

EMPLOYEE TURNOVER WITHIN THE LABOUR RELATIONS PROGRAMME OF THE DEPARTMENT OF LABOUR

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DECLARATION

I, Luvo Ntsevu, declare that this research report is my own unaided work. It is submitted in partial fulfilment of the degree of Masters of Management at the University of the Witwatersrand, Johannesburg. It has not been submitted before, for any degree or examination, in any other university.

Luvo Ntsevu

Signed at on the.....day of
..... 2012.

DEDICATION

In loving memory of my grandmother, MamNgwevu Edna Ntsevu, my uncle Matshawuzela Velile Ntsevu, and my brother Monde Ntsevu.

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I wish to express my sincere gratitude to the following people:

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Lulo Kathleho Makoebeta, Luno Mketo, Oluhle Cele, and Unam Tshepang Motse.

ABSTRACT

The employee turnover experienced within the Labour Relations Programme of the National Department of Labour was assumed to have an adverse effect on the service delivery. The aim of the study was to investigate the reasons for the high employee turnover within the Programme.

The study followed a qualitative methodology, using semi-structured interview technique to collect data from a sample of ten participants. The participants consisted of current staff members and ex-staff members of the Programme.

The study found that the most common reasons for voluntary employee turnover within the Programme were lack of growth and career opportunities, lack of career advancement and better opportunities, lack of challenging jobs, poor leadership and management style, recruitment and selection internal organisation politics. The study further found out that employees in the Programme stay because of personal and security reasons.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

In the past three years the Department of Labour (DOL) has reviewed the performance of the organisation in order to improve service delivery for organisational effectiveness. Furthermore the overall re-organisation of government departments by new administration (which came into power in 2009) and the subsequent decision to transfer Skills Development Unit from the DOL to the newly formed Department of Higher Education and Training created an urgent need for the DOL to adjust its structure and realign itself with the new changes, and to improve communication, effective decision-making and service delivery across the organisation.

The Department has embarked on a project to reposition itself and review the organisational structure and design, in line with its mandate to effectively deliver on its core business which is Inspection and Enforcement Services and Employment Services (Strategic Plan 2007-2011). This has led to other services, such as Employment Equity, and sections such as Inspection and Enforcement, to be decentralised to all the provincial offices. During this period, it has been observed that the level of staff morale has been very low. Furthermore, it has also been observed that in the past three years the Department has lost its key employees from all employment levels, with the problem being most severe at levels 5 to 12. These are employees who are involved in the implementation of the strategy.

Poor implementation of the human resource management system and retention strategy has presented the Department with a massive challenge when it comes to retaining its employees, especially key employees, and in effectively preserving institutional memory. It is important for

organisations to train and retain its employees, and, in line with Brewster's (2003) argument, it is important to build competencies that will remain in place for a long time. If competencies build over the years are leaving the organisation, this poses a challenge to the organisation, and to counteract this negative impact caused by dysfunctional levels of employee turnover, organisations can design and ensure effective implementation of turnover management strategies. This has been the case in the Department where an undesirable number of key employees are leaving the organisation and there is no working strategy or mechanism to address or reverse the trend.

According to Muller-Camen, Croucher and Leigh (2008:214), "employee turnover is the number of people leaving an organisation over a period of time". The measurement commonly used is the labour turnover rate which is based on a simple formula:

Labour turnover rate = Total number of leavers over a given period over average number of employees in that period multiply by 100.

There has been a high level of employee turnover within the Labour Relations Programme of the Department of Labour (DOL) (Labour Policy Branch Fourth Quarterly Report for 2007/8) which remains unexplained. One of the focal points of this study is, therefore, to try and explain this employee turnover and provide recommendations to the Programme. In the past five years (2005-2010 fiscal years) the National Department of Labour's annual reports have shown an escalation in overall employee turnover rate from 4% to 13.2%. These figures represent all leavers, including those who leave involuntarily due to dismissal, redundancy or retirement. In other words they do not distinguish between functional (or beneficial) turnover and turnover that is dysfunctional and harmful to the organisation. According to Muller-Camen, *et al.*, (2008), in order to make sense of the figures in an organisation it is important to do a more detailed analysis, by looking at the employee turnover figures in the context of that particular organisation or section. A further breakdown of the figure by location, department and team would be useful. It would also be useful to

break down the figure to find out more about the types of people who were leaving.

According to the human resource department Personnel and Salary System (PERSAL) report, the Labour Relations Programme situated in Head Office, Pretoria has accounted for an average of 7% of the overall turnover when compared to other Programmes which accounted for an average of less than 2% in the period 2007 to 2010. This might appear normal when viewed from a Departmental perspective, as Muller-Camen, *et al* (2008) have argued that a limited amount of positive turnover is good for organisations. However, in determining whether or not the level of employee turnover is problematic, this depends on the type of industry the organisation operates in and the types of jobs affected. Thus this employee turnover figure might be problematic when viewed from the Programme's point of view. For instance, when the employee turnover formula is applied to the Labour Relations Programme situation it looks higher and appears problematic compared to other Programmes within DOL; the situation appears to worsen when the figures are broken down into grades and job titles. The average total number of employees within the Programme is 60 employees, and an average number of 15 (25%) employees have left the Programme in the past four years (2007-2010). Furthermore, 11 employees (18%) of those who have left were categorised under dysfunctional turnover, meaning they were voluntary or initiated by employees. This is high compared to other Programmes which have in the same period accounted for an average of less than 4%. The situation becomes worse if the figure is broken down into levels and titles; for instance the employees who left are mostly from the supervisory entry levels (levels 7 and 8). These are officials who are at the coal face of the organisation, and who are critical in the implementation of the strategy and plans of the Department. When these employees leave they create a huge gap because they leave with a lot of critical information. Training a new appointee is a daunting task and affects the provisions of service delivery to members of the public. There has been no study conducted within DOL

on employee turnover and as a result there is no effective retention strategy in place to begin to address this problem.

The Department's Management wants to review the current retention mechanism and strategies so as to be in a better position to address the root causes, but what is not known are the contributory factors to this high employee turnover rate. The main objective of the research study is to examine employee turnover in the DOL by identifying the underlying reasons for employees staying or leaving the Department. For practical reasons the scope of the study was limited to the Labour Relations Chief Directorate.

1.2 Problem statement

According to Grobler and Warnich (2006:125), "excessive turnover creates an unstable workforce and increases human resource costs and organisational ineffectiveness". This can have a significant negative impact on operating results for managers and for the organisation, since employees planning to resign generally show lower productivity and a poorer quality of work. Commitment and performance become less important for the duration of service of those leaving the organisation. The study is significant for the DOL as it intends to establish the reasons for high or unacceptable levels of employee turnover and to make recommendations on what can be done to retain employees and reduce the negative impact on the departmental effectiveness and performance.

1.3 Purpose statement

The purpose of the research is to describe the employee turnover experienced within the Labour Relations Programme. The rate at which employees are leaving the Programme has been a concern for management, but little has been done as yet to address these concerns. The study intends to find out from former staff members who were employed within the Programme what factors motivated them to leave the

Programme and to find out from current staff members what make them stay. Furthermore the study aims to make recommendations that can be utilised by management in reviewing the current retention strategy for effective and meaningful implementation of retention strategy.

1.4 Research questions

The research questions for this study seek to establish the following:

- (1) What are the reasons for high employee turnover within the Labour Relations Programme?
- (2) What are the motivating factors for those who have not left?
- (3) What can be done to effectively address the situation?

1.5. Significance of the research

The research serves as one of the attempts to empirically understand the factors contributing to the current level of employee turnover within the Labour Relations Programme of the Department of Labour (DOL), and to add to the body of knowledge and existing academic literature on the subject on employee turnover, especially in the South African context. Furthermore, the findings and recommendations of the study could be useful to management in formulating effective retention strategies and policies as well as meaningful implementation thereof.

1.6 Delimitations of the study

For practical reasons (such as cost, time and access) the study was limited only to the Labour Relations Programme, since in this particular

case the Programme, as with other similar Programmes within the Department, is a microcosm of the Department.

1.7 Limitations of the study

The permission and consent to use the employees of the Programme as participants in this study was obtained from the participants themselves. The research process followed for this study was face-to-face interviews in which the participants were asked semi-structured questions by the researcher and were required to respond. The researcher acknowledges the fact that there was an element of biasness on his side, especially as regards current and former staff members as he is part of management and some of them were/are supervised by him. This might influence the interviewees' responses, especially in the case of internal/current staff. However, to overcome this challenge the researcher has undergone training on interviewing skills and furthermore the researcher has thoroughly explained the purpose of the study in order to ensure that interviewees participate on a voluntary and informed basis.

Furthermore, because participation was voluntary, some participants refused to participate, especially former employees and others who felt that the interviews were too threatening, invasive or personal. To overcome this challenge, the researcher maintained a good and close relationship with participants and obtained prior permission from the participants.

1.8 Ethical considerations

Respondents' information was treated confidentially and their identities were not revealed. Neuman (2003:135) argues that a fundamental ethical principle of social research is to "never coerce anyone into participating". He further states that "participation must be voluntary". This implies that getting permission from someone does not mean the researcher has done

what is required; it is also necessary to explain fully what the participation involves. The participants were thoroughly informed of the purpose of the research, and their consent was obtained; they were also informed that they can withdraw their participation at any given time. Furthermore, participation in interviews was voluntary, and the names of interviewee were not revealed, with pseudonyms being used where necessary. The researcher offered himself for clarity and assistance to the participants.

1.9 Research report layout

This sub-section summarises the structure of the chapters as follows:

Chapter One: Introduction

This chapter introduces the topic and the problem. It focuses on the significance of the study, and gives the background to the problem under investigation.

Chapter Two: Literature Review

This chapter focuses on the existing literature on turnover and retention and explores the causes of turnover and retention. The purpose of the review is to identify what is currently known and areas that are not yet explored. Its overall purpose is to provide direction for the study.

