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THE TURNOVER OF SENIOR MANAGERS, OFFICE OF THE PREMIER, EASTERN CAPE

BY

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A Research Report submitted to the Faculty of Law, Commerce & Management, University of the Witwatersrand, in Partial Fulfilment of the Requirements for the Degree of Masters in Management (in the Field of Public and Development Management)

DECEMBER 2012

DECLARATION

I declare that this research is my own unaided work. It is submitted in partial fulfilment of the degree of Master of Management in the field of Public and Development Management at the University of Witwatersrand, Johannesburg. It has not been submitted before for any other degree or examination in any other university.

_____

Mzukisi Ndara

18th December, 2012

DEDICATION

This report is a tribute to the memory of my father, the late Reverend St. John Page Tozamile Ndara, on whose footsteps I have followed in pursuing postgraduate studies.

It was also inspired in no small way, by my mother, Princess Nomfundo Ndara, whose sheer love for education motivated me to walk this journey and see it through to completion. *Enkosi Mahlanga.*

I dedicate this achievement to my wife, Unathi for her unwavering support and sacrifice and to my children Mtunzi and Mihlali, who served as constant reminders of the possibilities, the future holds, this certainly carried me through.

I also wish to recognize my siblings, Mtwakazi, Vatiswa and Sipho who was a pillar of strength in many ways throughout this endeavour.

This is for *uTat'omkhulu uNarolithi* and the Ndara family at large, may the "Sukude brand" grow from strength to strength.

Lastly I wish to thank our Almighty Father, for giving me strength and resilience to complete this project.

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- The senior managers who afforded me their time and in so doing made this study possible, I am indebted to you for your generosity. This is your product.

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- Finally I wish to thank the Office of the Premier, Eastern Cape for making it all possible by meeting all the financial obligations for the programme.

ABSTRACT

Employee turnover is a widely researched area as it has the potential to undermine the ability of organizations to perform optimally. Globally studies undertaken on employee turnover have tended to concentrate on the private sector, but government and other public sector institutions are not immune to this phenomenon. In 2004 the Public Service Commission compiled a report titled the Causes and Effects of Mobility in the Senior Management Service (SMS) and amongst Professional Staff in the Public Service.

In the last five years (2007-2012), 31 senior managers have tendered their resignations at the Office of the Premier (OTP), Eastern Cape (EC). The aim of this research was to investigate the underlying reasons for the high level of turnover in the senior managerial ranks at the OTP, Eastern Cape. The research was qualitative. The literature review discussed sources of employee turnover, conceptual models and theories, retention strategies in the public and private sector. Secondary data was examined and interviews were conducted with senior managers who had resigned from the OTP between 2007 and 2012.

In the research findings, the respondents reflected the OTP EC as an organization that, is beset with considerable leadership deficiencies, human resource management malpractices and lack of employee engagement, as underlying factors contributing to the turnover of senior managers at the OTP. Key recommendations and actions are proposed in response to the study's findings.

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LIST OF ABBREVIATIONS

APP	Annual Performance Plan
AGR	Department of Agriculture
CIDE	Cambridge International Dictionary of English
CIPD	Chartered Institute of Personnel and Development
DDG	Deputy Director General
DG	Director General
DHA	Department of Home Affairs
DPSA	Department of Public Service and Administration
EC	Eastern Cape
ECPA	Eastern Cape Provincial Administration
EDU	Department of Education
GHS	General Household Survey
GP	Gauteng Province
HR	Human Resource
KPA	Key Performance Area
MTEF	Medium Term Expenditure Framework
OTP	Office of the Premier
PSC	Public Service Commission
SM	Senior Manager
SMS	Senior Management Service
WC	Western Cape

CHAPTER ONE
INTRODUCTION

1.1 Introduction

This study investigates some of the reasons behind the high level of employee turnover in the senior managerial ranks, at the Office of the Premier (OTP) Eastern Cape (EC). The turnover of senior managers at the OTP appears to be consistently higher than other departments in the Eastern Cape, as well as Offices of the Premier in other provinces (see Table 2, p. 21). According to the OTP appointment and termination of service database from April 2007 to March 2012, the OTP made 24 appointments at senior management level (SMS) and in the same period lost 31 senior managers through either resignations or voluntary transfers. This will invariably weaken and inhibit its ability to coordinate and monitor effectively the functions of the provincial administration and its departments.

