e.g. measures to ensure job satisfaction, organisational justice).
- The TM strategy risks not being able to have the “right talent at the right place at the right time” if the building blocks to the talent planning framework do not include a focus on the individual. These building blocks focus on the macro-environment and the internal and external talent dynamics. This allows for a more sensitive and responsive approach to the changes happening in the workplace (as this has implications for positioning in the competitive market); and in ensuring that the potential talent can be attracted to, and ultimately retained within, the company.
- The development of the EB/ EVP had literature on the core EVP as an input. The translation of that in the strategy has been in the alignment of the Talent Management programmes and priorities to deliver on the brand outcomes; particularly in the sourcing of talent (as one of the HR priorities). However there does not appear to be a strong focus in the perused documentation to understand what would continually contribute to employee retention
- A comparison of the factors which advance/ support employee engagement from the core EVP literature (*manager quality, collegial work environment, development opportunities, future career opportunities, respect*) showed a balance between the more mechanistic (“hard”) and interpersonal (“soft”) elements of talent management which were reflected in the survey results. These EVP factors also appear to be able to address the reasons for separation from the company; although they do not address the more intrapersonal reasons, such as *Job satisfaction*
- The literature suggests that there should be alignment between the organisation and the individual (Waldorp 2001 as cited by (Horwitz, 2003)). Thus a more balanced approach to retention could begin with tests from the onset to gauge an individual’s fit with the organisation (and can allow the organisation an opportunity to be relevant to incoming employees)

- Relevance to the young graduate also entails that line management is well trained, recruited, and equipped to ensure “happy employees” – a matter that can at times be challenging for large organisations:
 - *“I have had a bad leader for about 3.5 years of the 4 years of my work, and it really demotivated me” (Leadership Management PI comment, Tenure < 5 years)*
 - *“Command type leadership styles not suitable for highly trained and competent workers” (Leadership/ Management PI comment, Tenure > 5 years)*
 - *“If i could have a manager who told me my roles and responsibilities and kept to it, it would make my job so much easier. Management have their own idea of the workplace and is out of touch of what is truly happening and required if certain tasks are expected” (Leadership/ Management PC comment, Tenure > 5 years)*
 - *“Leadership style usually correlates strongly with the type of environment or 'feel' that a business has” (Leadership/ Management PC comment, Tenure > 5 years)*
 - *“People leave companies because of bad management, not because of bad companies” (Leadership/ Management PC comment, Tenure < 5 years)*
 - *“Aggressive and bossy management style is not conducive to productivity” (Leadership/ Management PC comment, Tenure > 5 years)*
 - *“Bureaucratic leaders result in 'out of the box' and creative thinkers to leave organisations” (Leadership/ Management PC comment, Tenure > 5 years)*
 - *“This is probably my number one reason for wanting to leave. There is no consistence, alignment in managers causing a lot of unnecessary work and confusion for the engineers” (Leadership/ Management PC comment, Tenure > 5 years)*

E. GDP

(GDP Documentation and Interview with the GDP Office)

Content Analysis of Documentation

- The changes to the GDP were a response to the more lean organisational structure, and the consequent talent forecasting requirements. This also allowed the company GDP to be competitive with other company programmes, and thus also increased the attractiveness to potential employees. Whereas a graduate was employed permanently upon entry into the organisation in the NPDP, the revised GDP only employs the graduate upon successful appointment to a vacant position
- The development/ revision of the GDP was mainly done along the areas of duration, rotation, assessment, training and support. The inclusion of various stakeholders enabled a more balanced (holistic) outlook on the development of the young graduate engineer e.g. inclusion of mentors, coaches, a “buddy-system”, a functioning junior engineers forum
- The changes to the GDP were a strengthening of the NPDP in terms of career development. Although both versions of the GDP had a focus on the learning and development of the young engineer (provision of practical training), as well as in the on-boarding into the “world of work”; there did not appear to be a focus on the support mechanisms post participation in the programme. This could have been seen to be within the responsibility of the greater Talent Management plan
- As the focus on the graduate is limited to participation in the GDP, this limits the calculation of a feasible return on investment (ROI) to determine how adequate the retention attributes of the GDP are
- During rotation, the graduate is able to choose his/ her preferred areas to develop in (as guided by the required practical exposure and training programme requirements). Because the final placement of the graduate is based on organisation needs (rather than on where the individual wills to be placed), the initial ease of freedom could cause feelings of being “stuck” in an incompatible environment.
- The misalignment of the company and individual’s needs during placement could be a source of job dissatisfaction; particularly if there is additional misalignment within the relationship with line management (e.g. an engineer reporting to a non-engineer). This could potentially

also disrupt learning and development opportunities. Therefore, although the job satisfaction and general personal congruence with the company could be addressed during the GDP phase of the EB/ EVP retention portfolio, this may change once the individual has been placed

- The vacancy-driven employment of the newer GDP could reduce this possibility (as the individual could potentially not apply for a job that they are not personally well suited for); however the probability of this may be unlikely in an unfavourable economic and employment climate

Content Analysis of Interview

- Senior Manager: Graduate Development Programme Office
 - *Learning Organisation* – the GDP offers training and development opportunities; includes mentorship as part of the program
 - *Career path* – the GDP is designed around ECSA requirements, and graduates are guided by a Training Matrix which can indicate rotation opportunities. Programme also introduces Graduates to the different Career paths offered by the organisation.
 - *Extrinsic rewards* – Graduates are offered full employee benefits during the GDP
 - *Workplace relationships* – the Programme makes use of various structures to encourage social cohesion (e.g. Junior Engineers Forum (JEF))
 - *CSR/ Civic activities* – the GDP publicises the CSR activity that the Company is involved in to the Graduate population. Some of this work is also executed by the social structures that the GDP is affiliated with (e.g. Community Development portfolio in the JEF).
 - *Flexibility*– the GDP is aware of the need that Graduates have for flexibility in ‘conventional’ ways of work
 - *Investments* – an increased tenure was seen as important of the build-up of institutional memory
 - *Non-work influences* – the influence of factors (such as ‘settling down’) would contribute to the retention of bursar graduates
 - *Values* – the organisational culture also has an effect on the individual’s decision to remain with the Company

F. GDP and Gen Y

- The changes to the GDP were more mechanistic in nature and contributed more to the development of the training and assessment aspects of the programme. When these changes are related to the factors which ranked high from the survey, it appears that they relate the *Career path* and *Advancement opportunities* factors
- The permanent employee benefits that are offered by the GDP on the fixed-term contract addresses the *Extrinsic rewards* factor which ranked in the top ten of both the PC and PI factors (Greater influence of 79% for Tenure < 5 years, 92% for Tenure > 5 years)
- Since the retention of graduates in the revised GDP is vacancy-driven, this means that the probability of retaining high-performing talent is directly related to the efforts of attracting the talent (the retained talent is only as good as the attracted talent)
- The involvement of the different role-players can contribute towards a more balanced (holistic) approach to the development of the individual; as they can contribute to a more energising environment and can enhance workplace relationships
 - “*Work environment is important. A sense of comradeship and "we are in this together" is very encouraging*” (Workplace relationships PC comment, Tenure > 5 years)
 - “*I hate working with backstabbers. At the end of the day, the true 'One-Company-Way' needs to be realised*” (Workplace relationships PI comment, Tenure < 5 years)
 - “*Teamwork and good relationships*” (Workplace relationships PI comment, Tenure < 5 years)
- Despite these positive features, all the contract terminations (as per the separation data) occurred within the first 3 years of being with the company. The reasons for the termination are not clear (although the top ranking reasons for personal incongruence could point to potential elements to address)
- Possible elements to address are the encouragement a fit of the individual to the environment that they are exposed to (thus enabling *Job satisfaction*, and addressing the social well-being of the individual e.g. *Non-work influences, Location, Meaning*, etc.)
- The GDP tries to encourage individuals to develop themselves outside of the workplace through the network opportunities and mentorship

programmes which are offered

- PC with *Flexibility* came out as a strong theme in the employees with Tenure > 5 years (89%); and it appeared to be almost equally important for younger engineers (85%). It is an important factor to be mindful of as engineers progress from the GDP
 - “*Flexi-hours would be a defining factor*” (*Flexible work arrangements PC comments, Tenure < 5 years*)
 - “*Working parents MUST have flexibility*” (*Flexible work arrangements PC comments, Tenure > 5 years*)
 - “*Work should support my pursued lifestyle*” (*Flexible work arrangements PI comments, Tenure < 5 years*)
 - “*On days that I spend 100% of the time in the office, I could do that sitting anywhere else i.e. even at other company remote sites. I also prefer to start late in the morning and leave late e.g. 8-9pm*” (*Flexible work arrangements PI comments, Tenure < 5 years*)
- Because the GDP is not involved in the graduate’s development post the programme, this could be risky for the continued development and retention of the individual in the organisation. Thus it is important that the “bridge” between the early career and professional categories of the EB/ EVP attraction and retention portfolio support the graduate’s transition

G. GDP and Literature

- The GDP covers a number of mechanistic measures in the development of the young graduate engineer e.g. *Career path, Learning organisation, Advancement opportunities, Extrinsic rewards factors*
- Some of the “softer” elements have been included e.g. social structures to support the development of the graduate; however perhaps not quite as extensively and explicitly as they could be e.g. meaning, growth, intrinsic reward systems, etc.
- One thing to take note of is that the GDP needs to be relevant to the changing nature of work in order to retain its position in the market as an employer of choice (Gering & Conner, 2002)
- There needs to be an alignment and fit between the organisational, Talent Management, and EB/ EVP strategies and structures with the GDP to support the graduate beyond the programme (which can support retention post the programme, and potentially contribute to the calculation of the ROI)

H. Gen Y

- The factors used in the survey were gathered from the literature on Employee Retention Strategies, Generation Y (Gen Y), Knowledge workers, and Spirituality in the workplace
- It was apparent that the ranking of a factor from the results did not necessarily indicate the importance of the factor to the individual; but rather that it more reflected the extent to which that particular factor would influence the consideration to stay or leave the organisation. i.e. The ranking of the factors did not reflect the order in which factors would be taken into account, but the extent to which the factor (in isolation) would influence the individual's decision to stay or leave
- The factors which had less of an influence were of a both extrinsic and intrinsic nature. Although the ranking of the influence that the factors had differed between the tenures, those in the top 10 were about the same (80% were shared when looking at the ranking of the Tenure < 5 years' top ten factors, with the exception of *Growth* and *Workplace relationships* from the Tenure > 5 years' top ten factors)
- Inferential statistics showed that there generally wasn't a significant difference in the survey results of the two Tenure groups (at a significant level of 0.05 in Mann Whitney U test)
- Factors which overall (for both tenure groups) indicated a greater influence of more than 90% were *Job satisfaction* (92%), *Energising environment* (92%), *Career path* (90%), and *Learning organisation* (90%) – all scored in the Personal Congruence section
 - Tenure < 5 years – PC: *Job satisfaction* (95%), *Learning organisation* (95%), *Energising environment* (94%), and *Career path* (90%)
 - Tenure > 5 years – PC: *Extrinsic rewards* (92%)
- Factors which were in the top 5 as great influencers on PC were:
(where there was a tie for 5th place, the highest mode for the greatest influence score (i.e. a score of 4 for the factor) was chosen)
 - Tenure < 5 years: *Job satisfaction* (95%), *Learning organisation* (95%), *Energising environment* (94%), *Career path* (90%), *Advancement opportunities* (89%)