Chapter Three: Research Methodology

This chapter explains the methods used in the study. It describes the parameters of the study, the target population and the size of the sample. It further describes the methods and instruments of data collection and analysis.

Chapter Four: Presentation of Research Findings

This chapter reports on the findings of the study according to category. However, the findings are not discussed or interpreted in this chapter.

Chapter Five: Analysis of the Findings

The findings of the study are discussed and interpreted in this chapter.

The findings are interpreted against the literature review.

Chapter Six: Conclusions and Recommendations

This chapter concludes the report with recommendations based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The main purpose of the literature review is to help the researcher to develop an understanding and gain insight into the topic based on previous research and emerging trends.

2.2 Employee turnover

Al-Rafael and Omran (1992:57) defines employee turnover as “the degree of movement across the boundary of an organisation”. This is in line with the definition advanced by Croasom *et al.*, (2002) and Rohr and Lynch (1995) as cited by Xaba (2003:287) who define employee turnover as “the movement of employees out of the organisation or any permanent departure beyond organisational boundaries”. However, Cascio (1993) argues that this definition does not include transfers within the organisation and temporary layoffs, and the focus is on people leaving the organisation for good.

Caution should be taken when dealing with employee turnover, as it can be categorised into voluntary and involuntary turnover. According to McCormick and Ilgen (1995), voluntary turnover is when an employee resigns and involuntary turnover relates to resignation emanating from poor health, family commitments, dismissals, or death. They further classify employee turnover into dysfunctional and functional turnover. According to them, dysfunctional turnover is when an individual wants to leave the organisation, but the organisation prefers to retain the individual.

Functional turnover is when the individual wants to leave the organisation and the organisation is unconcerned. Dismissals can be categorised as involuntary or functional turnover, since an employee does not decide on his/her own to leave the organisation.

2.3 Reasons for employee turnover

2.3.1 Work climate

The terms “organisational climate” and “work climate” have been used interchangeably by several authors, such as James and James (1989) and Parker *et al.*, (2003) as cited in Hwang and Chang (2009), where they describe work climate as “the cognitive perception of various features of work environment in terms of their meaning and significance for individual employees in an organisation”. According to Schneider and Snyder (1975) as cited in Langford (2009:185), “organisational climate is the employees’ evaluation of their environment including structures, processes and events”. This resonates with what Martin and Cullen (2006) as cited in Mulki, Jaramello and Locander (2008) have postulated – namely that in organisations employees perceive work climate to be framed by organisational norms and conventions that exist within the structure and procedures of the organisation. It refers to a type of work climate that reflects organisational policies, procedures and practices that have moral consequences (Mulki, *et al.*, 2008).

Work climate has been cited as one of the factors that contribute to the employees’ consideration to leave the organisation. This is supported by the study conducted by Hwang and Chang (2009:76), where they noted that there is a negative or inverse relationship between work climate and turnover intentions. This implies that where there is a negative perception about the work environment, employee turnover rate is high, and vice versa. They further argued that organisation or work climate should be

given greater attention by management as it has some far-reaching implications for both individuals and for organisational outcomes (Hwang and Chang, 2009). Different authors agree that work climate can be improved by promoting flexibility, clarifying responsibility, encouraging higher standards, and promoting rewards, clarity and team commitment (Hwang and Chang, 2009, Xaba, 2003). According to Langford (2009) employees' opinions about their work environment can give an indication of turnover intentions. Igbaria and Guimaraes (1999) confirmed that work environment plays a major role in turnover intentions; their study established that individuals who work away from traditional work settings face fewer role stressors and also appeared to be happier with their supervisors and committed to their organisations, than their counterparts who are working in a work setting.

There is thus a need to improve the organisational work environment, and to equip managers with skills to retain employees, thereby earning commitment to the organisation.

2.3.2 Job satisfaction

The definition adapted from Locke (1976) by Brough and Frame (2004:9) defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. It has also been demonstrated by many researchers that there is an inverse relationship between job satisfaction and turnover intention (Brough and Frame, 2004, Coomber and Barriball, 2006). For instance, when employees are dissatisfied in their jobs there are increased chances that they might leave the organisation. Quick and Nelson (2009) argue that unhappy workers are more likely to leave their jobs and further contend that one thing that leads to dissatisfaction is a miss-match between an individual’s values and organisational values. However, Luthans

(2002:232) argues that “high job satisfaction will not, in and of itself, keep turnover low, but it seems to help”.

Some authors like Staw, Sutton and Pelled (1994) advanced a similar argument to that of Luthans (2002), namely that job satisfaction alone cannot assist in lowering employee turnover; some other external factors such as family problems or labour market forces beyond job satisfaction can also contribute to employee turnover. It is argued that employees who feel and display positive emotion on the job will experience positive outcomes in their work roles (Staw *et al.*, 1994). Employees who travel through organisational life in a good mood will reap more favourable outcomes from their workplace in comparison to their negative counterparts (Staw *et al.*, 1994). This suggests that knowledge about the consequences of job attitudes can be enhanced by going beyond traditional correlates of job satisfaction, such as absenteeism and turnover (Staw *et al.*, 1994), and also suggests that effective measures other than job satisfaction can be useful for predicting important individual outcomes like an intention to leave.

2.3.2.1 Herzberg two-factor theory on motivation

Grobler and Warnich, (2006:219) use Herzberg’ two-factor theory on motivation to explain employee behaviour in a work environment when it comes to satisfaction and dissatisfaction. The theory attempts to explain satisfaction and motivation in organisations by stating that satisfaction and dissatisfaction are driven by different factors, that is, motivators and hygiene factors respectively.

According to Herzberg (1959), hygiene factors, which he also referred to as “extrinsic or environmental factors”, are found in the environment that surrounds people and encompasses the conditions within which they carry out their jobs (Grobler and Warnich, 2006:219). The main hygiene factors

are salary, social benefits, working conditions, and type of management under which employees work, company policies, and internal regulations. While the non-existence of these factors creates job dissatisfaction, it should be noted that the positive existence of these conditions does not result in work satisfaction, but only decreases the level of dissatisfaction.

Motivational factors are described by Herzberg as intrinsic and relate to the content, nature of, and challenges of the job held and are responsible for the level of satisfaction experienced by the employee. According to Herzberg, motivational factors include the job itself. Motivational factors may also include feelings of individual growth, professional recognition, and self-fulfilment. These motivational factors are responsible for an increase in the level of satisfaction experienced by the employees. The absence of motivational factors reduces the level of satisfaction but it does not cause dissatisfaction.

One of the aims of the study is to make recommendations on effective retention of employees who are leaving the organisation. The two-factor theory therefore provides some insight and is a useful guide in identifying variables both as regards job content and job context, which actually motivate an individual employee and give satisfaction in their jobs.

2.3.3 Recruitment and Selection

Recruitment has been viewed by many researchers as having little if any impact on turnover. Evans and Huxley (2008:258), in their study to find out “factors associated with the recruitment and retention of social workers”, discovered that there is “little evidence that recruitment and retention initiatives were associated with lower vacancy and turnover rate”. Shaw (1999:3) cited in Xaba (2003:289) argues against the above assertion and posits that “recruitment and selection practices, the work itself (job satisfaction), compensation, career opportunities and the work

environment are the main causes of employee turnover". Recruitment and selection could play a crucial role in employee turnover because employers and recruiters tend to tell, or sell, the positive aspects of the job during the early introduction of the employee into the organisation. For instance, a prospective employee is not told about the conditions that he or she will be working under, whether hot or dirty, and that sometimes she or he will work on weekends. Instead, the recruiter will focus on positive things the job offers like good pay, benefits and opportunities for advancement. This might create a problem when the employee's unrealistic positive expectations meet the realistic work situation, and might affect the satisfaction of the employee. According to Cascio (2010:221), in order to overcome this, a "realistic job preview" should be conducted before the prospective employee accepts the offer. The "realistic job preview" requires that in addition to talking about the good things a job offers, recruiters must tell applicants about the unpleasant aspects of the job (Cascio, 2010:221).

Muller-Camen, *et al.*, (2008), argues that there are things that a written contract can not cover or give to an employee when he starts working, like giving employee information on the organisational culture. This can be covered by the psychological contract which is "a unique combination of beliefs held by an individual and his or her employer about what they expect of each other" (Muller-Camen, *et al.*, 2008:205). This is different from a written contract which is likely to be the same for all employees, psychological contract consist of expectations and obligations as opposed to tangible content of a written employment contract. The state of psychological contract has implications for motivation, performance, attendance and retention (Muller-Camen, *et al.*, 2008).

It is then clear that recruitment and selection strategies of an organisation have an impact on employees' decision to leave the organisation. Although decisions about selection are mostly based on interviews, the

interview process seem to be flawed in that, the requirements of the post are not properly defined. It is also important to make sure that when trying to achieve the organisations needs you also need to consider satisfying the individuals needs.

2.3.4 Leadership and Management Style

In order to reduce staff turnover, managers need to reconsider their management and leadership styles when taking employees' needs into account. Leadership, or the process of leading, is one of the four fundamental management functions. According to Brevis *et al.*, (1997), leadership involves elements such as influencing people, giving orders, motivating people, either as individuals or in groups, managing conflict and communicating with subordinates. The important role that managers play in the successful management of organisations makes leadership one of the most significant functions of the management process (Brevis *et al.*, 1997:301).

From a management perspective, leadership involves influencing and directing the behaviour of individuals and groups in such a way that they work willingly towards pursuing the objectives and goals of the organisation. According to Michigan studies cited in Brevis *et al.*, (1997), there are two basic forms of leadership behaviour. The first is task-oriented leader behaviour, in which the leader is concerned primarily with supervision and control to ensure that subordinates do their work satisfactorily. This leadership style applies pressure on subordinates to perform. The second type, employee-oriented leader behaviour, is where the leader applies less control and more motivation and participative management to get the job done. This leadership style focuses on people and their needs and progress. Supervisory leadership is one of the extrinsic factors that have a significant impact on employee work attitudes (Mardanov, Heischmidt and Henson, 2008). A leader's positive attitudes

toward members improve employee attitudes toward work, their leader, and the organisation.