According to Sangweni (2008:vi), one of the key challenges of the South African Public Service is to recruit, develop and retain competent leaders and managers. They have the responsibility of transforming the strategic vision, goals, and objectives of government into effective service delivery. Machete (2011:i) writes, *"retention of personnel should form and remain part of the core business of all government institutions which intend to remain competitive in the world where swords of war on talent continue to erode the public sector"*.

In a foreword to the Eastern Cape Provincial Attraction and Retention Strategy Framework, Muthwa (2009:3) concurs, asserting that *"retaining top talent has become a global challenge in the world economy characterised by highly mobile workers, unprecedented shortage of skills, and continuous war for talent."* Serious skills shortages in the public service prompted government in 2002 to adopt a *Scarce Skills Development Strategy for the Public Service* that called for a renewed focus on staff retention.

Muthwa (2009:2) further mentions that the first phase of developing an attraction and retention strategy involves undertaking an employee satisfaction survey to identify key areas of concern. Although information is obtained from past rather than current

employees, the focus of this report is the investigation and interrogation of factors that may have contributed to the high turnover of senior managers at the OTP in the Eastern Cape between April, 2007 and March, 2012.

1.2. Background

1.2.1 Provincial – Geographic Context

In locating the context of this report, this section provides an overview of the Eastern Cape geographical outline. According to Statistics South Africa 2009, the Eastern Cape has a share of 13, 5% of the total population with 6 743 800 inhabitants. Large parts of the Eastern Cape are made up of former homelands - Transkei and Ciskei. "Current high poverty and unemployment rates in this province may be linked directly to the historical economic neglect of these areas," (Pauw, 2005).

The Eastern Cape is divided into seven district municipalities. The Nelson Mandela municipal district (greater Port Elizabeth) and Buffalo City (East London) are classified as metropolitan areas. The remaining district municipalities are Cacadu, Chris Hani, Ukhahlamba, Alfred Nzo, O.R. Tambo, and Amathole. Both East London and King Williams' Town (Bhisho), the capital of the Eastern Cape, fall under the Amathole district. The largest in terms of population size is O.R. Tambo district followed by Amathole, collectively having 58,5% of the population (Stats South Africa, 2009).

The challenges of public sector transformation in the Eastern Cape must be understood in the context of a province that has a history of serious socio-economic challenges. The Eastern Cape, with a population of over six million people, is the third most populous province after KwaZulu-Natal and Gauteng and has the highest concentration of around 65% of people living in poverty (Stats South Africa, 2009).

1.2.2 Situational Analysis of the Province

The Eastern Cape economy is characterised by extreme levels of uneven development. In setting the tone for the strategic overview, the 2012/13 OTP Annual Performance Plan (APP) reads *"critical to the transformation agenda is to evolve a public service that is representative, transparent, effective, efficient, accountable,*

and responsive to the needs of the people. Whilst significant progress has been made in the previous Medium Term Expenditure Framework (MTEF) cycle to gear the provincial administration up for accelerated service delivery, a lot still needs to be done" (OTP APP, 2012:3). This narrative underscores the socio-economic challenges confronted by the Eastern Cape province and in the process highlights the need for resolute, professional and capacitated leadership to navigate the province out of this situation characterized by abject poverty.

The Eastern Cape has the highest net migration outflow (211 600 people) in the country. The character of people (skilled, entrepreneurs, investors or energetic youth) leaving the province is a major concern for policy-makers. Policy interventions aimed at retaining skilled people in the province should be formulated and implemented without delay (OTP APP, 2012:3). This therefore implies that the need for transformation of the state to fulfil the promise of service delivery remains paramount. It is in this context that the study delves into factors that may have contributed to the turnover of senior managers at OTP and its potentially negative effect for the OTP and by extension, the province at large.

1.3 Mandate and Structure of the OTP

1.3.1 Mandate of the OTP

The vision of the OTP is *"to be a leader in excellence at the centre of a coherent, pro-poor provincial administration."* The mission is *"ensuring responsive, integrated, and sustainable service delivery to all in the Eastern Cape through strategic leadership, critical interventions and coordinated effective provincial governance,"* (OTP Annual Report, 2009/10: 6).