- Tenure > 5 years: *Extrinsic rewards (92%), Flexibility (89%), Energising environment (89%), Career path (89%), Nature of work (89%)*
- The effect of an energising environment
 - *“I think that the ambition is there. What I also like about working for this company is that nothing is cast in concrete i.e. The company always welcomes initiatives on creativity” (Energising environment PC comment, Tenure < 5 years)*
 - *“It’s always good to be in an environment with high energy levels. One is always motivated to do more and you learn, grow and develop easier when you enjoy your work” (Energising environment PC comment, Tenure < 5 years)*
 - *“Anything above baseline requirements (coffee, safety, privacy, flexible working hours, workstation ergonomics) would be a waste. They would not play a role in decision making if we have” (Energising environment PC comment, Tenure > 5 years)*
 - *“For that I have a personal life” (Energising environment PC comment, Tenure > 5 years)*
 - *“Fear and blame is the culture currently being driven in my company. This stifles creativity, excitement, fun and inspiration” (Energising environment PC comment, Tenure > 5 years)*
 - *“I don't like working for an immutable company. I want to feel that I can always come up with new ideas” (Energising environment PI comment, Tenure < 5 years)*
 - *“People cannot work productively if they are not energised and inspired” (Energising environment PI comment, Tenure > 5 years)*
- Factors which were in the top 5 as great influencers on PI were:

(where there was a tie for 5th place, the highest mode for the greatest influence score (i.e. a score of 4 for the factor) was chosen)

 - Tenure < 5 years: *Advancement opportunities (61%), Job satisfaction (56%), Extrinsic rewards (55%), Non-work influences (53%), Organisational justice (52%)*
 - Tenure > 5 years: *Job satisfaction (67%), Extrinsic rewards (64%), Organisational justice (61%), Career path (61%), Non-work influences (56%)*
- For those who had been with the company for more than 5 years, prominent factors were *Extrinsic rewards* and *Flexibility*. Some comments on

an extrinsic rewards system were:

Comments: Tenure < 5 years:-

- *“Money is very important but growth has better value” (Extrinsic rewards PC comment, Tenure < 5 years)*
- *“Money is only so important” (Extrinsic rewards PC comment, Tenure < 5 years)*
- *“Not the most important factor. Interesting work and a positive environment are much important than a huge salary” (Extrinsic rewards PC comment, Tenure < 5 years)*
- *“There are certain minimums, if rewards are below them I would strongly consider leaving” (Extrinsic rewards PI comment, Tenure < 5 years)*
- *“If there is a better offer elsewhere i would consider leaving” (Extrinsic rewards PI comment, Tenure < 5 years)*

Comments: Tenure > 5 years:-

- *“Remuneration must be competitive with the rest of industry; I am a valuable resource and must be remunerated as such” (Extrinsic rewards PI comment, Tenure > 5 years)*
- *“Most of the disadvantages and sacrifices in the work environment can be remedied with extrinsic rewards.” (Extrinsic rewards PC comment, Tenure > 5 years)*
- *“This must be in line with rest of industry” (Extrinsic rewards PC comment, Tenure > 5 years)*
- *“Money is not the main driver anymore for most engineers. Career development and a sense of making a difference is more important” (Extrinsic rewards PC comment, Tenure > 5 years)*
- An intrinsic reward system (85%) had a slightly greater influence on engineers with Tenure of > 5 years than extrinsic rewards (79%) did.
 - *“It builds confidence and encourages one” (Intrinsic Rewards PC comment, Tenure < 5 years)*
 - *“Well rounded reward system is better than just intrinsic rewards” (Intrinsic Rewards PI comment, Tenure < 5 years)*
 - *“Some companies fail to realise that remuneration is not the only form of reward that people seek” (Intrinsic Rewards PC comment, Tenure > 5 years)*

- “A pat on the back means nothing. A certificate for suffering 10 years means nothing. being recognise as being the best team of the year shows toadyism, not understanding of actual accomplishments” (*Intrinsic Rewards PC comment, Tenure > 5 years*)
- “Trinkets don't buy loyalty” (*Intrinsic Rewards PI comment, Tenure > 5 years*)
- The factors which ranked low in the PC and PI categories were of both an extrinsic (e.g. *Investments, Organisational prestige, Constituent attachments*) and intrinsic nature (e.g. *CSR/ Civic activities, God in the organisation*)
- The survey results reflect that a more individualistic/ holistic approach is required to understand the employee, and what would influence their performance and their being present and engaged at work. This was also emphasised in the interview with the Head of Wellness and Benefits
- There were also differences in the results when looked at from a gender (females vs. males) perspective. The differences highlighted the specific challenges that each group may face that may not necessarily be experienced by the other group e.g. *Organisational justice, Flexible work arrangements* had a higher influence on personal congruence for females than it did for males
- There appeared to be a number of matches between the results from the Survey and the Reasons for Separation. One of these was the high focus of career development in the Gen Y population
- Of the 14% of bursar graduates that left the company since entry into the company with the GDP, 45 % of these departures were due to “Career scope”. This could be attributed to the “rapid promotion” which occurred within the first 18 months of entry into the company, which could cause the individual to feel like a ‘ceiling’ has been reached upon exit of the GDP
- Although the separation data indicates that there is generally a high retention rate of bursars over indicated 7-year period (764/886 = 86% retention); the departure of employees within the first 4 years (116/122 = 95%) of joining the organisation indicates that there is a need to address the gaps which contribute to this occurrence

I. Gen Y and Literature

- Although the construction of the survey questions was based on Literature, it appears that not all of the factors would be relevant to Gen Y (as the literature spanned a variety of areas, other than Gen Y). In particular, factors such as *CSR/Civic activities, Investments, God in the organisation, Technology, Organisational prestige, Constituent attachments* seemed to have a low influence in whether employees stayed or left an organisations
- This could probably suggest that some of these factors may only become relevant after the individual has had some experience in the working environment, and potentially have achieved his/ her career aspirations. At that stage, the individual could have been exposed to various scenarios and circumstances which impact on the working life experience (e.g. employees who have ‘survived’ company down-sizing initiatives, economic crises); and could realise that there is something “more” that can be offered
- It is to be noted though that other elements could have been included in the development of the survey questions (factors which may have not necessarily been mentioned in the reviewed literature). Therefore, the received responses are limited to the factors which were included in the survey. Some of these factors are indicated by the below responses (the factors have been highlighted in bold for emphasis).
 - “A company that adds "**value**" to **the country**, not only monetary but contributing to health, education etc.” (General PC comment, Tenure < 5 years)
 - “I think a critical aspect to always consider and keep employees satisfied is **work life balance**. This is a critical factor to endure employee satisfaction. I think this is something which is commonly disregarded and should be given more attention. People who don’t have this invest a lot of their time into catering for this in their lives and thus results in wasted energy which could be used more productively elsewhere” (General PC comment, Tenure < 5 years)
 - “The **environment in which the workplace is situated** is very important. You cannot try to have a set of skilled, educated individuals in a municipality that is mismanaged. Municipal mismanagement has a strong impact on infrastructure degradation. This in turn has an impact on quality of life and may add to the perception that you are in an area that is falling apart. You would not want to invest in

housing there or consider it a place to bring up children” (General PC comment, Tenure < 5 years)

- The Separation data shows that a majority of the departures were between the first 4 years (116/122 = 95%). Almost 80% of these reasons were due to Career scope (43%), Termination of Contract (16%), Family-related (11%) and Job satisfaction (7%). As stated earlier, although the reasons for the contract termination are not clear, these could be alluded to by the factors which ranked high in the personal incongruence results.
- It would be prudent for the actual reasons to be captured at the exit interview, and that these reasons be addressed and be used as inputs to the retention strategies.

Table 17 shows the relation of each of the sources to the conceptual framework. The Survey results which had a greater influence of more than 50% were highlighted; and the influence on PC or PI was indicated in the Survey column. The factors from the Separation Data were marked with a PI in the *Sep Data* column as these factors contributed to employees leaving the organisation.

The relation of the sources (other than the Survey and Separation Data results) to each of the conceptual framework factor was tallied to indicate which factors were prominent in the perused information from the organisation (which related to the employee organisation’s retention effort)

The counts of the factors which had both PC and PI scores above 50% are highlighted in the *Tally* column.

Table 17: Relation of Study Findings to the Conceptual Framework

<i>Conceptual Framework</i>	<i>Survey</i>	<i>Archival</i>	<i>Doc</i>	<i>Interviews</i>				<i>Tally</i>
	Results (>50%)	Sep Data	TM, GDP	Bursary	TM	GDP	W&B	Count
Job satisfaction	PC, PI	PI						0
Energising environment	PC			*				1
Career path	PC, PI	PI	*		*	*		3
Learning organisation	PC	PI	*		*	*		3
Nature of work	PC		*					1
Advancement opportunities	PC, PI		*					1
Flexibility	PC					*	*	2
Intrinsic reward systems	PC	PI					*	1
Growth	PC, PI	PI	*				*	2
Extrinsic rewards	PC, PI	PI	*	*		*	*	4
Workplace relationships	PC					*		1
Flexible work arrangements	PC						*	1
Organizational justice	PC, PI							0
Technology	PC						*	1
Meaning	PC						*	1
Leadership/ Management	PC	PI					*	1
Values	PC					*		1
Location	PC	PI						0
Organizational prestige	PC		*		*			2
Organizational commitment	PC	PI					*	1
Non-work influences	PC, PI	PI				*	*	2
CSR/ Civic activities						*		1
God in the organisation								0
Investments						*		1
Constituent attachments								0
Lack of alternatives								0

CHAPTER 5: DISCUSSION

The purpose of this Chapter is to discuss the findings of the study.

The aim of this research was to determine which factors would be required in the development of retention strategies for young engineers (those between 0 – 5 years of work); in particular, graduates who had joined the organisation through the bursary scheme.

A conceptual framework of these factors was drawn up, incorporating retention factors which were mentioned in the Employee retention strategies, Knowledge workers, Generation Y and Spirituality at work literature. The framework was used to develop survey questions which were posed to the employees at the organisation, who had joined the company through the bursary scheme. All respondents were considered to be part of Generation Y (Gen Y) in this study as the year brackets are not strictly bound (the last generation with strict time-frames is the Baby Boomer 1946 – 1964 (Bump, 2014)).