Other factors that influence an employee's decision to leave the organisation include poor relationships with seniors or supervisors, poor work-life balance, excessive workload, and salary (Naris and Ukpere, 2010). There should be an understanding and good relationship between superiors and subordinates. Managers should be sensitive to the needs of employees. Abassi and Hollman (2000), Hewitts and Associates (2006), and Sherman *et al*, (2006), cited in Samuel and Chimpunza (2009), highlighted the reasons for employee turnover in the organisation as managerial style, hiring practices; lack of recognition, lack of a competitive compensation system, and toxic workplace environment. Other reasons included lack of interesting work, lack of promotion, and inadequate training and development opportunities. Similarly, Evans and Huxlely (2008) noted that the standard of management and pay were common sources of disaffection for employees. For example, they argue that potential leavers cited heavy workload, the stressful nature of the job, low pay, lack of appreciation, and being taken for granted as the push factors.

The leadership style of a manager can positively or negatively affect the decision by an employee's future in an organisation. Managers need not to only focus on the performance of an individual, but should also consider the needs of an individual as this might yield positive results for both the organisation, and an employee.

2.3.5 Growth Opportunities and Career Development

Lack of advancement prospects is one of the reasons employees' think of leaving the organisation. Promotional opportunity is defined by Martin (1979), cited by Iverson (2000), as the degree of movement between status levels in an organisation. Advancement prospects refer to promotability (Igbaria and Siegel, 1992). Promotion, progress, status and

the type of projects were found to affect turnover (Igbaria and Siegel, 1992). Dibble (1994), cited in Naris and Ukpere (2010), noted that the key contributory factors for employee turnover are lack of career opportunities, being in a dead-end job, and limited opportunity to move up the hierarchical structure of the organisation.

Employees who are faced with the aforementioned challenges are more likely to leave in their first few years with the organisation (Price, 2001). However, the availability of internal job alternatives provides opportunities for career advancement deters employees from searching outside their present organisations.

It is crucial to note that employers in organisations should as far as possible try and promote from within in order to retain employees. Besides performing their current jobs, employees need to be given opportunities to grow by acquiring competences that improve their ability to work in other areas and levels.

2.3.6 Job Design and Autonomy

Job design refers to the methods that management uses to develop the content of a job, including the tasks, as well as the processes by which jobs are constructed and revised (Luthans, 2001). Grobler and Warnich, (2006: 137), maintain that job design is "the manipulation of the content, functions and relationships of job in a way that both accomplishes organisational goals and satisfies the personal needs of individual job holders". Employees performing only a few tasks which must be repeated many times during a work shift will quickly become bored. Furthermore employees tend to complain that they have little chance to determine how they perform their jobs, the tools they use or their work procedures (Grobler and Warnich, 2006). The lack of personal control creates a lack of interest in the job because there is nothing they can improve or change.

Mobley (1982) noted that task repetitiveness and job autonomy are negatively related to turnover. According to Zani and Pietrantonio (2001), task repetitiveness refers to the extent to which activities or jobs are repetitive, while autonomy refers to the degree to which a worker exercises power relative to his or her job. Price (2001) argues that if employees are not given much autonomy to do their jobs and they repeat their tasks, this will have a negative impact on the level of job satisfaction, and will influence employee turnover.

Job design determines how work is performed thereby greatly affects how an employee feels about a job, how much authority an employee has over the work, how much decision-making powers the employee has on the job performed and how many tasks an employee should complete. Employees do not enjoy routine jobs and seem to value tasks and activities that are meaningful, challenging, significant and flexible. Thus when jobs are valued by employees and employees are given full control or take responsibility on what they are doing, this might have positive results in reducing employee turnover.

2.3.7 Other reasons

There are other factors that cannot be ignored when one looks at the predictors of employee turnover intentions. In a Meta analysis on employee turnover conducted by Cotton and Tuttle (1986:65), it was established that marital status also impacted on intention to leave. In their study they assert that “married employees typically are found to be somewhat less likely to quit than unmarried persons”. This view was supported by Mascha (2007:196), who found in her study that “the only variable of the demographic characteristics that seemed to have an influence on the propensity to leave was marital status”. Mascha, however, discovered in her study that “single employees disagreed more that they were thinking of finding another job, when compared with divorced or

separated employees". She contends that "married people gave responses that fell somewhere in between the two extremes (i.e. strongly agree and strongly disagree").

Perceptions associated with remuneration are the other reason that has emerged in the study but did not strongly influence employees' decisions to leave the organisation. Public service remuneration is perceived to be inflexible and not competitive as compared to the private sector. It is common that many people leave because they are offered better salaries or service benefit elsewhere, but according to the findings of the study this is not the major cause for people to leave. These findings are in conformity with what Griffeth *et al.*, (2000) cited in Ongori (2007), have noted, they noted that pay and pay related variables have modest effect on turnover. This also reinforces the argument advanced by motivational psychologist, like Herzberg, who argued that monetary incentives do not motivate workers and if they work it is for a short while. He argues that money can mean so many things to many people. He further argues that what motivates people is when each person is given a chance to do his or her best, and given a variety and a sense of worthwhile work. Lastly give them as much choice as possible in what they do. However he does not dispute that monetary incentives work but his argument is that if they work they work for a short time.

2.4 Retention of employees

According to Blake (2006:2), "people leave bad managers, not organisations". Voluntary turnover is a serious problem for many organisations today. Retention of skilled employees has been a serious challenge to managers and organisations that are faced with increasingly high rates of employee turnover (Samuel and Chimpunza, 2009). There are many reasons why people voluntarily leave organisations (Mitchell, Holtom and Lee, 2001). People with more alternatives are more likely to

leave than people with fewer alternatives (Mitchell, *et al.*, 2001). According to Ongori (2007), strategies to minimise employee turnover include changing policies towards recruitment, selection, induction, training, and job design and wage payment.

Ongori (2007) further posits that the organisation's capacity to engage, retain and optimise the value of its employees hinges on how well jobs are designed, how employees' time is used, and the commitment and support that is shown to employees by the management in order to motivate employees to stay in organisations. Samuel and Chimpunza (2009) noted that Herzberg's motivation theory factors influence the retention of employees. Herzberg talks about two motivational factors, namely hygiene and motivators. They argue that when crafting a retention strategy, an organisation needs to consider them. Organisations should provide employees with training and development; a sense of belonging to the organisation; job security; challenging/interesting work; and freedom for innovative thinking (Samuel and Chimpunza, 2009).

There is no "one-size-fits-all" staff retention strategy, instead for an organisation to carefully craft a retention strategy or policy, it is important to understand the reasons underlying the employee turnover in that particular organisation. This will assist in making sure that an appropriate strategy is formulated to address the causes of employee turnover. However it is very important to ensure that the strategy seeks to create commitment of employees to their organisation by taking into consideration the preferences and motivation of employees.

2.5 Conclusion

From the above review, it has emerged that the reasons for employee turnover come from different factors, both internal and external to the organisation. These can be categorised into four broad factors, namely organisational, social, political and economic. The aim of the study is to

investigate the reasons for the employee turnover, with a particular focus on internal organisational factors. The reason for limiting the scope to organisational factors is because of practical reasons (cost, time and access), and the fact that the organisation has a control over these variable. Nonetheless the study acknowledges the existence and influence but they do not form part of this study. For organisations to retain its employees there is a need to develop strategies that will counter employee turnover, such as ensuring commitment to the organisation by employees, identifying what motivates or de-motivates employees, providing growth opportunities, aligning competences with job requirements and career-pathing. The literature further revealed that without understanding the reasons for turnover, the organisation will not be able to craft a policy or strategy that will meaningfully address the employee turnover.

The theoretical framework developed from the review is that employee turnover is a complex issue which should be viewed from a strategic perspective rather than at operational level. Strategically top management should consider the impact of employee turnover in the organisation, and should commit to the support of the interventions to curb turnover. It should not only be a concern for lower level management. For instance, when turnover is excessive or when it involves valuable performers, it can be a disruptive factor, hindering the organisation's achievement of strategic objectives. It also emerged that in the workplace it is not enough for an employer to only fulfil the duties and obligations placed by the formal written employment contract. There are certain implied obligations that an employer must consider in order to retain talent. If the psychological contract is not fulfilled for both parties there is a strong possibility that an employee might decide to leave the organisation. These are implied obligations, for instance when the employee joins an organisation he or she expects the employer to provide opportunities for training and development, to try and make the job as varied and interesting as possible, whenever possible to try and fill the vacancies from

within the organisation, to ensure that the job provides opportunities to learn new things, and to have some form of work involvement. Thus it does not simply end when an employee is brought into the organisation, but rather the organisation needs to nurture the psychological aspects of the contract in order to deal with turnover.

This chapter discussed the literature reviewed by the researchers on turnover, reasons for turnover, and the retention methods. The following chapter describes the research design and methodology.

CHAPTER THREE

RESEARCH METHODS

3.1 Introduction

The two preceding chapters identified and discussed the problem that formed the basis of this study, and set the parameters for the investigation. This chapter discusses the methodology used to investigate the problem, including the population, the sample size and as well as methods employed in collecting and analysing data.

3.2 Research Methodology

Qualitative methodology was the most appropriate method for this study. The aim of this study is to describe the reasons for employees leaving the employment of the DOL's Labour Relations Programme, to gain some insight from people who have left such employment, and from those who are still employed by the Programme. The method was used to gain insight into people's attitudes, behaviours, concerns and motivations (Neuman, 2003).