The factors were tested for personal congruence (PC) (“what would make you stay with the company?”) and personal incongruence (PI) (“what would make you leave the company?”). The collected data was compared according to:-

- Tenure (engineers who had been with the company for less than five years, and those who had been employed for more than 5 years)
- Gender

The below points will be discussed from the study’s results (as presented in Chapter 4):

- What do bursar graduates want from the organisation
- The organisation’s approach to employee retention strategies
- Spirituality at work

What do Gen Y bursar graduates want from the organisation

It is evident from Table 18 that a blend of different retention factors is required by young engineers; and that these factors do not significantly differ from those of longer-tenured engineers (Table 14, Table 15).

Table 18: Top 5 ranking PC and PI factors

	Overall		Tenure < 5 years		Tenure > 5 years	
	Personal Congruence	<i>Job satisfaction</i>	92%	<i>Job satisfaction</i>	95%	<i>Extrinsic rewards</i>
<i>Energising environment</i>		92%	<i>Learning organisation</i>	95%	<i>Flexibility</i>	89%
<i>Career path</i>		90%	<i>Energising environment</i>	94%	<i>Energising environmen</i>	89%
<i>Learning organisation</i>		90%	<i>Career path</i>	90%	<i>Career path</i>	89%
<i>Nature of work</i>		89%	<i>Advancement opportunities</i>	89%	<i>Nature of work</i>	89%
	Overall		Tenure < 5 years		Tenure > 5 years	
	Personal Incongruence	<i>Job satisfaction</i>	60%	<i>Advancement opportunities</i>	61%	<i>Job satisfaction</i>
<i>Advancement opportunities</i>		59%	<i>Job satisfaction</i>	56%	<i>Extrinsic rewards</i>	64%
<i>Extrinsic rewards</i>		58%	<i>Extrinsic rewards</i>	55%	<i>Organizational justice</i>	61%
<i>Organizational justice</i>		55%	<i>Non-work influences</i>	53%	<i>Career path</i>	61%
<i>Non-work influences</i>		54%	<i>Organizational justice</i>	52%	<i>Non-work influences</i>	56%

This blend of different retention factors suggests that employees value both career pursuits (e.g. *Career path, Advancement opportunities, Learning Organisation*); as well as those which support personal satisfaction at work, as well as personal pursuits (e.g. *Job satisfaction, Energising environment, Non-work influences*).

This could support the need for a work-life balance that came out from the survey results (as illustrated by comments such as: “*A balanced life is crucial*” – *Flexibility PC comment, Tenure <5*; “*I think a critical aspect to always consider and keep employees satisfied is work life balance*” – *General PC Comments, Tenure < 5*; “*As a parent I must have be able to balance all*” – *Flexible work arrangements PI comment, Tenure > 5*).

Of the factors suggested by literature, those with the most influence appeared to be more highly reflective of knowledge workers retention factors, with factors such as *Career path* and *Advancement opportunities* appearing as great influencers for both PC and PI (Table 10, Table 18). The respondents identified with some of the factors from the Gen Y literature as well; such as *Growth, Job satisfaction, and Meaning*. These factors also matched the motivational variables of “*training and development*”, and “*challenging and interesting work*” (Samuel & Chipunza, 2009, p.

413) (factors which were found to significantly influence employees in both public and private sector organisations (Samuel & Chipunza, 2009)).

An energising environment was essential for both groups, as it encouraged one to look forward to giving of themselves at work (e.g. “It's difficult to wake up when energy levels are low” – *Energising environment PI comment, Tenure < 5 years*), and the factor is an enabler for job satisfaction (e.g. “It's always good to be in an environment with high energy levels. One is always motivated to do more and you learn, grow and develop easier when you enjoy your work” – *Energising environment PC comment, Tenure < 5 years*). However, not all respondents saw this as an important factor (e.g. “If there is no fun or high energy level, one will need to learn to live with it. As long as you are able to get your job done in time” – (*Energising environment PI comment, Tenure < 5 years*). This is also supported by the *Energising environment* factor having a greater influence of less than 50% under Personal Incongruence (i.e. this factor would contribute to an employee staying with the company; but perhaps not necessarily so to him/ her leaving).

Although there was a difference in the ranking of the different factors for the two tenure groups (Tenure < 5 years and Tenure > 5 years) – as indicated in Table 12; there was not a significant difference in the two group's results. This could potentially be as a result of: the overarching ‘Knowledge Worker’ category which links the two groups, that they work in the same environment, and that the ages from the two groups were more or less reflective of the Gen Y population.

Some of the differences between the groups can be explained by the phase of life that the two groups would mainly find themselves in (as people advance in age and professionally, they may have different needs, expectations). For young engineers, they are usually in the first phase of the learning curve when they begin working at an organisation; thus the opportunity to be able to apply themselves practically, and to grow professionally, is key. (The assumption is that this group of engineers would not have as yet started having a family). Engineers who have been with the company for more than 5 years have had exposure to the environment, and may personally be at a stage of life where they need to attend to growth in their personal life as well e.g. starting families, finding their niche at work. They may also have been exposed to the working period for a longer period of time, thus they may have different needs (although the influence of the factors may be the same for both groups). Thus factors which would be important to them are those which would enable a work-life balance. This does not mean that young engineers do not value this balance; it is just as important to them as well. This is evidenced by the *Non-work influence* factor featuring in the top 5 factors for PI in both groups. Some of the changes to the nature of work have been

attributed to factors such as layoffs, economic downturns, downsizing, and family changes (Litzsey, 2003), (Holbeche & Springett, 2004). The exposure to such changes would have in most probability been experienced by employees who have been employed for a longer period of time to feel the effects of such changes. Thus the effect of these changes could result in them (the more tenured employees) focusing more on their personal lives, and contextualising work success to the other spheres of their lives. These changes could also result in the general encouragement of a work-life balance.

Although “engineering graduates are interested in more than money these days; [and] they want to join a company where they can grow and learn personally and professionally.” (McOmer, 2006, p. Engineering Retention and Recruitment Strategies webpage); and that *Extrinsic rewards* did not rank highly for PC in the Overall and for Tenure < 5 years categories, this factor was a high ranking factor for PI (Table 18). This indicates that *Extrinsic rewards* do play a factor, even if it is deemed that “traditional approaches to work remuneration and reward are no longer appropriate in a post-industrial knowledge economy (Despres and Hiltrop 1995 as cited by (Horwitz, 2003)).

Organisation justice (“Perceptions about the fairness of reward allocations, policies and procedures, and interpersonal treatment”, as defined in Chapter 2 (Hausnecht, Rodda, & Howard, 2008, p. 6)) did not feature in the top 5 PC factors, but was in the top 5 PI factors for both tenure groups (Table 18). This is despite the factor having an overall PC greater influence of 81% (compared to an overall PI greater influence of 55% – as shown in Table 10). (It should be noted however, that the PI greater influence percentages were generally lower than the PC percentages, as depicted in Table 12. This could suggest that the factors included in the conceptual framework had a greater PC influence on the respondents than on influencing separation from the organisation). The PI ranking of the *Organisational justice* factor has implications for HR procedures, to ensure that the relevant interventions can take place when and where required to address potential separations.

The factors which ranked high for PC were not the same as those which ranked high for PI (Table 12, Table 18). This illustrates that there is a difference in the reasons that would encourage an employee to stay and those which would cause an employee to leave the organisation. Again, the difference in the percentages of the top ranking PC and PI factors suggests that the factors used in the conceptual framework influenced the respondents’ PC (what would make the employee stay with the organisation), more than they did the PI (what would make the employee leave the organisation) with the factors.

Other factors which influenced the survey results are the changing nature of work, and the different expectations that employees have from the work place. Whereas before an individual could grow up and work in the same environment, this may no longer be the case as a result of global enterprises, competitive markets, socio-economic factors and attractive remuneration packages (Nayar, 2012), (Burke & Ng, 2006), (Horwitz, 2003), (Schabracq & Cooper, 2000). This requires that organisations be aware of these factors; and be responsive to them. These elements can also have an influence on the relationship between an organisation and the employee (e.g. can result in the reduced loyalty to the company and less likelihood of an individual staying over a long period with a company; “*The current trend is that young employees typically transfer jobs after about 5 years. I think this happens once the employee feels that the environment has become stagnant and staying could actually inhibit growth and negatively impact your future. Change is necessary for growth and if there are no development opportunities or new challenges, employees will typically start to look for such opportunities outside of their organisation*” – PC General Comment, Tenure <5 years).

Job satisfaction was an important factor to take into consideration for both groups (overall PC greater influence of 92%, and overall PI greater influence of 60%; Table 18 Table 11). This implies that more efforts are required to ensure a good organisation-individual fit. The use of psychometric tests could assist in this approach; however the realities of a shrinking labour market and urgent organisational needs could perhaps taint this as a more idealistic approach than a practical one.

The factors which were consistently low for both groups (for both PC and PI were: *Organisational prestige, Organisational commitment, CSR/ Civic activities, Investments, God in the organisation, Constituent attachments* and a *Lack of alternatives*. Most of these factors have a relation to the extended tenure relationship and loyalty that an individual may have with and towards an organisation – which is not necessarily true any longer, especially with the knowledge worker community. This is also illustrated by Table 17 where e.g. *CSR/ Civic activities* and *Investments* were viewed as enabling retention factors in the indicated interview; but which had low scores from the survey responses. Any company retention strategies which are reliant on these factors would need to be reviewed.

The fact that both groups did not view *Lack of Alternatives* as being a limiting factor in the decision to stay or leave (Table 10, Table 12, Table 17) could be influenced by the high demand that there may be for the kind of expertise that is offered by the engineering profession – and that

the professionals are well aware of that. This could reflect the idea that Gen Y has a tendency to prize personal satisfaction over job stability (Hcareers), and that their ability to learn lends itself to them developing their own personal competitive advantage (Lee-Kelley, Blackman, & Hurst, 2007). This could contribute to their tendency to change employees more often ((Boutwell 1997) as cited by (Lee-Kelley, Blackman, & Hurst, 2007)) and that they could potentially be “incorrigible job-hoppers” (Hcareers, p. Retention Strategies that Resonate With Younger Employees webpage).

If Employee Retention is defined as: “a process in which the employees are encouraged to remain with the organisation for the maximum period of time” (James & Mathew, 2012, p. 80), the “maximum period of time” is a unit which needs to be reviewed. With the low influence that *Lack of Alternatives* had on the respondents’ PC or PI, and that “*the current trend is that young employees typically transfer jobs after about 5 years...*” (PC General comments, Tenure < 5 years), the feasibility of an idea such as employee retention for bursar graduates is one that could possibly require much more thought. Other elements would need to be considered, such as: How long is the “maximum period of time”? What should it be? How is the answer to that determined? What makes that answer feasible from both an organisational and the individual’s perspective (possibly the rate of return on investment)? These are questions that could be explored in future work.