Denzin and Lincoln (1994:4) as cited in Welman, Kruger and Michel (2005), argue that the concept qualitative implies an emphasis on processes and meanings that are not rigorously examined, or measured in terms of quantity, amount, intensity or frequency. In other words, the main feature of this method is that the findings are not arrived at by statistical analysis, but commonly obtained from interviews and observations. Terre Blanche Durrheim and Painter (2006), as well as Struwig and Stead (2001), argue that qualitative methodology employs research methods

such as participant observation, archival source analysis, interviews, focus groups, and content analysis.

Most of the studies in the similar field such as “employee retention and turnover: using motivational variables as a panacea” by Samuel and Chipunza,(2009); and “attitudes to job turnover among Finnish anaesthetists” by Lindfors *et al.*,(2009), have used quantitative approach method and the questionnaires as the technique for collecting data. These were appropriate for these studies since the authors wanted to test hypotheses, and attitudes respectively from the chosen participants.

For the purpose of this study, the interview was the only technique used to collect data. The reason for using interviews is because the researcher wanted to understand the characteristics of the turnover, and an interview especially semi-structured allowed the researcher to explain his questions when the respondent were not clear on what is being asked, and also allowed the researcher to probe deeper into the respondent’s answers (Terre Blanche *et al.*, 2006).

Furthermore, an interview was most appropriate for this study because of convenience to the researcher; due to practical reasons (such as cost, time and access). Another technique that would have been appropriate here was exit interviews, but these interviews were not conducted when the employees left the organisation. It was also advantageous in the sense that the researcher had some control over the process.

It would have been difficult to use other techniques, like observation and focus groups, since some of the participants that the researcher was interested in have left the organisation and are working for different organisations, and those that are currently employed in the organisation are working in different sections.

3.3 Population

The study was conducted in the Labour Relations Programme of the National Department of Labour with a staff complement of sixty (60) employees. The sample frame comprised all the current employees and those who have left employment within the Labour Relations Programme in the last five years, and who were on employment levels 5 to 12. Levels 11-12 is Middle Management, levels 8-10 is Junior Management, and levels 5-7 is Administration and Clerical.

3.4 Sample

Sampling is the selection of research participants from an entire population, and involves decisions about which people, settings, events, behaviours, and/or social processes to observe (Terre Blanche *et al.*, 2006).

In non-probability sampling, the probability of any particular member of the population being chosen is known (Struwig and Stead, 2001:110). From the sample frame, a non-probability sampling was used. The reason for choosing a non-probability over a probability sampling is because of the reason advanced by Terre Blanche *et al.*, (2006), who contend that probability sampling is expensive and difficult to obtain.

A convenience sampling technique was used to select participants. Convenience sampling was chosen in line with the argument by Struwig and Stead (2001), who explain that convenience sampling is chosen purely on the basis of availability. Participants in the current study are not easily accessible, especially those who have left the Programme, which further justifies why the researcher used convenience sampling. This also led to the researcher not considering the following elements, namely age,

gender, employment levels, and race. However, employment levels were considered for current staff or employees.

Terre Blanche *et al.*, (2006) maintains that six to eight data sources will often suffice for a homogenous sample, that is, where there is not much variation from the sample. A sample size of ten participants was invited to take part in the study and all of them participated. This included four former employees who have left the programme within the last five years, four current employees within the programme, one employee from those who have requested a transfer from the Labour Relations Programme to other programmes, and a Human Resource Manager.

For current staff members, purposeful sampling method was used, where out of four staff members, one member was from level 13 (Senior manager), 2 members from levels 9-12, and one member from levels 5-7. This is done for the sake of triangulation. The reason for interviewing a member of the management team was to obtain the perspective of management on the issue under study, and to assess the effectiveness of the retention strategy within the Programme.

3.5 Data collection

Interviewing was the only qualitative technique used to collect primary data. Exit interviews are another source that could have been used to obtain secondary data in this type of study, but they were not used as there were no exit interviews conducted when an employee leaves.

Face-to-face semi-structured interviews were used for all participants. The reason for using this kind of interview is because the researcher had a list of themes and questions to be covered (Welman *et al.*, 2005). The interview guide that was used during the interviews is included as Annexure B and C.

A tape recorder was used to ensure accurate transcripts, and permission to use the recorder was obtained from the participants. The questions in the interview guide emanated from the themes developed during the literature review. Furthermore, notes were made of the researcher's feelings and observations during the interviews, as well as any other experiences.

Ten participants were interviewed. Five were current officials, four ex-officials and a Human Resource Manager; they were interviewed by the researcher for between 20 and 30 minutes. All interviews were tape recorded, with the permission of the participants. After the interviews, the recordings were transcribed into a computer file. Care was taken by the researcher to assure the respondents that their identity and the place of work would not be identifiable in any subsequent report. The tapes were destroyed immediately after the final report.

3.6. Data analysis

According to Terre Blanche *et al.*, (2006: 52), the main objective of data analysis is to transform information (data) into a meaningful form, in order to answer the original research question(s). For the purpose of this study, an interpretive analysis approach was used. Terre Blanche, *et al.*, (2006), view interpretive analysis as a 'back-and-forth' movement between the strange and the familiar, as well as other dimensions. What should emerge is a compelling account of the phenomenon being studied, being close enough to the context so that other people familiar with the context would recognise it as true, but far enough away so that it would help them to see the phenomenon from a new perspective.

Data collected and recorded during interviews were transcribed verbatim and analysed against the themes that emerged from the literature review. The identified themes were work climate, job satisfaction, recruitment and

selection, leadership and management style, growth opportunity and career advancement, job design and autonomy. However, other themes emerged during data analysis such as; internal organisational politics and favouritism.

Terre Blanche, *et al.*, (2006), maintain that coding means breaking up the data in analytically relevant ways, whilst Welman (2005) argues that the purpose of coding is to analyse and make sense of the data that have been collected. Information was categorised according to themes and coded for analysis purposes. Once the information was categorised according to themes, these themes were explored closely by the researcher to capture the finer nuances of meanings (Terre Blanche *et al.*, 2006). The final step was the interpretation of the information after it was thoroughly checked to ensure that there were no contradictions.

3.7 Validity and reliability

3.7.1 Validity

Validity refers to the extent to which an instrument measures what it is supposed to measure (Creswell, 1994). In this study the researcher considered three forms of validity: triangulation, researcher effects, and generalisation/external validity, since these were the ones perceived to be more relevant and appropriate for this study.

3.7.1.1 Triangulation

Triangulation refers to the extent to which independent measures confirm or contradict the findings (Struwig and Stead, 2001). The researcher could not utilise the exit interviews which could have been another source of information since these had not been conducted. However, data was gathered from different sources, such as members of the management who were interviewed, as well as supervisors in order to establish different points of view.

3.7.1.2 Researcher effects

Researcher effects refer to the degree to which the researcher is biased in reporting and interpreting the findings (Struwig and Stead, 2001). As stated at the beginning of this research, the fact that the researcher forms part of the management team might have some effect on the responses from participants. This was, however, overcome by the researcher having training in interviewing skills.

3.7.1.3 Generalisability / external validity

Generalisability refers to the degree to which the data can be generalised within a group (internal validity) or to other groups (external validity) (Struwig and Stead, 2001). Due to the limited size of the sample, it will be difficult to generalise the findings of this study to the larger population.

3.7.2 Reliability

Reliability refers to the extent to which the design can yield similar findings when used at a different time or by a different researcher (Leedy and Ormrod, 2001). There are various ways to determine reliability, namely test-retest reliability, parallel-forms reliability, split half reliability, and internal consistency. Out of all these forms of reliability internal consistency was considered and utilised since it was found to be applicable to the study.

3.7.2.1 Test-retest reliability

In this form of reliability, the test is administered twice to the same individuals over a period of time, and if the scores from the two sessions are similar the scores are said to be reliable (Struwig and Stead, 2001).

This form of reliability was not possible for this study, as some of the participants were not available for the second round, and as previously explained, it proved difficult to contact some of the participants.

3.7.2.2 Parallel forms reliability

Parallel forms are two sets of measures created to measure the same construct. These are then administered to the same group on two separate occasions. These measures should be truly equivalent in that they should have the same number of items, the scoring procedure should be exactly the same, and they must be uniform in terms of content and representativeness. The estimate of reliability between these two tests is the correlation between the two forms (Struwig and Stead, 2001). This form of reliability was not assessed in this particular research because the researcher did not develop a parallel form of measurement.

3.7.2.3 Internal consistency reliability

In internal consistency reliability, a single administration of a single form of a measure is administered to a group on one occasion, and then is used to estimate the degree to which items that reflect the same construct give similar results. In this form of reliability testing, the interest is in the consistency of responses to all items in the measure (Struwig and Stead, 2001). Although it was difficult to administer this form of reliability testing, especially in this kind of study, efforts were made to check the consistency of responses to all the items. For instance, a participant would respond to the first question that the reason why she or he left is “I left because there was no growth opportunity, and working conditions were bad”, and if the next response to the question “Would you go back to the organisation given another opportunity”, is “Yes, I would go back” this was considered as not reliable. However, in the study the responses and the findings were found to be reliable.

CHAPTER FOUR

PRESENTATION OF RESEARCH RESULTS

4.1 Introduction

Chapter three discussed the design and methodology of the present study, including the research population, sample size and sampling procedure. This chapter presents the research results of the study. The results are presented below and are categorised under different core questions of the study.

4.2 Presentation of results

The reasons for employee turnover were varied and complex. The researcher was surprised to find a strong commonality between information shared by the participants who have left through resignation or those who took transfer to other sections and those who are still employed in the Programme. The statements below are presented according to the research questions:

4.2.1. What are the reasons for high employee turnover within the Programme?

4.2.1.1 Statements from those who have left the programme included:

“For me I did not see any opportunities, I did not see growth, I have been there for long, so ... I felt I have overstayed my welcome and there was no difference in terms of level and growth, and learning new things.”

“I would say it was for growth purposes ... when you are there at labour relations there are no prospects of growth.... I was

expecting we were going to be involved in collective bargaining issues only to find that we are doing administrative.”

“And also politics (laugh), if you are not someone of somebody, you won’t get a post, uyabo (you see), promotions are as if they are reserved for some people, if you are X or Y if you are painted with a black paint you will remain where you are, you won’t get promoted.”

“The last reason is development as a person because when you are at DoL You are looking forward maybe to become a manager, ... it is a ceiling according to me at the Department.”

“I would say for greener pastures because in the department, it becomes too difficult to get promotions, in a way where people get stuck for a long time, people look for new challenges and money.”

“Another reason can be, huh, our management, our management I think they still, what can I say (gesturing) is so old, using autocratic not participatory style because people that are in management are the people that maybe, did not go to school.”

4.2.1.2 Statements from those who are still within the programme included:

“The management style (laugh), ..., I just want to put it in a very nice word, is not good, really they do not give employees enough support, to do their work ... like in our section, it is possible that the manager can just give work to a new employee, and ...has never been involved or trained.”

“Well, there is that other reason, but because they, I mean I could, I have got some people who left me, they come there with some expectations, that will start maybe with the advert, it is not giving the real picture, when they come here, they find that we do office work, administrative, something that they have never expected, ...and do not participate in bargaining process”

4.2.1.3 Statements from those who took transfers included:

“When I started I thought by that time I would have learnt something,, but if your superiors or people that you report to

do not agree with you, you cannot say that you ... know...I had people who are reporting to me ...(I did not have) confidence .. (that), I know ... (something already finalised), because it had to go to manager... (and she will return it), and that is demoralising ... until 2009 but still I cannot make decisions, I felt like maybe I should go somewhere... (where) I will be recognised and have control."

"So people come here, thinking that they are going to be participating in collective bargaining structures, only to find out that they will be bound to office work 99% of the time, and they find it very boring, submissions and files, and agreements, shifting of papers, it can be very boring then the number of people who have come here only to realise that its not what they came here for, and they then leave."

"Like... what motivated me to leave, the first thing are the responsibilities and the functions (1 minute pause), because when you look at the functions like here, as a practitioner it was mainly more administrative, like when you look at the functions like an agent, you find that you have got more responsibilities."

4.2.1.4 Statements from human resource respondents included:

"I think another reason for people to leave is recruitment and selection, our recruitment and selection procedures need to be jerked up. The main problem starts with recruitment process, where we attract the wrong people into the organisation and obvious they will not last,.....our selection is very poor, the system that we are using is very poor,... the policy state that you have to start internally, especially in the programme labour relations, because employment equity, child labour, its only done here no where else, ...start inside, before you go outside, we check also qualifications."

"Another reason is that there is a retention strategy for the department.....but it is never been properly communicated. Managers within the Department (DOL) might not be aware of this retention strategy because it has never been communicated to them, e.g. no exit interviews conducted when one leaves, that tells you there is not much care..."

4.2.2 What are the motivating factors for those who have not left?

4.2.2.1 Statements from those that are still employed in the Programme included:

"I am trying to move, I am applying outside because (laugh), I do not want to say some difficult things, the reason why I am still here is probably might, because of the kind of the work that I am doing ... it is not marketable, and people out there are not interested."

"Wow, I am an asset (laugh), I have got my personal reasons why I don't want to go, for now I do not want to go for personal reasons but after I have sorted those things I will, but I do apply."

"There is another reason for staying, huh, depending on the age of the person, yah...and I know the market is not likely to absorb me out there, if I leave here I can only go to another department,, it is because of my CV and background."

"besides, the reason why I am here is nothing except for security reasons, I have some responsibilities, in private sector ... they take you out, and it is going to take me time, to find another job because of my experience and qualification."

4.2.3 What can be done to effectively address the situation?

4.2.3.1 Statements from those who are still with the Programme included:

"Since management styles is one of the reasons and I am saying to curb the situation, we should have managers trained, in styles of management, training provisions has, you will find that once people are managers they believe they do not need training, it is subordinates who must be trained."

"first and the foremost ,hey, the very same department that we work for ... is a custodian of the employment equity act, which fosters participative management at workplace level... people at all levels should be given an opportunity to input towards the improvement of the organisation as a whole."

“The second thing is the treatment of people; people should be supported at all costs.”

“You know...what happens you work very hard and somebody shines with your work ...if they can ... try and acknowledge people who are working very hard then, that maybe would be a motivation to retain that skill... if the managers, and, they must loosen up a bit on management style.”

4.2.3.2 Statements from those who left the Programme included:

“I think first and foremost is.. people should be given the opportunity to... input in their work, to be respected as people ,because, obviously what drives the section is not management..., is the very same people who are not happy and leaving.”

“The third thing is the fairness in all aspects, because for me to be promoted I don’t have to... be an ally of somebody, I should be somebody who is capable of doing the work. I should be simple promoted on merit and not on favouritism.”

“I would say change should come from top management, its going to take five or ten years for them to change, the management style should be changed, ... its not good, they are failing the employees, ... do not give them support, and when a person is leaving nobody cares, no exit interview.”

4.2.3.3 Statements from member of management included:

“... look here each directorate should have its own intervention, like in our case, the only intervention ... is training provisions, People are given training on useless stuff, like computer skills which do not add any value in what we are doing and in them. There is absolutely no clear retention strategy at all, I would suggest that managers should be sent for advanced management courses ...conduct exit interviews, ... like when a person is leaving supervisors should understand the reasons why.”

4.2.3.4 Statements from human resource respondents included:

“.. there is Human Resources Development Strategy for 2010/2011 to 2012/2015 ... career management and retention is an issue. The document states talks to these and the initiatives ... involve the provision of bursaries, internship programmes, succession planning, multi-skill, and other management programmes. These initiatives should, however, not be implemented in a structured and coherent fashion. There is therefore a need for the Department to

review the career management and retention policy and also communicate on how to best implement these initiatives.”

“...I am saying to curb the situation, should have managers trained, in styles of management... the style is very hostile towards subordinates, there is no accommodation of employees’ views and concerns, employees are always de-motivated, no team building.”

4.3 Conclusion

This chapter has presented the findings of the study. The findings are only useful insofar as they are discussed and analysed with the aid of the literature reviewed in chapter two. The findings were analysed using a coding system, using the themes developed under the literature and others that emerged during the analysis exercise. The next chapter will discuss and analyse the research results.

CHAPTER FIVE

ANALYSIS OF RESEARCH FINDINGS

5.1 Introduction

The findings presented in the previous chapter are interpreted and discussed in this chapter. The research findings are interpreted and discussed in the light of the literature reviewed in chapter two as well as the aims of the study as articulated in chapter one.

5.2 Discussion

The broad objective of this study as stated at the beginning of the report is to determine the reasons for employee turnover. The findings of the study will assist managers in the formulation of effective retention strategies or policies.

5.2.1 Growth Opportunities and Career Development

Lack of growth opportunities and career advancement was found to have strongly influenced and motivated employees to leave the Programme. Participants found the Programme very limiting in terms of advancing their careers and growth opportunities. They further contended that even if opportunities arise within the Programme, they are not given the opportunity to venture into those areas. For instance, if one is working with one kind of legislation, and has competency as well as interest to work with a different legislation, the management would not permit this; even when an opening becomes available, external applicants would be considered first. This is discouraging to employees as it kills the morale for those who believe that the organisation will reward successful

performance and that they will be promoted to higher positions within the organisation.

The recruitment policy within the Department states that prior to advertising of any vacancy, consideration shall be given to internal employees who have requested a transfer. Management is claiming that employees do not have any competencies to work with other legislation, and some cannot even perform to satisfactory levels, yet request transfers. Participants thus felt like they have reached a plateau in their careers and are no longer learning any new things.

Promotion or lack thereof is one of the factors that are acknowledged as a predictor of employee turnover. Providing employees with internal job opportunities is a means of demonstrating that they can realise their career goals inside rather than outside of the organisation. This is supported by Dibble (1994:124) cited in Naris and Ukpere (2010), who noted that the key contributory factors for employee turnover are a “lack of career opportunities”, “dead-end jobs”, and “no opportunity to move up the hierarchical structure of the organisation”. This is similar to the view of Mano-Negrin (2001) who contends that availability of internal job alternatives provides opportunities for career advancement and deters employees from searching outside their present organisations. Hewitts Associates (2006), and Sherman *et al.*, (2006), cited in Samuel and Chimpunza (2009), also contend that lack of promotion and inadequate training and development opportunities might lead to employees leaving the organisation. The organisational structure should be designed in a way that promotes upward mobility of high performing employees, so that they do not look elsewhere for opportunities.

5.2.2 Leadership and Management Style

The study found leadership and management style as contributing to the decision of employee to leave the Programme. The participants contended that the management within the programme is using a non-participatory style of management. For instance, management and leaders do not involve employees in decision-making, and thus do not recognise the contribution made by the subordinates which leads to employees being demotivated. The lack of supervisory support and lack of recognition can lead to disaffection by employees and contribute to voluntary employee turnover. The findings of the study concur with what Evans and Huxley (2008) noted in their study, that potential leavers cited the standard of management and a serious lack of appreciation, and being taken for granted as the push factors and sources of disaffection to employees. Similary Naris and Ukpere (2010); Abassi and Hollman (2000); Hewitts Associates (2006); and Sherman *et al* (2006), cited in Samuel and Chimpunza (2009), argue that other factors that influence employees' decisions to leave an organisation include poor relationships with seniors and supervisors, poor managerial style, and lack of recognition.

Leadership is about influencing others to pursue a goal; therefore leadership is the manager's task. Workers are only as good as their managers because it is the managers who set the pace, give instructions, train and motivate their subordinates. It then follows that if employees in the Programme are not achieving sufficiently and are not motivated to attain their performance goals, this can be attributed to the quality of supervision and management they have. Mardanov, *et al.*, (2008), argue that supervisory leadership is one of the extrinsic factors that have a significant impact on employees' work attitudes. A leader's positive attitudes toward members improves the attitudes of employees towards their work, their leader, and the organisation. In the Programme, managers

who are also leaders are perceived by participants as not caring about the feelings of subordinates, they are perceived to only focus on performing tasks. Brevis, *et al.*, (1997) refer to this kind of leadership style as task-oriented leader behaviour, in which the leader is concerned primarily with supervision and control, thereby applying pressure on subordinates to perform their tasks. Brewster (2003) calls this kind of leadership style a transactional leadership, meaning that employees will perform work only because they believe they will be rewarded or benefit by such actions.