The organisation's approach to employee retention strategies

Literature suggests that organisational approaches to employee retention are to have less of a “blanket” approach (Hausnecht, Rodda, & Howard, 2008, p. 5); such that the approaches to be adopted are more responsive to the needs of its workforce. The company has made an attempt at this by segmenting its talent pool, and by developing different processes to deal with each segment. However the type of segmentation could also be along demographics such as age and gender, as the results showed some differences in the factor ranking of the groups (Table 12-Table 14).

The company has developed targeted development programmes for high-potential and high-performing employees (which can assist the organisation with dealing with the two-fold retention strategy challenges of not only how to minimise the possibility of losing good employees, but also how to identify the employees an organisation needs and wants to keep (Kreisman, 2002)). The development of such targeted programmes for other segmentation groups can also assist the organisation with the development of retention strategies which are relevant to the specific employee groups (Hausnecht, Rodda, & Howard, 2008).

Targeted initiatives will have implications on the “Attract, Source and Develop” strategies, as these may need to be specific to the different groupings as well (e.g. Plant Support team members that feel under-developed after a certain period of time, as indicated by the PC comments under the *Advancement opportunities* and *General sections*).

Although it may be put that *“more focus should be placed on career development instead of individuals' personal state of mind. We are here to work after-all”* (PI General comment, Tenure < 5 years), by ensuring that an individual is able to remain ‘whole’ (as a person; with different responsibilities other than work) will benefit the organisation in the short- and long-run (Bersin, 2013). This can be done through the development of an organisational culture which encourages employees to be vocal about any problems which they may face, with the confidence that the action would not be in vain. (i.e. Companies need to be responsive and accountable to their employees' holistic wellbeing). It is also required that systems be properly structured in order to enable employees at work, as frustration from arrangements which are not optimal can affect retention (*“Employees that are frustrated in their job are more likely to leave the company. Doing the work of two people but not being compensated for it or promoted, is a frustration. Working long hours is also a problem”* – General comments from PI section, Tenure < 5 years).

A difference was found between the Talent Landscape elements and what is suggested by the EB/EVP literature (e.g. there is less of a focus on the *collegial work environment* and *respect elements in the talent landscape*). There was also less of a focus on the ‘softer’, or more people-centric, elements in the building blocks of the Strategic Talent Planning Framework. There is thus potential to develop in these ‘softer’, or more personal aspects of EB and EVP (e.g. work relationships, how employees are treated, etc.). This could potentially also relate to *Organisational justice* (i.e. having policies and guiding principles to address these ‘softer’ elements); and thus contribute towards addressing the PI influence of this factor.

The company conducts an internal survey every 2 years that seeks to tap into the employees’ wellbeing and to understand the needs of the workforce. This provides the company with an opportunity to have a more individual-centric and holistic approach to its current TM strategies; which presently have a more market-based focus. The reviewed documentation also appears to detail more on the attraction of talent, and not much is enunciated on the employee retention effort. This type of focus may be good from a talent attraction point-of-view; however in the retention of the current employees it is important to have an understanding of the current talent pool’s needs and expectations. Because retention management “has become a major source of competitive advantage in the modern and rapidly globalising business world” (Vaiman (2008) as cited by (James & Mathew, 2012, p. 81)), this becomes particularly more relevant when dealing with the knowledge worker community.

Management would be custodians of such a holistic approach. It would also be one of the key enablers of an organisational culture which supports employee retention. Often leadership is chosen based on technical expertise, and not quite on how well they can develop and support the workforce. This necessitates that management/ leadership is adequately trained to support the employee retention strategies that are put in place; and that there is a proper focus on the support that is required to enable this (e.g. metrics, KPAs). This is also important from an institutional memory aspect; because if “*people don't leave because of work, people leave because of the people*” (PC General Comment, Tenure < 5 years), the *Leadership/ Management* factor can put a risk on the longevity of an employee’s tenure in the company.

The survey results suggest that the company should focus on a balance of career-specific and personal development (as indicated by Table 12, Table 18). This is in order to increase the retention of its younger employees, who could potentially contribute to the growth of the organisation through the accumulation of institutional memory. This requires that the management

of talent take on a more future-looking approach to the design of people processes in order to be able to predict trends that may occur (which would be due to the changes which may take place in the current young generation, as well as to anticipate the needs of future young graduates).

It is suggested by literature that organisations that are successful in managing the transfer of knowledge from the older generation to the younger generation of workers would be least vulnerable when retiring employees leave the organisation, and thus would be more likely to maintain their position in the market (Burke & Ng, 2006). However when taking into account the nature of knowledge workers (as indicated by the Literature and Survey results), as well as the competitive nature of the labour market, the idea of an “institutional memory” may be questioned – how realistic is it to expect employee to “give their life” (or even a few decades) to the institution? This may imply that although it is required that organisations invest in their people, and ensure that they are happy (*Job satisfaction*), it may be worthwhile (and perhaps even wise) to invest in alternative methods of institutional memory retention.

There did not appear to be an indication of how graduates are supported post-completion of the GDP. Because of the reduced guidance and focused assessment of the graduate employee post the programme, this could be risky for the continued personal and professional development and retention of the individual. It is thus important that the “bridge” between the early career and professional categories of the EB/ EVP Attraction and Retention portfolio support the graduate’s transition from the GDP.

The talent landscape needs to address the intrapersonal reasons related to separation from the organisation and personal congruence factors (e.g. family-related, job satisfaction). The roll-out of the EB/ EVP plan and the development of a high performance culture need to be aligned with these more subtle reasons for departure from the company.

There is a need to adequately capture the reasons for departure. This can be done through ensuring that exit interviews are conducted with each exit from the company (although the integrity of such data may not always be reflective of the actual reasons. The outcomes from those interviews can be used as inputs to refining development programmes and retention strategies. The reasons can be addressed through the design of appropriate interventions which can prevent these reasons from recurring in the future.

Employers need to consider how the success of their retention strategies will be measured. The Employer Brand aspect of the company's Attraction and Retention portfolio also cites "Employer of Choice" as an outcome. Literature also suggests that a successful retention strategy can be indicated by the degree to which an organisation is an employer of choice (Gering & Conner, 2002). This could mean that the measurement of an effective retention strategy could be related to the degree or success of talent attraction efforts. Other potential measurements could be the amount of "intellectual capital" that a company has, and the return on the educational investment put into the bursary scheme.

Although the development of the individual within an organisation would primarily be driven by the organisation and the professional field's need, the cross-section between those needs and the individual's expectations and intrapersonal development, requires to be considered as well.

Although *Location* did not feature as a top factor in the survey results, the comments suggested that once an employee has bought property, this has a slight deterrent against the employee leaving the company ("*Not at all, I invested in property*", *Location* PI factor, Tenure < 5 years). This factor was also related to the *Flexible working arrangements* factor, as this comment put it: "*[Location] SHOULD not matter. The problem of physical availability must be obviated by the flexible working arrangement e.g. being able to clock at any of the company's premises*" (*Location* PI factor, Tenure < 5 years). This latter comment suggests that having a more flexible approach that is responsive to the employee's personal circumstance could improve retention.

The organisation is involved in various initiatives to address the social needs of its workforce, such as being involved in educational, commercial, and recreational development (e.g. building of additional schools, building a Mall, sponsoring park rejuvenations). Young engineers in particular are offered a formalised community of other young engineers through a forum which offers different activities to be involved in. The TM strategy and documentation needs to reflect these initiatives for a more balanced approach to talent management (as this supports the retention of young engineers, as evidenced by the received comments e.g. "*[Location] is very important as after some time you start to thinking about your social environment when you started your job*") (*Location* PC Comment, Tenure < 5 years).

The EVP outcome is that of the employee being a brand ambassador for the company. This relates to the influence of the *Job satisfaction* factor, because if an individual is able to take ownership for the job at hand (because there is personal fulfilment therein), this could easily enable him/ her to be

a brand ambassador for the company. This could also deliver on the EB outcome (“Employer of Choice”) if potential employees view the company as a place where they can be satisfied in the work that they do.

Table 17 suggests that there are gaps between what is indicated by the Survey and Separation Data results, and what the retention plans that are currently being considered by the organisation. E.g. even though *Job satisfaction* had the highest ranking for both PC and PI, none of the reviewed organisational information made an explicit reference to how this would be factor would be translated for the organisation’s employees. (This particular aspect also relates to the reduced focus on the ‘softer’, more personal elements in the TM documentation). *Extrinsic rewards* appear to be a relevant factor to include in employee retention strategies, as it had the highest count of the included factors in Table 17. Of the factors which had both PC and PI scores above 50% (*Job satisfaction, Career path, Advancement opportunities, Growth, Extrinsic rewards, Organisational justice, Non-work influences*), only 2 of these (*Career path, Extrinsic rewards*) had a Count of at least 3. (Maximum score that can be obtained is 5, when tallying all the *Doc* and *Interview* columns). The rest had scores of between 0 and 2; with *Job satisfaction* and *Organisational justice* scoring 0 (thus indicating the need for the organisation’s retention plans to reflect these factors). The *Growth* and *Non-work influences* counts were from the conducted interviews – which indicates that the documentation in the areas that the interviews were conducted i.e. GDP, TM strategies need to include these factors (This is also true for the other factors which were highlighted in the interviews; but do not feature in the perused documentation e.g. *Energising environment, Flexibility, Technology, Meaning, etc.*).

Spirituality in the workplace

One of the objectives of this study was to determine how the above findings relate to the subject of spirituality at work. This was done through the inclusion of such spirituality at work related factors into the survey. The results showed that these factors do indeed play a role in employee retention, with some of these factors scoring overall above 70% for the PC factors: *Energising environment* (92%), *Growth* (85%), *Meaning* (77%), and *Values* (74%) – all which support Job satisfaction at work. This was reflected in expectations of “*servant leadership*” (*Leadership/ Management* PC comment) and in sentiments that “*finding one's place creates a field where performance is easier and fun*” (*Meaning* PC comment, Tenure < 5 years). *Respect* (one of the principles used to define spirituality (Institute for Management Excellence, 2011) was also cited as a top driver for both attraction and commitment from the CEB study (Corporate Leadership Council, 2006). Organisational culture has a role to play in how employees experience spirituality at the workplace (“*Fear and blame is the culture currently being driven in my company. This stifles creativity, excitement, fun and inspiration*” – *Energising environment* PC comment, Tenure > 5 years). Creativity was also one of the seven principles which the Institute for Management Excellence used to define spirituality (Institute for Management Excellence, 2011) as cited by (Litzsey, 2003).

Although *Extrinsic rewards* featured in the top 5 PI factors across the different categories Table 18, the Survey comments suggest that the sense of making a difference, of *Meaning*, is also required (e.g. “*Money is not the main driver anymore for most engineers. Career development and a sense of making a difference is more important*” (*Extrinsic rewards* PC comment, Tenure > 5 year)).

Despite the above, it was found that ideas of ‘God’ at the workplace had a low influence in PC and PI (as indicated by the low ranking of “*God*” in the *organisation* factor in both instances). Some respondents primarily identified this factor with Religion (“*Please no gods*” (*God in the organisation* PC Comment, Tenure > 5 years); and “*Religion has absolutely no place in a workplace, unless it is a religious organisation. I find the inclusion of religion in workplaces at best annoying, and at worst obnoxious and insulting*” (*God in the organisation* PC Comment, Tenure < 5 years). This is despite the definition that the factor was about “*An environment which is “soulful”, which contains “spiritual” values, has an element of sacredness*”). Some of the received comments on this factor were:

- “*I believe that the two issues must always be treated separately i.e. work is work. Nonetheless, if the sacredness does exist in the company, it must not clash with mine in an*

open way - that will definitely make me leave” (God in the organisation PC Comment, Tenure < 5 years)

- *“I would like an organisation where a more human heart is shown than what is currently shown in the Company” (God in the organisation PC Comment, Tenure < 5 years)*
- *“I will not work for an organisation which practices anything that is against my values” (God in the organisation PC Comment, Tenure > 5 years)*
- *‘I think that a liberal environment is better, given the fact that if the sacredness of the organization is somewhat in conflict with my soulfulness (i.e. in a public/explicit way), it would definitely make me leave.’ (God in the organisation PI Comment, Tenure < 5 years)*
- *“I would absolutely leave an organisation that was overtly (or even passively) religious” (God in the organisation PI Comment, Tenure < 5 years)*
- *“I might leave if people were constantly trying to make me religious/spiritual” (God in the organisation PI Comment, Tenure > 5 years)*

The CSR/ Civic activities factor also displayed low ranking overall and within the different groups.

The high-ranking of the *Job satisfaction* (both PC and PI) and *Energising environment* (PC) factors, and the theme of the importance of a work-life balance suggest that the idea of spirituality at work is a considerable aspect to explore within the area of employee retention strategies. (Albeit more of an ‘elusive’ and perhaps abstract idea to work with – unlike e.g. *Career path/ Advancement opportunities, Intrinsic rewards, Flexible work arrangements*). The application of such a factor definitely requires a more aware and astute understanding of workforce needs and expectations.

Comment on Limitations and Constraints

- There were not sufficient responses from the organisation’s bursar graduate population in order to contrast the responses across generations. It was thus assumed that all the respondents were from Gen Y (as the earliest year of birth was 1973, and only 14 respondents were born between 1973 and 1979; compared to 84 respondents who were born from 1980 onwards).
- The study was thus limited by the amount of responses received. (Thus it may not be fully reflective of the entire bursary population; although the received responses were above the required sample size that was required (as indicated in Chapter 3)).

- It was assumed that all the respondents with Tenure < 5 years had never worked before. (Even though there were 2 respondents within this Tenure category that had not had bursaries with the company; their years of birth were 1983 and 1897, with Tenures of 4 and 1 years respectively). The Survey did not account for a question to clarify whether the respondents within this Tenure < 5 years category had not worked before.
- The record of the Separation data was limited to the storage history of the Data System used to capture the information. The Data System had been in inception since 2007; thus bursar information from before 2007 could not be sourced.

Summary

This section relates to how the research's objectives were met.

The research question was:

What factors are important to the young engineer (within 5 years working experience) in the work context, which could contribute to the development of effective retention strategies for this segment of the workforce?

A conceptual framework was developed from the reviewed Literature, which was used develop the Survey questions, as well as guided the analysis of the sourced data.

The study considered both the factors which would result in the bursar graduate staying with the organisation (PC factors), and those which would contribute to departure from the organisation (PI factors). These factors for bursar graduate engineers within 5 years working experience were found to be:-

PC factors

- Job satisfaction
- Learning organisation,
- Energising environment
- Career path
- Advancement opportunities

PI factors

- Advancement opportunities
- Job satisfaction
- Extrinsic rewards
- Non-work influence
- Organisational justice

The study's findings were also related to the role of spirituality at work.

The implications of the study's overall findings to the organisation's current employee retention strategies were discussed in this Chapter; and the consequent recommendations are summarised below.

Recommendations from the Research

In summary, it is recommended that:

- The refinement of employee retention strategies needs to take into consideration the mix of factors (between career and personal pursuits) which are required by employees.
- Organisation should be responsive and allow for some flexibility to be able to accommodate employees' personal situations.
- Extrinsic rewards do play a factor in employee retention; and the organisation should continue to maintain the benefits which are offered to employees.
- (Linked with the *Extrinsic rewards* factor) The organisation should ensure that "perceptions about the fairness of reward allocations, policies and procedures, and interpersonal treatment (Hausnecht, Rodda, & Howard, 2008, p. 6) (i.e. Organisational justice) are managed and adequately addressed.
- Job satisfaction was a key factor for both PC and PI. This requires that the job-fit and organisational-fit of the individual be determined; to ensure that an individual is well-placed in a position that can add value to both the employee and the organisation.
- The employee retention strategies which are reliant, or based on the extended tenure relationship and loyalty that an individual may have with and towards an organisation should be reviewed.
- The organisation can consider segmentation of the talent pool along other factors such as demographics (e.g. age, gender, culture, etc.) or professional disciplines (staff in a particular working environment e.g. Plant Support engineers) to identify retention factors which may be specific to the particular segment. This will enable the development of targeted employee retention programmes which are relevant to the particular employee groups' needs.
- The preceding recommendation will also enable for the development of more individual-centric and holistic approaches to employee retention.
- The Employee Retention strategies should clearly be differentiated from the Employee Attraction strategies. Although the two may be concomitant in Workforce Planning; it is important to understand which of the strategies fulfil which purpose.

- Leadership/ Management should be trained and equipped to enable a working environment which supports employee retention.
- The organisation should also offer mentorship programmes which support the graduate post-completion of the GDP. These mentorship programmes could also be of benefit to new and existing employees generally (so as to support the continuous development of the individual).
- The employee retention documentation needs to be fully reflective of all the initiatives and developments (social, recreational, etc.) that the organisation offers its employees. The development of comprehensive documentation on such retention strategies can help address any gaps, as well as ensure effective communication of such initiatives to the workforce.
- The information emanating from the exit interviews needs to be captured in detail, and utilised in the further development of employee retention strategies to address these gaps.
- The idea of spirituality at work is a considerable aspect to explore within the area of employee retention strategies. Albeit an almost abstract idea to work with, literature suggests some guiding principles, as well as methods with which this can be measured.
- The actual (quantifiable) measurement of an effective retention strategy needs to be considered.
- The developers of employee retention strategies should maintain a future-facing approach in the design of people processes. This is so that trends and possible changes in the talent landscape can be predicted and prepared for.
- It may be worthwhile to consider alternative methods of retaining institutional memory; as the knowledge worker attributes of Gen Y and the engineering profession could result in early loss of employees who move elsewhere for employment.
- Organisations should determine what a 'realistic' expectation of the period of employee tenure is; and have a method of measuring the feasibility of such a period.

CHAPTER 6: CONCLUSION

The design of employee retention strategies as a whole is a complex process; when taking into account the intricacies of human nature and the different life paths that people follow (be it out of personal choice or personal circumstance).

The results did not show any significant difference between the differently tenured groups. This could primarily be because of both populations being Knowledge Workers and generally belonging to the same generation (Gen Y). What was evident though is that individuals at different stages in their personal and professional lives would have different needs; and that a balance between these segments is of great importance.

This has implications for how employees are supported throughout their working career. Although a young graduate may have some support during the GDP phase, this can affect the continued growth and development of the individual after s/he exits from the GDP. This necessitates that the TM and HR strategy for the greater workforce be adequately structured to ensure the continued retention of the internal talent pool, and that leadership/ management is sufficiently equipped to enable the employee retention effort.

This need is compounded by a highly dynamic and competitive labour market landscape which is vying for the same talent. This requires that organisations reflect (and invest) more deeply into how their objectives and operations can be realised through human capital resources. There is a need for current employee retention strategies to be more employee-centric; i.e. that they need to respond to the needs of the individuals of the workforce. This can be achieved through the development of “highly targeted initiatives” which can be approached through more demographic segmentation of the workforce (e.g. aspects like age and gender). This will allow for the inclusion of the ‘softer’ elements of employee retention. In that way a more holistic framework to employee retention strategies at the organisation can be developed.

A difference was also found between the factors which came out of the interviews, but which were not indicated in the perused documentation. It is important that the employee retention documentation (as well as GDP documents) comprehensively reflect these (possibly) implicit elements; as well as the initiatives that the organisation has been place to support the retention of its employees.

The measurement of the effectiveness and success of an employee retention strategy (one that is more holistic and more reflective of employee-needs) needs to be considered. This entails developing ways to measure the outcomes of the EVP and EB strategies; and includes the investigation the measurement of investment on intellectual capital and efforts to attract the talent in the first instance.

Future work would include the measurement of the success of employed retention strategies; as well as alternative methods of retaining institutional memory. More research can be conducted on contrasting the needs of the Gen Y with those from earlier Generations, so as to more adequately account for these differences in the employee retention effort. The feasibility of the expected retention period (i.e. how long should employees be retained for; considering the changing nature of work, and the nature of knowledge workers) should be explored as well.

This research would also need to be expanded to other companies (multiple-case, embedded i.e. Type 4 Case study design).

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APPENDIX A: Ethics Clearance Form



SCHOOL OF MECHANICAL,
INDUSTRIAL & AERONAUTICAL
ENGINEERING



School Ethics Clearance No: _____ MIAEC 043/15 _____ (office use only)

All submissions and materials must be typed. Handwritten submissions are NOT acceptable.