The manager as a leader needs to inspire subordinates, and focus on utilising the individual team member's abilities, in order to get them to perform at higher level of effectiveness. Brewster (2003) refers to this kind of leadership style as transformational. This style is based on the relationship between the leader and the employees that is inspirational and urges them to new and challenging objectives. It raises the employees' awareness of their need to grow, validates their self-expression, and motivates them to perform at new and higher levels. As a manager it is necessary to be a motivational leader, treat staff well, equip and motivate them. Management should be trained continuously in the modern management styles.

5.2.3 Job Design and Autonomy

The study also found challenging and interesting work to have a significant influence on the employee turnover. The participants indicated a high desirability for their posts to be challenging and that there should be adequate opportunities to learn new tasks and to develop new skills. The problem within the Programme is the way the jobs are designed, which does not allow for flexibility. Employees are performing routine jobs, and are learning nothing new. They found this was affecting their careers and their satisfaction. This concurs with the argument of Grobler and Warnich (2006), that employees performing only a few tasks which must be repeated many times during a work shift will quickly become bored. Once

employees become bored they start to consider leaving their jobs. Employees enjoy tasks that are challenging and work harder where they can show their innovative skills.

The study also established that employees within the Programme complain that the job is limiting when it comes to control and decisions about their jobs. Employees like to take ownership of the job they are performing, and they tend to complain if they have little chance to determine how they perform their jobs, the tools they use or their work procedures. This, according to Grobler and Warnich (2006), has an impact on the employee's satisfaction with his or her work. The lack of personal control creates a lack of interest in the job because there is nothing employees can improve or change.

Managers within the Programme must learn to empower employees, putting them in charge of what they do, and in so doing they will learn to give up control, and employees will learn to take responsibility for their work and make appropriate decisions. Decision-making must be devolved to operating levels where workers are given the freedom to make choices about schedules and procedures and to solve work-related problems. If employee experience is that the job or task is not challenging and that she or he is not given ownership in the task, there are chances that she or he might leave the job. This was confirmed by Mobley (1982), who noted that task repetitiveness and job autonomy are negatively related to turnover. Price (2001) also concurs that if autonomy is reduced and there is task repetitiveness, this will have a negative impact on job satisfaction, and will negatively influence employee turnover.

The designs of the jobs need to be reviewed and in so doing avoid concentrating on one aspect of the job, but consider both the job content and context as they might both contribute to motivating employees. Challenging jobs should be designed in such a way that boredom is

removed as far as possible. Job characteristics should be able to arouse the employee's motivation to take on the job because it is exciting, satisfying, or personally challenging. The key to motivation is to design work in such a way that it becomes a source of pride for workers. This is in accordance with the argument of Herzberg (1954) that motivators are those aspects of the job that make people want to perform and which provide satisfaction.

5.2.4 Internal Organisational Politics

The issues of favouritism and internal organisational politics came out as one of the reasons employees decided to leave the Programme. Participants pointed out that internal organisational politics played a role when it comes to promotion opportunities, resource allocation, conflict resolution, and performance management. They contend that if one is not favoured by organisational politics it is unlikely that the person will progress within the Programme. This motivated them to leave the Programme.

Power and politics exist in all organisations. Ferris, *et al.*, (1989) cited in Vigoda-Gadot (2006: 665), defines organisational politics as "behaviour strategically designed to maximise self-interest and therefore contradict the collective organisational goals or the interest of other individuals". Vigoda-Gadot (2003) cited in Vigoda-Gadot (2006), established that workplace politics was perceived as self-serving behaviour by employees to achieve self-interests, advantages, and benefits at the expense of others and sometimes contrary to the interests of the entire organisation or work unit. This behaviour is associated with manipulation, defamation, subversive behaviour and illegitimate ways of overusing power to attain one's objective (Vigodi-Gadot, 2006). Swanepoel, Erasmus and Schenk (2010: 2) remark that power generally refers to the "ability to control things or the way things happen". Prendergast and Topel (1996) argue that firms

or organisations rely on subjective judgements by supervisors. Subjectivity opens the door to favouritism which is the practice of giving unfair preferential treatment to one person or group at the expense of another (Prendergast and Topel, 1996). At the workplace there are people who are equal and there are those who are more equal than others; in other words even if organisations deny it, politics and favouritism exist. Favouritism is evident in groups rather than in individuals, and members of favourite groups. Favouritism among groups leads to feelings of anger and envy for people who believe they are competent and hard-working.

The practice within the Programme is that employees with authority and power build themselves empires to gain more power and to increase their influence and role inside the organisation, especially with regard to promotions. Some employees who are close to those with power are identified for inclusion in a fast-track programme for promotion, while some employees have been identified as unpromotable, regardless of future job performance. In line with Swanepoel, *et al.*, (2010) people who play organisational power and politics try to gain control over certain resources and develop alliances with others who are powerful to assist them to get what they want.

Employees within the Programme complain that it does not matter whether they perform to the best of their ability, and are qualified and competent, if they are not favoured they will not be promoted. Employees feel bitter about favouritism as it breeds the feeling that it does not matter how one performs on the job; it is about whom one knows, rather than what one does, that determines who receives perks and promotions. The end result is decreased morale which can result in reduced productivity, as employees throw up their hands and take on a "why bother" attitude. Furthermore, this might cause discontent and divisions among fellow employees; and loss of trust in the organisational systems. This is in accordance with the studies of Ferris *et al.*, (1989) cited in Vigoda-Gadot

(2006), who argued that organisational politics are related to leader-member exchange relationship as well as to the efficiency of human resource systems and to decision-making processes. The higher the perception of organisational politics in the eyes of an employee of the organisation, the lower is the employee's level of trust in justice, equity and fairness in the organisation (Vigoda-Gadot, 2006).

Management therefore needs to keep its ear to the ground to detect the organisational politics, carefully review the existing employee development programmes and employment systems as well as culture in the organisation. If these are ignored they may have a negative impact on the performance of the individuals which will impact on the performance of the organisation.

5.2.5 Recruitment and Selection

The study also found that participants were not happy with the way the advertisements are designed; they found them to be misleading when it comes to functions and responsibilities of the jobs. They reported that the functions appeared interesting but in reality it is the opposite. Recruitment is about attracting and acquiring applicants who are available and qualified in the organisation, and selection is about choosing the best suited individual for a particular position (Grobler and Warnich, 2006).

The advertisements within the Programme would refer to collective bargaining, and the duties, responsibilities, and the knowledge required would be described as being at a higher level than the reality. Prospective employees would apply with this in mind but in the course of the selection process would discover that the jobs were administrative functions. This caused a lot of confusion when employees began working, because their job description would be different from what the job incumbent expected.

This is a signal of ineffective recruitment and selection processes, which needs to be evaluated by the management in the Programme.

A job description should cover two perspectives; firstly it should cover the personal specification and secondly job specification. Personal specification like qualifications, experience, and other job special demands like physical demands and unusual hours should be mentioned upfront in the advertisement. This will give the prospective employee the full picture of what to expect in the job. If this is not mentioned in the advertisement the organisation still has an opportunity of explaining during the interview. If a prospective employee is not told beforehand about what is expected of the job incumbent, the applicant might make a wrong decision due to lack of complete information, and this could result in the applicant not being satisfied with the job. Cascio (2010: 221) argues that in order to overcome this, a “realistic job preview” should be conducted before the prospective employee accepts the offer. The “realistic job preview” requires that in addition to talking about the good things a job offers, employers or recruiters must tell applicants about the unpleasant aspects of the job (Cascio, 2010: 221). Furthermore, a job specification should mention the overall purpose of the job, as well as specify what traits, skills and background an individual must have to qualify for the job. This will enable the candidate to make an informed decision about the job offer.

If the job satisfaction and job specification are not given attention, it might create a problem when the employee’s unrealistic positive expectations meet the realistic work situation, and might affect the satisfaction of the employee. This is inline with what Muller-Camen, *et al.*, (2008) refer to as a “psychological contract” which is developed between the employee and the organisation over an extended period of time. It starts with the experiences the candidate has when applying for the job, develops during the recruitment and selection process and continues to be formed during the induction and settling in of an employee.

Recruitment is the first point of contact with the organisation and the impression it makes forms a psychological contract, therefore it should present unfavourable as well as favourable aspects of the job so that expectations are realistic.

5.2.6 Other Reasons

5.2.6.1 Remuneration

Although other reasons were not part of the scope of the study, it is worth mentioning that other factors did not emerge, other than problems associated with remuneration in the Public Service which came out in the current study as one of the reasons that influenced participants to leave the Programme. It is also important to note that this did not come out as “strongly influenced” the participants. It was simply mentioned by some participants in passing. Many people leave because they are offered better salaries or service benefits elsewhere. This accords with what Griffith *et al.*, (2000) cited in Ongori (2007), noted, that pay and pay-related variables have a modest effect on turnover. In their study they concluded that when high performers are insufficiently rewarded, they leave. If the job provides adequate financial incentives, the likelihood of employees leaving the organisation is reduced and vice versa.

The public service is generally perceived as having a remuneration system that is inflexible and not competitive to attract and retain talented staff. The Programme is ignoring the fact that talented employees are leaving the organisation, and they are not making any efforts to counter this. The provisions in Public Service Regulations of 2001 allows departments to raise an employee's salary for purposes of retention, and this is an important tool that could be utilised to retain employees, rather than doing

nothing. This together with other interventions might assist in reducing employee turnover.