Surname: Tladi		Name: Bontle				
Title:	<input type="checkbox"/> Prof	<input type="checkbox"/> Dr	<input type="checkbox"/> Mr	<input checked="" type="checkbox"/> Ms	<input type="checkbox"/> Mrs	<input type="checkbox"/> Other:
School: School of Mechanical, Industrial and Aeronautical Engineering						
Staff/Student number:	312907	<input type="checkbox"/> Full time	<input checked="" type="checkbox"/> Part time	<input type="checkbox"/> Staff		
Your telephone(s): 084 807 7537						
Your Email: 312907@students.wits.ac.za						
Name of Supervisor (if applicable): Bernadette Sunjka						
Supervisor's email address: Bernadette.sunjka@wits.ac.za						
Supervisor's tel. number(s):						
1. Specifics about the research project (attach project proposal as an appendix)						
Title of research project						
Employee Retention Strategies: Factors for Generation Y bursar graduates						
Registered degree	<input type="checkbox"/>	Undergraduate	<input checked="" type="checkbox"/>	Masters (research report)	<input type="checkbox"/>	Investigational Project
						Other, specify _____
Where will the research be carried out?						
Sasol Secunda Complex						
What are the aims and objectives of the research? (Please list; be brief)						
<ul style="list-style-type: none"> • Develop a conceptual framework from the literature incorporating relevant factors that may affect the retention of young engineers in the organisational workforce. • Use the conceptual framework to develop survey questions, and to frame the responses from the interviews, so as to elicit key factors • 						

<ul style="list-style-type: none"> • Establish which factors are essential in the development of employee retention strategies for young engineers who have joined the organisation through the organisation's bursary scheme (within 5 years working experience) • Recommend how the current employee retention strategies need to accommodate the above factors • Comment on how the findings relate to the role of spirituality in the workplace, and the consequent implications for employee retention strategies 			
2. How will data on human research participants be collected (instruments, methods, procedures)? (Attach instruments as an appendix)			
Brief details of instruments to be used (attach instrument or draft to this application)			
<ul style="list-style-type: none"> • Surveys (<i>Appendix A</i>) • Semi-structured interviews (<i>Appendix B</i>) 			
3. Who will the research participants be?			
<i>Brief description of human participants, including age range and sample size, <u>for each sample</u>:</i>			
<u>Surveys</u>			
Engineers (Bursar graduates) who have been with company for less than 5 years			
<ul style="list-style-type: none"> • Age range: 22 – 28 years • Sample size: > 20 			
Engineers (Bursar graduates) who have been with the company for more than 5 years			
Age range: > 28 years			
Sample size: > 20			
<u>Interviews</u>			
a) Acting Manager: Bursary Services Office			
b) Senior Manager: Talent Management (People and Organisational Effectiveness)			
c) Senior Manager: Graduate Development Programme Office			
d) Head of Wellness and Benefits			
Does this research expose either the participant or the researcher to any potential risks or harm that they would not otherwise be exposed to?	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/> No
If 'yes', explain:			

4. How will informed consent be obtained? (Attach Participant Information Sheets and Consent Forms for each sample group, and/or other related materials)			
<i>How will potential participants be identified / selected / recruited?</i>			
Employees who have entered company through the organisation's Bursary Scheme			
<i>What will participants be told about the research (including the promises to be made)?</i>			
The research intends to investigate the key factors which drive employee retention at the organisation as part of the research component of Masters studies. The Bursary Scheme and Talent Management Offices are aware of the study, and the outcomes will be shared with them.			
How will informed consent be obtained?			
<input checked="" type="checkbox"/>	Formal (Signed form)	<input type="checkbox"/>	Informal (e.g. verbal)
<input type="checkbox"/>		<input type="checkbox"/>	Other
<i>Briefly explain your strategy for ensuring informed consent</i>			
Participants will be issued with a Participant Information Form; and Letters of Consent will be signed.			
5. Protecting participant identities			
Can confidentiality be guaranteed?		<input checked="" type="checkbox"/>	Yes
		<input type="checkbox"/>	No
Can anonymity be guaranteed in resulting reports, theses and/or publications?		<input checked="" type="checkbox"/>	Yes
		<input type="checkbox"/>	No
No names will be used in completing the research – the only relevant information will be age and engineering discipline.			

6. Formal permission (Attach letter requesting permission and letter granting permission)			
Has appropriate formal permission been obtained, if required (e.g. employer, government department, land owner, etc.)?			
<input checked="" type="checkbox"/>	Yes (attached)	<input type="checkbox"/>	Not required
<input type="checkbox"/>		<input type="checkbox"/>	Pending (must be supplied before permission is granted)

7. Protection of data during and after the research			
How will the data be protected while the research is in progress? (This includes how the identities of participants will be protected).			
No names will be attached to the research instruments; information will only be shared with the relevant stakeholders (Bursary Office, Talent Management Office) in the final report.			
What is to be done with the research data after completion of the project?			
It is to remain with the researcher (archived)			

SIGNATURES (REQUIRED)

In signing this form, the researcher and supervisor (if any) of this project undertake to ensure that any amendments to this project that are required by the School Research Ethics Committee are made before the project commences.

Declaration: We, the signatories, declare that all information on this form is correct, that we will strive to maintain the highest ethical standards in this research at all times, according to disciplinary and university expectations, recognising that ethical practice in research is always a continuing process.

	Date	Name	Signature
Applicant			
Supervisor			

SCHOOL ETHICS COMMITTEE APPROVAL (OFFICE USE ONLY)

	Date	Name	Signature
Member 1			
Member 2			

APPENDIX B: Survey Example

Personal information

- In which year were you born?
- What is your gender?
- In which year did you join the Company?
- Did you have a bursary with the Company?
- To which professional discipline do you belong?

Survey Questions

On a scale of 1 – 4 where the ranking is:

1 = Not at all

2 = I would consider it

3 = I would think strongly about it

4 = Definitely! There's no question about it

Kindly complete the following sections.

- **Part A** – Personal Congruence: Rate how likely you are to stay with organisation because of a personal congruence with the below factors:-
- **Part B** – Personal Incongruence: Rate how likely you are to leave an organisation because of a personal congruence with the below factors:-

Figure 12: Example of Survey

	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>Comments</i>
Non-work influences					
Constituent attachments					
Energising environment					
Flexibility					
Advancement opportunities					
Extrinsic rewards					
Organizational justice					
Values					
CSR/ Civic activities					
Investments					
Leadership / Management					
Career path					
Technology					
Job satisfaction					
Learning					
Organizational prestige					
God in the organisation					
Growth					
Meaning					
Intrinsic reward systems					
Organizational commitment					
Workplace relationships					
Lack of alternatives					
Location					
Flexible work arrangements					
Nature of work					

APPENDIX C: Example of Interview questions

The below are some examples of the questions which were asked during the semi-structured interviews. The questions were based on the perused documentation from each of the below Offices; and the intent with the interviews was to understand the context behind the development of the documents. The interviews began with a few initial questions on the documentation; where after the questions asked were based on the received responses.

Acting Manager: Bursary Services Office

- Does the Bursary Office have a particular approach to bursar retention? How does the Office ensure that the students who have been cultivated during the bursary scheme period do continue to stay with the organisation after their studies?
- Does the Bursary Office retention strategies “tie-in” with the broader organisational retention strategies? Who manages the organisation’s employee retention strategies?
- Is there a review of retention strategies?
- How do you calculate the return on the educational investment? Who tracks these benefits?

Senior Manager: Talent Management (People and Organisational Effectiveness)

- How are the organisation’s employee retention strategies determined?
- Are the Bursary Office retention strategies suggested by a broader organisational retention strategy?
- How is return on the bursary scheme investment calculated? Who tracks this?

Senior Manager: Graduate Development Programme Office

- Why were changes made to the GDP?
- How does the GDP relate to the organisation’s employee retention strategies?
- How different is the current GDP from the NPDP?
- How was this GDP developed? What factors were taken into account?
- How were the needs/ expectations of the younger employee taken into account by this newer GDP?

Head of Wellness and Benefits

- Why was it decided to offer participants in the GDP full employee benefits?
- What support is given to the graduate once the GDP period is over, and they are permanently employed?
- What alternative benefits are being considered that can be offered to new graduates who join the company?
- How is the relevance of the offered benefits to employees ensured?

APPENDIX D: Case Study Database

Table 19: Case Study Database

Evidence	Source	When
Talent Management Overview	Talent Management Website	December 2014
Talent Management Landscape	Talent Management Website	December 2014
Talent Management Segmentation	Talent Management Website	December 2014
Company Employer Brand and Employee Value Proposition	<u>Senior Manager: Talent Management (People and Organisational Effectiveness)</u>	July 2014
Talent Management Priorities	Talent Management Website	December 2014
Strategic Talent Planning Framework	Talent Management Website	December 2014
Interview: <u>Acting Manager: Bursary Services Office</u>	Conducted interview	July 2014
Interview: <u>Senior Manager: Talent Management (People and Organisational Effectiveness)</u>	Conducted interview	July 2014
Interview: Head of Wellness and Benefits	Conducted interview	December 2014
Novice Professional Development Programme Policy	<u>Senior Manager: Graduate Development Programme Office</u>	November 2014
Graduate Development Programme Policy	<u>Senior Manager: Graduate Development Programme Office</u>	November 2014
Interview: <u>Senior Manager: Graduate Development Programme Office</u>	Conducted interview	December 2014
Separation Data	Company's Human Resources Department	
Survey Results	Survey respondents (within Organisation)	December 2014

APPENDIX E: Results from Separation data

(Definitions for the below have been indicated in Chapter 4, pages 65 – 66).

Table 20: Reasons for Separation

Separation Reason	Count of Reason	Sum of Total	% Count of Reason	% Sum of Total
Still Active	39	764	28.9%	86.2%
Career Scope	33	55	24.4%	6.2%
Termination of Contract	15	19	11.1%	2.1%
Family Related	14	14	10.4%	1.6%
Job Satisfaction	9	9	6.7%	1.0%
Further Studies	6	6	4.4%	0.7%
Dismissal	5	5	3.7%	0.6%
Relocation	3	3	2.2%	0.3%
Medical Impairment	3	3	2.2%	0.3%
Emigration	2	2	1.5%	0.2%
Training & Development	2	2	1.5%	0.2%
Remuneration & Benefits	1	1	0.7%	0.1%
Culture	1	1	0.7%	0.1%
Recognition	1	1	0.7%	0.1%
Management	1	1	0.7%	0.1%
Total	135	886		

Table 21: Tenure with Company

Tenure (years/)	Count of Reason	Sum of Total
2	33	166
1	17	143
3	25	131
4	18	119
0	22	117
5	10	104
6	7	95
7	3	11
Total	135	886

Table 22: Results from Separated Population only

Reasons	Count of Reason	Sum of Total	% Count of Reason	% Sum of Total
Career Scope	33	55	34%	45%
Termination of Contract	15	19	16%	16%
Family Related	14	14	15%	11%
Job Satisfaction	9	9	9%	7%
Further Studies	6	6	6%	5%
Dismissal	5	5	5%	4%
Relocation	3	3	3%	2%
Medical Impairment	3	3	3%	2%
Training & Development	2	2	2%	2%
Emigration	2	2	2%	2%
Remuneration & Benefit	1	1	1%	1%
Recognition	1	1	1%	1%
Culture	1	1	1%	1%
Management	1	1	1%	1%
Total	96	122		

Table 23: Tenure with Company (Separated population only)

Tenure	Count of Reason	Sum of Total
0	18	40
2	26	26
3	21	25
4	14	14
1	11	11
5	5	5
6	1	1
Total	96	122

APPENDIX F: Results of Survey Responses

Table 24: Tenure PC: Percentage of survey responses

<i>Personal Congruence</i>	Tenure < 5 years				Tenure > 5 years			
	1	2	3	4	1	2	3	4
Non-work influences	11%	39%	37%	13%	8%	42%	39%	11%
Constituent attachments	24%	35%	32%	8%	31%	33%	25%	11%
Energising environment	2%	5%	37%	56%	8%	3%	47%	42%
Flexible work arrangements	3%	13%	47%	37%	6%	14%	28%	53%
Advancement opportunities	3%	8%	24%	65%	6%	11%	25%	58%
Extrinsic rewards	2%	19%	35%	44%	3%	6%	36%	56%
Organizational justice	2%	16%	44%	39%	3%	19%	22%	56%
Values	2%	24%	29%	45%	6%	19%	39%	36%
CSR/ Civic activities	10%	37%	26%	27%	22%	42%	25%	11%
Investments	27%	26%	35%	11%	33%	28%	31%	8%
Leadership/ Management	6%	11%	50%	32%	14%	19%	31%	36%
Career path	3%	6%	24%	66%	8%	3%	36%	53%
Technology	6%	13%	40%	40%	14%	14%	36%	36%
Job satisfaction	0%	5%	23%	73%	6%	8%	25%	61%
Learning organisation	2%	3%	40%	55%	6%	14%	36%	44%
Organizational prestige	6%	31%	29%	34%	17%	33%	19%	31%
God in the organisation	26%	31%	26%	18%	31%	22%	33%	14%
Growth	0%	11%	45%	44%	8%	14%	50%	28%
Meaning	2%	24%	44%	31%	11%	8%	39%	42%
Intrinsic reward systems	0%	15%	35%	50%	8%	6%	47%	39%
Organizational commitment	10%	34%	37%	19%	11%	33%	39%	17%
Workplace relationships	3%	11%	48%	37%	6%	17%	42%	36%
Lack of alternatives	40%	23%	24%	13%	33%	31%	19%	17%
Location	15%	16%	32%	37%	6%	25%	42%	28%
Flexibility	3%	11%	44%	42%	6%	6%	28%	61%
Nature of work	0%	11%	32%	56%	3%	8%	44%	44%

Table 25: Tenure PI: Percentage of survey responses

<i>Personal incongruence</i>	Tenure < 5 years				Tenure > 5 years			
	1	2	3	4	1	2	3	4
Non-work influences	23%	24%	39%	15%	22%	22%	25%	31%
Constituent attachments	39%	37%	16%	8%	42%	36%	11%	11%
Energising environment	47%	23%	18%	13%	42%	28%	11%	19%
Flexible work arrangements	42%	31%	19%	8%	39%	25%	14%	22%
Advancement opportunities	23%	16%	27%	34%	25%	19%	31%	25%
Extrinsic rewards	18%	27%	37%	18%	28%	8%	33%	31%
Organizational justice	16%	32%	32%	19%	8%	31%	31%	31%
Values	32%	26%	24%	18%	31%	36%	14%	19%
CSR/ Civic activities	58%	29%	6%	6%	53%	31%	14%	3%
Investments	37%	40%	19%	3%	47%	42%	6%	6%
Leadership/ Management	24%	29%	27%	19%	14%	36%	25%	25%
Career path	35%	19%	21%	24%	25%	14%	36%	25%
Technology	47%	24%	18%	11%	44%	28%	14%	14%
Job satisfaction	27%	16%	26%	31%	19%	14%	17%	50%
Learning organisation	34%	27%	19%	19%	31%	31%	22%	17%
Organizational prestige	35%	39%	19%	6%	39%	36%	11%	14%
God in the organisation	47%	31%	15%	8%	36%	42%	14%	8%
Growth	26%	26%	27%	21%	22%	25%	33%	19%
Meaning	26%	37%	21%	16%	28%	31%	19%	22%
Intrinsic reward systems	31%	26%	32%	11%	25%	22%	39%	14%
Organizational commitment	31%	37%	29%	3%	31%	42%	19%	8%
Workplace relationships	26%	40%	21%	13%	28%	33%	22%	17%
Lack of alternatives	27%	40%	26%	6%	28%	44%	22%	6%
Location	26%	24%	35%	15%	14%	44%	19%	22%
Flexibility	32%	32%	31%	5%	22%	28%	25%	25%
Nature of work	27%	26%	27%	19%	25%	19%	28%	28%

Table 26: Gender PC: Percentage of survey responses

<i>Personal Congruence</i>	Female				Male			
	1	2	3	4	1	2	3	4
Non-work influences	6%	35%	41%	18%	13%	42%	36%	9%
Constituent attachments	29%	41%	18%	12%	25%	31%	36%	8%
Energising environment	0%	3%	32%	65%	6%	5%	45%	44%
Flexible work arrangements	3%	3%	38%	56%	5%	19%	41%	36%
Advancement opportunities	0%	9%	21%	71%	6%	9%	27%	58%
Extrinsic rewards	0%	12%	38%	50%	3%	16%	34%	47%
Organizational justice	3%	0%	38%	59%	2%	27%	34%	38%
Values	3%	18%	32%	47%	3%	25%	33%	39%
CSR/ Civic activities	9%	35%	32%	24%	17%	41%	22%	20%
Investments	21%	29%	41%	9%	34%	25%	30%	11%
Leadership/ Management	0%	15%	44%	41%	14%	14%	42%	30%
Career path	3%	9%	15%	74%	6%	3%	36%	55%
Technology	9%	15%	38%	38%	9%	13%	39%	39%
Job satisfaction	0%	0%	18%	82%	3%	9%	27%	61%
Learning organisation	0%	9%	29%	62%	5%	6%	44%	45%
Organizational prestige	9%	24%	29%	38%	11%	36%	23%	30%
God in the organisation	12%	41%	29%	18%	36%	20%	28%	16%
Growth	0%	9%	53%	38%	5%	14%	44%	38%
Meaning	3%	15%	35%	47%	6%	20%	45%	28%
Intrinsic reward systems	0%	3%	41%	56%	5%	16%	39%	41%
Organizational commitment	6%	44%	35%	15%	13%	28%	39%	20%
Workplace relationships	3%	12%	53%	32%	5%	14%	42%	39%
Lack of alternatives	32%	32%	24%	12%	41%	22%	22%	16%
Location	3%	18%	35%	44%	16%	20%	36%	28%
Flexibility	0%	12%	29%	59%	6%	8%	42%	44%
Nature of work	0%	6%	32%	62%	2%	13%	39%	47%

Table 27: Gender PI: Percentage of survey responses

<i>Personal incongruence</i>	Female				Male			
	1	2	3	4	1	2	3	4
Non-work influences	15%	32%	32%	21%	27%	19%	34%	20%
Constituent attachments	44%	24%	24%	9%	38%	44%	9%	9%
Energising environment	53%	21%	12%	15%	41%	27%	17%	16%
Flexible work arrangements	50%	15%	15%	21%	36%	36%	19%	9%
Advancement opportunities	26%	12%	44%	18%	22%	20%	20%	38%
Extrinsic rewards	21%	24%	38%	18%	22%	19%	34%	25%
Organizational justice	12%	32%	26%	29%	14%	31%	34%	20%
Values	41%	26%	21%	12%	27%	31%	20%	22%
CSR/ Civic activities	53%	35%	9%	3%	58%	27%	9%	6%
Investments	44%	50%	6%	0%	39%	36%	19%	6%
Leadership/ Management	18%	35%	29%	18%	22%	30%	25%	23%
Career path	38%	15%	29%	18%	28%	19%	25%	28%
Technology	47%	29%	9%	15%	45%	23%	20%	11%
Job satisfaction	29%	9%	18%	44%	22%	19%	25%	34%
Learning organisation	35%	35%	12%	18%	31%	25%	25%	19%
Organizational prestige	29%	47%	9%	15%	41%	33%	20%	6%
God in the organisation	32%	41%	12%	15%	48%	31%	16%	5%
Growth	21%	29%	32%	18%	27%	23%	28%	22%
Meaning	26%	35%	18%	21%	27%	34%	22%	17%
Intrinsic reward systems	26%	29%	35%	9%	30%	22%	34%	14%
Organizational commitment	26%	38%	26%	9%	33%	39%	25%	3%
Workplace relationships	26%	41%	21%	12%	27%	36%	22%	16%
Lack of alternatives	21%	56%	21%	3%	31%	34%	27%	8%
Location	18%	35%	26%	21%	23%	30%	31%	16%
Flexibility	38%	21%	26%	15%	23%	36%	30%	11%
Nature of work	24%	26%	26%	24%	28%	22%	28%	22%

Mode of Survey Responses

Table 28: Tenure PC: Mode of survey responses

<i>Personal Congruence</i>	Tenure < 5 years				Tenure > 5 years			
	1	2	3	4	1	2	3	4
Non-work influences	7	24	23	8	3	15	14	4
Constituent attachments	15	22	20	5	11	12	9	4
Energising environment	1	3	23	35	3	1	17	15
Flexible work arrangements	2	8	29	23	2	5	10	19
Advancement opportunities	2	5	15	40	2	4	9	21
Extrinsic rewards	1	12	22	27	1	2	13	20
Organizational justice	1	10	27	24	1	7	8	20
Values	1	15	18	28	2	7	14	13
CSR/ Civic activities	6	23	16	17	8	15	9	4
Investments	17	16	22	7	12	10	11	3
Leadership/ Management	4	7	31	20	5	7	11	13
Career path	2	4	15	41	3	1	13	19
Technology	4	8	25	25	5	5	13	13
Job satisfaction	0	3	14	45	2	3	9	22
Learning organisation	1	2	25	34	2	5	13	16
Organizational prestige	4	19	18	21	6	12	7	11
God in the organisation	16	19	16	11	11	8	12	5
Growth	0	7	28	27	3	5	18	10
Meaning	1	15	27	19	4	3	14	15
Intrinsic reward systems	0	9	22	31	3	2	17	14
Organizational commitment	6	21	23	12	4	12	14	6
Workplace relationships	2	7	30	23	2	6	15	13
Lack of alternatives	25	14	15	8	12	11	7	6
Location	9	10	20	23	2	9	15	10
Flexibility	2	7	27	26	2	2	10	22
Nature of work	0	7	20	35	1	3	16	16

Table 29: Tenure PI: Mode of survey responses

<i>Personal incongruence</i>	Tenure < 5 years				Tenure > 5 years			
	1	2	3	4	1	2	3	4
Non-work influences	14	15	24	9	8	8	9	11
Constituent attachments	24	23	10	5	15	13	4	4
Energising environment	29	14	11	8	15	10	4	7
Flexible work arrangements	26	19	12	5	14	9	5	8
Advancement opportunities	14	10	17	21	9	7	11	9
Extrinsic rewards	11	17	23	11	10	3	12	11
Organizational justice	10	20	20	12	3	11	11	11
Values	20	16	15	11	11	13	5	7
CSR/ Civic activities	36	18	4	4	19	11	5	1
Investments	23	25	12	2	17	15	2	2
Leadership/ Management	15	18	17	12	5	13	9	9
Career path	22	12	13	15	9	5	13	9
Technology	29	15	11	7	16	10	5	5
Job satisfaction	17	10	16	19	7	5	6	18
Learning organisation	21	17	12	12	11	11	8	6
Organizational prestige	22	24	12	4	14	13	4	5
God in the organisation	29	19	9	5	13	15	5	3
Growth	16	16	17	13	8	9	12	7
Meaning	16	23	13	10	10	11	7	8
Intrinsic reward systems	19	16	20	7	9	8	14	5
Organizational commitment	19	23	18	2	11	15	7	3
Workplace relationships	16	25	13	8	10	12	8	6
Lack of alternatives	17	25	16	4	10	16	8	2
Location	16	15	22	9	5	16	7	8
Flexibility	20	20	19	3	8	10	9	9
Nature of work	17	16	17	12	9	7	10	10