5.2.7 Motivational Factors.

When determining why people stay within the Programme, the study revealed that there was nothing incentivising or motivating employees to stay except that this was closely linked to their own motivation and preferences. The study revealed that people stay because they have not found alternative employment and for job security and for personal reasons. The study further established that some employees who are still within the Programme are in the process of serious job searching, but what is hindering them is that their Curriculum Vitae or skills are not marketable. Therefore there is nothing motivating employees within the Programme. They are experiencing difficulty in finding new employment due to their qualifications and experience which is irrelevant to the labour market. This is because they do not have other qualifications needed by the market; and their experience is only related to the Programme. If they had other marketable skills they would have left.

Furthermore, some employees contended that their age does not allow them to change their careers, so they would prefer to remain for security reasons. This accords with what Muller-Camen, *et al.*, (2008: 245), postulated, that “only incompetent staff will set a premium on job security” and the best staff will have good externally marketable skills, and will rapidly be able to find another job. This is also supported by Mitchell, *et al* (2001), who maintains that people with more alternatives are more likely to leave than people with fewer alternatives.

Others mentioned that the reason they want to leave is because they have been disappointed by the organisation and the Programme. When they joined the Department and the Programme they had a list of expectations,

especially when it comes to their careers and personal development. They expected to be at certain levels in their careers by this time and age, but find themselves stagnating at the same levels. That is why they are looking outside the organisation. The more compatible an organisation's goals are to the employee's expectations and personal preferences, and the more the organisation does to motivate the employee and meet these expectations and preferences, the more likely the employee will be to stay. If employees see that the organisation is failing to meet its expectations and they are not motivated they are likely to leave the organisation. This is supported by Muller-Camen's (2008) concept of "psychological contract" which is described as relating to the implied side of the written employment contract. They argue that it is a combination of beliefs, expectations and obligations of both employer and employee. The state of the psychological contract has implications for motivation, performance, attendance and retention. Ongori (2007) posits that the organisation's capacity to engage, retain and optimise the value of its employees hinges on how well jobs are designed, how employees' time is used, and the commitment and support that is shown to employees by the management in order to motivate employees to stay within organisations. If employees discover that the employer or the organisation does not care much about their development they will be bitter and search for employment where their contribution will be valued and their needs considered.

5.3 Conclusion

The chapter discussed and analysed the findings of the research; and it emerged in the discussion that the reasons why employees are leaving the Programme revolves around the themes identified during the literature review such as career and growth opportunities, job design and autonomy, leadership and management style, recruitment and selection. Furthermore, what emerged during analysis of data such as internal organisational politics was that the retention strategy should not only focus

on one theme, but should concentrate on an integrated approach or taking a holistic view in addressing the problem. The next chapter will draw conclusions and present recommendations based on the discussions of the findings.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter reviews the current findings against the purpose and aims of the study as set out in chapter one. It then makes recommendations to managers on how to manage employee turnover.

6.2 Purpose of the Study and Conclusions

The research study was aimed at investigating the reasons for employee turnover within the Labour Relations Programme of the Department of Labour. The research questions and the problem statement formed the basis for the study. The objective of the study was to establish the characteristics of the high level of turnover, and how the problem can be addressed. This was undertaken by formulating questions which were used to gather data. The data was subsequently analysed using the qualitative method of content analysis. Through literature review and the analysis of data content, certain themes emerged to identify relevance to substantiate the research question.

On the basis of the findings, the study identified the reasons for employee turnover. Five themes were identified which are: leadership and management style, growth opportunities and career advancement, job design and job autonomy, recruitment and selection, internal organisational politics. The study also established that there is nothing motivating employees to stay except that they stay because of their personal motivation and preferences.

The findings of the study suggest that in the workplace managers should understand that there are certain variables that influence employees' decision to leave, and the fact that it is not enough to only fulfil the duties and obligations placed by the formal written employment contract. There are certain implied obligations that must be considered in order to retain talent. These include provision of opportunities for growth and career progression, making the job as varied and interesting as possible, trying as much as possible to fill vacancies from within, ensuring that the job provides opportunities to learn new things, having some form of work involvement and control by employees, ensuring that management supports employees in all respects, being open and realistic about the work expectations, and treating employees with respect and dignity. It is therefore important for managers to examine the sources of employee turnover by considering the above variables to enhance the motivation and to fill the gap so that they are in a position to retain employees in their organisation.

Employee turnover is a strategic issue which should be dealt with at the strategic level. This means the issue should not be left to supervisors and middle managers only. It should be escalated to the strategic level, so that it gets support from top management as it affects the organisation's corporate strategy. It also became clear that the themes identified in the study cannot be addressed in isolation, but a holistic approach is required in addressing them.

Despite the fact that the findings of the study are based on the Labour Relations Programme only and did not consider other crucial variables such as labour market forces, or political and economical situations, the message should be clear that these variables should not be underestimated when crafting a retention strategy. For future studies it is recommended that the role played by the market forces in employee turnover should be explored.

6.3 Recommendations to the organisation

Notwithstanding the fact that the Public Service Act of 1994 gives the heads of departments the responsibility of ensuring that human resources are managed effectively, and that departments can deploy and use employees in ways that will improve their chances of keeping them (see sections 3(5) and 7(3) of the Act), the current study has revealed that the organisation does not have an effective retention strategy or policy regarding retention.

The following are recommendations that should be considered as emanating from the findings of the study:

- i. Re-design jobs in a manner that will empower all employees in the Programme. This can be in the form of job enrichment, job rotation and job enlargement. Job enrichment is designing jobs that include a greater variety of work content, which requires a higher level of knowledge and skill, and giving employees more autonomy and responsibility in terms of planning, directing and controlling their own performance. This will assist in providing opportunities for personal growth and meaningful work experience. Employees' should be empowered by putting them in charge of what they do, blurring the roles between managers and workers, by pushing decision-making down to the operating level, where workers are being given the freedom to make choices about schedules and procedures and are able to solve work-related problems. Job enlargement is done by increasing the number of tasks each employee performs, and job rotation by giving employees challenging work by moving them from one job to another. The Programme can reap the benefits of these interventions as employees can learn be multi-skilled and become more versatile.

This can also lead to a more flexible workforce. Another intervention is to introduce Total Quality Management (TQM) within the Programme, which involves reforming the corporate culture, shifting to a total quality and continuous improvement business philosophy that permeates every facet of the organisation. TQM aims at instilling enthusiasm and commitment to doing things right from the top to the bottom of the organisation. Managements' role is to encourage an organisation-wide search for ways to improve the quality and performance of an organisation, a search that involves all company personnel exercising initiative and using their ingenuity.

- ii. Align recruitment and selection strategies with the staff retention strategy. This can be done by ensuring that recruitment strategies are focused on attracting candidates with the right skills, knowledge and attitudes. Line managers and human resource professionals should work together in drafting job profiles in order to ensure the perfect organisational fit. Managers need to gain the commitment of prospective employees to the organisation right from the outset by noting the different perceptions, expectations and needs that prospective employees have. This can be done by making sure that accurate job descriptions are developed which clearly identify the core competences required for the job and marrying the candidate's vocational and job-related needs with the organisation's ability to satisfy them. Furthermore, during the initial interaction between the candidate and the organisation it is important to ask relevant questions which produce positive responses from the candidate, and not be afraid to provide realistic information, whether positive or negative, as this will enhance commitment. Screening all candidates for new positions carefully, and hiring only those who appear to fit with the culture of the organisation will help in making sure that those who are appointed are going to stay.

- iii. Top management needs to change the current unhealthy organisational political dynamics. Politicised dynamics make the internal environment unhealthy in that political in-fighting consumes a great deal of organisational energy and time, often with the result that what is best for the company is neglected in favour of political manoeuvring, which undermines efforts to execute strategy with real proficiency, and frustrates employees who are less political and more inclined to do what is in the organisation's best interests. Top management needs to acknowledge the existence of an informal culture and the damage it can cause in the organisation. They need to identify the facets of the present culture that are dysfunctional and posing obstacles to executing organisational objectives, and clearly define the desired new behaviours and features of the culture that is required in the organisation. They need to make a good case which will convince personnel why the present culture is not acceptable. Top and senior management should not only talk about remodelling the present culture but should give the culture change effort credibility by engaging in a series of actions that employees will see as credible and unmistakably indicative of the seriousness of management's commitment to this new strategic initiative and the associated cultural changes. In short, they must walk the talk in bringing about a different work climate and new ways of operating. Policies and procedures should be revised in ways that will help drive cultural change. All employees should be encouraged to attend culture training programmes to learn more about the new work practices and operating approaches and to better understand the organisational culture behaviours that are expected.
- iv. Provide management from middle to senior levels with training to change and refocus their mindset. This can be done by identifying and sending managers to management advancement programmes

provided by external providers or internal providers via Public Administration and Leadership Management Academy (PALAMA). These courses will provide managers with all the necessary management and leadership skills, theory and best practices on core competencies required to manage the current generation of employees. Furthermore this will teach managers how to motivate and create a culture of ownership where employees feel that they are part of the organisation. Managers can improve on this by creating structures that make employees proud to identify with the organisation. At organisational level, managers should build a respectable corporate culture and image that will position their organisation as an employer of choice where prospective and incumbent employees will be proud to work and build a long-lasting career.

- v. Provide growth opportunities and career-pathing to employees. The Programme must organise career workshops where career planning and development will be discussed in order to meet the specific career needs of individuals and should be specific enough to afford employees flexible job experience. Career-pathing is a process of mapping out a sequence of posts to which an employee can be promoted. Career development is a planned effort to link the employee's career needs with the organisation's workforce requirements as dictated in the organisations strategic direction. Employees are responsible for their own careers; however, managers should assist employees in assessing their own strengths and weaknesses as well as assist in developing career paths. This implies that the organisation should empower employees through effective training and skills development opportunities to assist with career development. Personal Development Plans (PDPs) should be developed jointly between each employee and the manager and should be linked to their

current competencies, performance management outcomes and the organisation's needs. This will assist employees to acquire competencies that will improve their chances and ability to work in other areas or at other levels. The organisation may also develop succession plans for management and non-management positions, by identifying, assessing and developing staff to make sure that they are ready to assume key roles within the Department. Employees may be satisfied with learning a new job that they are interested in even though it may not mean a promotion or a higher salary to them. However, for succession planning to be successful it must have the support and backing of the senior level management.

- vi. Make effective use of exit interviews in order to obtain information about the main reasons why employees are leaving, as this may assist the organisation to identify the problem areas that need urgent management attention. This may be done by gathering and collating the data in a structured manner, aggregating the results for the organisation as a whole, analysing the findings to identify consistent trends, patterns and themes, and then using the results to determine and implement strategies to increase retention and reduce turnover.

6.4 Conclusion

It is clear from the above discussion that the reasons for employee turnover identified under different themes such as career and growth opportunities, job design and autonomy, leadership and management style, recruitment and selection, and internal organisational politics, can be counteracted by undertaking the recommendations discussed in this chapter, which are the following: the Programme will have to

1. Re-design jobs in a manner that will empower all employees in the Programme

2. Align recruitment and selection strategies with staff retention strategy
3. Change the current unhealthy organisational political dynamics
4. Provide management from middle to senior levels with training to change and refocus their mindset.
5. Provide growth opportunities and career-pathing to all employees
6. Make effective use of exit interviews in order to obtain information about the main reasons why employees are leaving. It also emerged that some employees within the Programme are not motivated to stay, and are keen to leave if an opportunity arises.

The key lesson from this exercise is that organisations should be concerned about their employee turnover, and that there is no “one size fits all” strategy, but it is crucial for organisations, in order to have an effective and focussed retention strategy, to first understand the characteristics of the employee turnover before embarking on a retention policy and strategy. This is because employee turnover can take different forms in different environments and industries. For instance, a strategy that is working in one industry cannot necessarily be utilised in another industry, as each industry has its own peculiarities.

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ANNEXURES

Annexure A: Sample of two interviews from ten conducted

Respondent:R

Good morning R, and thanks for agreeing to take part in this research, as you have seen the letter, this research is conducted as a partial fulfilment of my Masters Degree at Witwatersrand. The research topic is based upon finding out what are the reasons for employee turnover within the Chief directorate Labour Relations, with the view in making recommendations that might assist the section in dealing with this. As indicated in the letter a tape recorder is going to be used, and if you are objecting to the use of the tape recorder you are free to indicate that. And if you have any question you are free to raise them.

It is also important to note that your name will not be used as you are requested to remain anonymous and your responses will be recorded at your consent and analysed with others from other participants. If you have any queries concerning the research, please feel free to ask now before we start?

No I am not objecting, you can use it

My entire questions will be based in your opinion, like my first question is, in your opinion how is the employee turnover?

Mhh, as you know this is an issue that is facing the whole Department Of Labour, and the department does not seem to be doing anything about it. Anyway I am also in my way out.

What do you think are/is the reason for people leaving the Programme?

Eh, I would say the first reason is greener pastures because in the Department, it becomes too difficult to get promotions, in a way, where people get stark for a long-time, in one position, for a very long time, so, people would want to apply somewhere else.

Is that the only reason?

Perhaps the kind of work that people do , they are like, to do one thing and it becomes routine, they get bored in doing that kind of job, or work for a long time, people look for new challenges,

As we continue talking you can come up with other reasons that you might think of, in fact the next question is why are you staying not leaving?

I am trying to move, I am applying outside because(laugh), I do not want to say some difficult things, the reason why I am still here is probably might, because of the kind of work that I am doing , with the BCEA, its only done in the department, people outside there are not interested in the BCEA, as it is , they are interested in Labour Relations, Employment Equity, and a combination of those, so with me , experience of BCEA, it becomes difficult to be marketed.

In other words you are trying to leave?

Seriously so

It is because that is when I started with the programme.

What are other reasons in your opinion?

I would say it is lack of career growth within the programme, it is not easy for one to go to other sections, even if you want transfer management would stop you, especially promotions are given to those that are being favoured by the system.

What do you mean?

I mean those that are close to the bosses, they are even given training, to be prepared for promotions, they are sent overseas trips. If you are not part of the group tough luck. People get fed up and discouraged and decide to leave, I am one of those that are not favoured by the system, but I will leave soon, I am getting interview invitations from outside, because they see my potential, that they do not see inside.

What specific suggestion would you give to turn around the situation?

Yhu(Sigh) its going to take five years for the dept to change , 5 or maybe to 10 years actually, the reason being, I would say top management, I don't want to hey, they are failing the employees in the department , in a sense that, they do not motivate employees to become energetic in what the are doing , they are subjective, when it comes to performance assessment, I don't know, I don't know, really, it would need a serious work to be done to improve the situation in the department.

You mean the Department or the Programme?

The Programme, yah the programme as a whole, I don't know

Are these the only things you would suggest, because you talked about management?

The management style(laugh), the management style, I just want to put it in a very nice word, its not good, really they do not give employees enough support, to do their work in such a way that, sometimes, you might find there is a new employee, I will refer to an example in our section, it is possible that the manager can just give work to a new employee, and say please run with this project and that employee has never been involved in a project, she or he does not know where to start and where to end, and at the end, they would call you for a meeting and say you are failing here, here and there, why they did not give you moral support or training, for you to be able to do that kind of work ,I would say they set you for failure, and that's what they do , and they like most.

Would you advise or recommend someone else to work or come and work in your section?

If that person wants to get stress, yah they can come, if you want to be admitted in Vista hospital, we have a lot of alcoholics who get admitted due to pressure

Respondent x

Good day X (Pseudo name) and I hope I have not taken you out of your schedule, firstly let me thank you for honouring the time as you have seen in the letter I am a master's student at the Graduate School of Public and Development (University of Witwatersrand). As part of the requirement of the degree I am required to submit a research report. I am conducting a research on employee turnover within the Labour Relations Programme with the aim of fulfilling this requirement.

It is also important to note that your name will not be used as you are requested to remain anonymous and your responses will be recorded at your consent and analysed together with others from other participants. If you have any queries concerning the research, please feel free to ask now before we start?

No questions at the moment, but as we progress may be I will ask them.

You can ask at any time even after the interview you are also welcome.

The questions I am going to ask are all based on your opinion and the first question is in your opinion what do you think is the reason for employee turnover in Labour Relations Programme?

According to my knowledge, and my position as one of the employee in the directorate, think most of the people are unhappy with the way the section programme and directorate is being, managed, the problem lies with the director executive manager of the programme who is, heh, mistreating people ,who does not respect people who seems to have his own people whom he likes, heh, where it creates that you must be a sweet baby to be favoured and get opportunities in the programme, overall is the unhappiness in the programme that makes people leave. They are not happy with the environment in which they are working.

You mentioned the way the programme is managed can you expand.

Management style, according to today's environment you would want a flexible management style, where people are given an opportunity to grow, people are given an opportunity to input, where people are consulted about issues, where people are consulted about change, and but then when you find an environment where people are, just things, all the things are shoved in peoples stomachs, to say take it or leave it where the manager act in a very authoritarian manner. That would obviously makes people unhappy, because people have got inputs they want to make, people would prefer a participative management style.

What makes you to stay in the programme?

No, Actually I am not actual staying, I am one of those who would love to leave and this will probable happen maybe or so, I am not happy as well I am part of that collective, or rather almost the whole directorate seems to have places that are not unhappy

Why are you still here, staying?

Yah I am staying because I have not find something, opportunity but I bet you the minute I get one I will be out of this place, and I think I have been one of the victims of the management, because I have been denied an opportunity to grow at some point, and in the programme they have a style of bad mouthing other people. Bolts and nuts of the department

When did you start to be unhappy?

Mhh, long time

What suggestions would you give to management to improve the situation?

I think first and foremost is for ,people should be given the opportunity, to have the input in their work, to be respected as people ,because, obviously what drives the section is not a person who is causing the

problem here, is the very same people who are not happy so first and the foremost ,heh, the very same department that we work for , especially a section is a custodian of employment equity act , which fosters, participative management at workplace level, first and foremost that is what should be practiced, people at all levels should be given an opportunity to input towards their work and improvement of the organisation as a whole

The second thing is the treatment of people, people should be supported.

What do you mean by support, in which way?

I mean people should be supported by their supervisors when doing their work. They must be trained and motivated by their managers to do their work.

The third thing is the fairness in all aspects, because for me to be promoted I don't have to, to be an ally of somebody, I should be somebody who is capable of doing their work. I should be simple be promoted on merit and not on favouritism.

Well Here you would probable mostly not promoted on merit, you promoted on having a good ear that you do not disagree with the manager if you disagree you will be sanctioned you will never get any where,(silence) that's how it works.

I remember at the office where I used to work we use to be consulted about budgetary requirements and say what would you need ,or how much would you require, or what are those things that would be required at the next financial year, before were request the budget, but in this section, that is not happening no consultation

Would you recommend a anyone to come and work here,

in this section?

Yah,

Definitely not

Why

Because people need joy at work and happiness, people spent the major part, most of their time at work so, they should be happy, so for people not happy its no healthy and its not safe, so I would not encourage any one to come currently with the management in particular, not talking about other people, I would not encourage people to come and work here. Even now

of course if people currently had opportunities, everybody would be gone by now

Annexure B: Interview guide for current staff members

In your opinion how is the employee turnover within the programme?

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In your opinion what is the reason/s for employee turnover in the Labour Relations Programme?

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What makes you stay in the Labour Relations Programme?

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In your opinion what would assist the Programme to deal with employee turnover?

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Annexure C: Interview guide for former staff members

What motivated you to leave the Labour Relations Programme?

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Would you recommend someone to go and work in Labour Relations Programme? Please support your answer.

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In your opinion what would assist the Programme in dealing with employee turnover?

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