Table 30: Gender PC: Mode of survey responses

<i>Personal Congruence</i>	Female				Male			
	1	2	3	4	1	2	3	4
Non-work influences	2	12	14	6	8	27	23	6
Constituent attachments	10	14	6	4	16	20	23	5
Energising environment	0	1	11	22	4	3	29	28
Flexible work arrangements	1	1	13	19	3	12	26	23
Advancement opportunities	0	3	7	24	4	6	17	37
Extrinsic rewards	0	4	13	17	2	10	22	30
Organizational justice	1	0	13	20	1	17	22	24
Values	1	6	11	16	2	16	21	25
CSR/ Civic activities	3	12	11	8	11	26	14	13
Investments	7	10	14	3	22	16	19	7
Leadership/ Management	0	5	15	14	9	9	27	19
Career path	1	3	5	25	4	2	23	35
Technology	3	5	13	13	6	8	25	25
Job satisfaction	0	0	6	28	2	6	17	39
Learning organisation	0	3	10	21	3	4	28	29
Organizational prestige	3	8	10	13	7	23	15	19
God in the organisation	4	14	10	6	23	13	18	10
Growth	0	3	18	13	3	9	28	24
Meaning	1	5	12	16	4	13	29	18
Intrinsic reward systems	0	1	14	19	3	10	25	26
Organizational commitment	2	15	12	5	8	18	25	13
Workplace relationships	1	4	18	11	3	9	27	25
Lack of alternatives	11	11	8	4	26	14	14	10
Location	1	6	12	15	10	13	23	18
Flexibility	0	4	10	20	4	5	27	28
Nature of work	0	2	11	21	1	8	25	30

Table 31: Gender PI: Mode of Survey Responses

<i>Personal incongruence</i>	Female				Male			
	1	2	3	4	1	2	3	4
Non-work influences	5	11	11	7	17	12	22	13
Constituent attachments	15	8	8	3	24	28	6	6
Energising environment	18	7	4	5	26	17	11	10
Flexible work arrangements	17	5	5	7	23	23	12	6
Advancement opportunities	9	4	15	6	14	13	13	24
Extrinsic rewards	7	8	13	6	14	12	22	16
Organizational justice	4	11	9	10	9	20	22	13
Values	14	9	7	4	17	20	13	14
CSR/ Civic activities	18	12	3	1	37	17	6	4
Investments	15	17	2	0	25	23	12	4
Leadership/ Management	6	12	10	6	14	19	16	15
Career path	13	5	10	6	18	12	16	18
Technology	16	10	3	5	29	15	13	7
Job satisfaction	10	3	6	15	14	12	16	22
Learning organisation	12	12	4	6	20	16	16	12
Organizational prestige	10	16	3	5	26	21	13	4
God in the organisation	11	14	4	5	31	20	10	3
Growth	7	10	11	6	17	15	18	14
Meaning	9	12	6	7	17	22	14	11
Intrinsic reward systems	9	10	12	3	19	14	22	9
Organizational commitment	9	13	9	3	21	25	16	2
Workplace relationships	9	14	7	4	17	23	14	10
Lack of alternatives	7	19	7	1	20	22	17	5
Location	6	12	9	7	15	19	20	10
Flexibility	13	7	9	5	15	23	19	7
Nature of work	8	9	9	8	18	14	18	14

Degree of Influence

Table 32: Tenure - Degree of Influence

<i>Personal Congruence</i>	Tenure < 5		<i>Personal Congruence</i>	Tenure > 5		<i>Personal incongruence</i>	Tenure < 5		<i>Personal incongruence</i>	Tenure > 5	
	Less influence	Greater Influence		Less influence	Greater Influence		Less influence	Greater Influence		Less influence	Greater Influence
Job satisfaction	5%	95%	Extrinsic rewards	8%	92%	Advancement opportunities	39%	61%	Job satisfaction	33%	67%
Learning organisation	5%	95%	Flexibility	11%	89%	Job satisfaction	44%	56%	Extrinsic rewards	36%	64%
Energising environment	6%	94%	Energising environment	11%	89%	Extrinsic rewards	45%	55%	Organizational justice	39%	61%
Career path	10%	90%	Career path	11%	89%	Non-work influences	47%	53%	Career path	39%	61%
Nature of work	11%	89%	Nature of work	11%	89%	Organizational justice	48%	52%	Non-work influences	44%	56%
Advancement opportunities	11%	89%	Job satisfaction	14%	86%	Location	50%	50%	Advancement opportunities	44%	56%
Growth	11%	89%	Intrinsic reward systems	14%	86%	Growth	52%	48%	Nature of work	44%	56%
Intrinsic reward systems	15%	85%	Advancement opportunities	17%	83%	Leadership/ Management	53%	47%	Growth	47%	53%
Workplace relationships	15%	85%	Flexible work arrangements	19%	81%	Nature of work	53%	47%	Intrinsic reward systems	47%	53%
Flexibility	15%	85%	Learning organisation	19%	81%	Career path	55%	45%	Leadership/ Management	50%	50%
Flexible work arrangements	16%	84%	Meaning	19%	81%	Intrinsic reward systems	56%	44%	Flexibility	50%	50%
Organizational justice	18%	82%	Organizational justice	22%	78%	Values	58%	42%	Meaning	58%	42%
Leadership/ Management	18%	82%	Growth	22%	78%	Learning organisation	61%	39%	Location	58%	42%
Technology	19%	81%	Workplace relationships	22%	78%	Meaning	63%	37%	Learning organisation	61%	39%
Extrinsic rewards	21%	79%	Values	25%	75%	Flexibility	65%	35%	Workplace relationships	61%	39%
Values	26%	74%	Technology	28%	72%	Workplace relationships	66%	34%	Flexible work arrangements	64%	36%
Meaning	26%	74%	Location	31%	69%	Organizational commitment	68%	32%	Values	67%	33%
Location	31%	69%	Leadership/ Management	33%	67%	Lack of alternatives	68%	32%	Energising environment	69%	31%
Organizational prestige	37%	63%	Organizational commitment	44%	56%	Energising environment	69%	31%	Technology	72%	28%
Organizational commitment	44%	56%	Non-work influences	50%	50%	Technology	71%	29%	Organizational commitment	72%	28%
CSR/ Civic activities	47%	53%	Organizational prestige	50%	50%	Flexible work arrangements	73%	27%	Lack of alternatives	72%	28%
Non-work influences	50%	50%	God in the organisation	53%	47%	Organizational prestige	74%	26%	Organizational prestige	75%	25%
Investments	53%	47%	Investments	61%	39%	Constituent attachments	76%	24%	Constituent attachments	78%	22%
God in the organisation	56%	44%	Constituent attachments	64%	36%	God in the organisation	77%	23%	God in the organisation	78%	22%
Constituent attachments	60%	40%	CSR/ Civic activities	64%	36%	Investments	77%	23%	CSR/ Civic activities	83%	17%
Lack of alternatives	63%	37%	Lack of alternatives	64%	36%	CSR/ Civic activities	87%	13%	Investments	89%	11%

Table 33: Gender – Degree of Influence

	Female			Male			Female			Male	
	Less influence	Greater Influence		Less influence	Greater Influence		Less influence	Greater Influence		Less influence	Greater Influence
Personal Congruence			Personal Congruence			Personal incongruence			Personal incongruence		
Job satisfaction	0%	100%	Career path	9%	91%	Advancement opportunities	38%	62%	Extrinsic rewards	41%	59%
Energising environment	3%	97%	Energising environment	11%	89%	Job satisfaction	38%	62%	Job satisfaction	41%	59%
Organizational justice	3%	97%	Learning organisation	11%	89%	Extrinsic rewards	44%	56%	Advancement opportunities	42%	58%
Intrinsic reward systems	3%	97%	Job satisfaction	13%	88%	Organizational justice	44%	56%	Non-work influences	45%	55%
Flexible work arrangements	6%	94%	Flexibility	14%	86%	Non-work influences	47%	53%	Organizational justice	45%	55%
Nature of work	6%	94%	Nature of work	14%	86%	Growth	50%	50%	Career path	47%	53%
Advancement opportunities	9%	91%	Advancement opportunities	16%	84%	Nature of work	50%	50%	Growth	50%	50%
Learning organisation	9%	91%	Extrinsic rewards	19%	81%	Leadership/ Management	53%	47%	Nature of work	50%	50%
Growth	9%	91%	Growth	19%	81%	Career path	53%	47%	Leadership/ Management	52%	48%
Career path	12%	88%	Workplace relationships	19%	81%	Location	53%	47%	Intrinsic reward systems	52%	48%
Extrinsic rewards	12%	88%	Intrinsic reward systems	20%	80%	Intrinsic reward systems	56%	44%	Location	53%	47%
Flexibility	12%	88%	Technology	22%	78%	Flexibility	59%	41%	Learning organisation	56%	44%
Workplace relationships	15%	85%	Flexible work arrangements	23%	77%	Meaning	62%	38%	Values	58%	42%
Leadership/ Management	15%	85%	Meaning	27%	73%	Organizational commitment	65%	35%	Flexibility	59%	41%
Meaning	18%	82%	Organizational justice	28%	72%	Flexible work arrangements	65%	35%	Meaning	61%	39%
Values	21%	79%	Values	28%	72%	Constituent attachments	68%	32%	Workplace relationships	63%	38%
Location	21%	79%	Leadership/ Management	28%	72%	Values	68%	32%	Lack of alternatives	66%	34%
Technology	24%	76%	Location	36%	64%	Workplace relationships	68%	32%	Energising environment	67%	33%
Organizational prestige	32%	68%	Organizational commitment	41%	59%	Learning organisation	71%	29%	Technology	69%	31%
Non-work influences	41%	59%	Organizational prestige	47%	53%	Energising environment	74%	26%	Flexible work arrangements	72%	28%
CSR/ Civic activities	44%	56%	Non-work influences	55%	45%	God in the organisation	74%	26%	Organizational commitment	72%	28%
Investments	50%	50%	Constituent attachments	56%	44%	Technology	76%	24%	Organizational prestige	73%	27%
Organizational commitment	50%	50%	God in the organisation	56%	44%	Organizational prestige	76%	24%	Investments	75%	25%
God in the organisation	53%	47%	CSR/ Civic activities	58%	42%	Lack of alternatives	76%	24%	God in the organisation	80%	20%
Lack of alternatives	65%	35%	Investments	59%	41%	CSR/ Civic activities	88%	12%	Constituent attachments	81%	19%
Constituent attachments	71%	29%	Lack of alternatives	63%	38%	Investments	94%	6%	CSR/ Civic activities	84%	16%