The Premier is the executive head of government in the province. OTPs are established in response to Section 125 (2) of the Constitution where the roles of Premiers are identified. These roles cover implementing provincial and national legislation, developing and implementing provincial policy, coordinating the functions of the provincial administration and its departments, and finally, preparing, initiating and administering provincial legislation. (OTP Annual Report, 2009:6).

The OTP as indicated above, coordinates the administration of the province. It oversees the work of 13 provincial departments, six district municipalities, two metropolitan municipalities and 45 local municipalities. The OTP is therefore the nerve-centre of provincial administration and the entry point for national and international liaison.

According to the Annual Performance Plan (2011/12: 2), the OTP plays a critical role in leading and coordinating the implementation of the collective programme of provincial government. In view of this role, it is incumbent on the OTP to recruit and retain the best talent the market has to offer in order to realize its mandate as the nerve centre of government in the province.

1.3.2 Structure of the OTP

Under the leadership of the Director General, the OTP is divided into four branches led by Deputy Director Generals. The purpose of each of these programmes is outlined below:

i) Programme 1: Corporate and Operations Support is responsible for "rendering effective and efficient corporate, strategic and operations support to facilitate the achievement of the mandate of the OTP" (OTP APP, 2012:10).

ii) Programme 2: Executive Support Services "provides efficient and effective executive support to the Premier, Executive Council, the OTP and other structures of the provincial government" (OTP APP, 2012:66).

iii) Programme 3: Institutional Development and Support "provides institutional development and organisational support services to ensure that the provincial government has sufficient capacity to effectively and efficiently deliver on its mandate" (OTP APP, 2012:114).

iv) Programme 4: is responsible for "monitoring and reporting on the overall performance of provincial government, service delivery intervention programmes across the province, as well as overseeing policy development, provincial planning and research" (OTP APP, 2012:37). The programmes are structured as follows:

Table 1: OTP Programmes and Sub-programmes

Programme	Sub-programme
1. Corporate and Operations Support	1.1 Premier's Core Staff 1.2 Director-General's Office 1.2.1 Anti-Corruption and Security Management 1.2.2 Internal Audit Services 1.2.3 Risk Management Services 1.3. Office of the Deputy Director General 1.3.1 Financial Management 1.3.2 Supply Chain Management 1.3.3 Strategic and Operational Support 1.3.4 Human Resources Management
2. Executive Support Services	2.1 Deputy Director-General 2.2 Intergovernmental and Stakeholder Relations 2.3 Shared Legal Services 2.4 Cabinet Secretariat & Protocol Services 2.5 Provincial Communication
3. Institutional Development and Organisational Support	1.1 Provincial ICT 1.2 Human Capital and Talent Management Support Services 1.3 Institutional Support Services 1.4 Human Resource Development Support
4. Policy Coordination, Performance Monitoring and Evaluation	3.1 Deputy Director-General 3.2 Performance Monitoring and Evaluations 3.3 Service Delivery Intervention & Coordination Support 3.4 Policy, Planning & Research Coordination

Sourced from the 2012/13 OTP Annual Performance Plan (OTP APP, 2012:9)

1.4 Research Background

1.4.1 The Public Service Manager in South Africa

The composition of senior managers in South African public sector organisations has undergone a transformational shift in the post-apartheid era with the employment and recruitment of employees from diverse backgrounds. The government's efforts since 1994 in the transformation of human resource and labour legislation policies and strategies, have shifted from a process-driven public service approach to a people-centred approach (Govender, 2009:2). The challenge for the public service is to recruit, develop, and retain competent leaders and managers and to reward them for good performance, thus recognising excellence and innovation. *"Public service managers shoulder an important task of transforming the strategic vision, goals and objectives of government into effective service delivery"* (Sangweni, 2008: vi).

1.4.2 Establishment of the Senior Management Service (SMS)

Since the advent of democracy in 1994, the South African government has had to shoulder the responsibility of transforming the public service to ensure it is consistent and aligned to the vision and ethos of the country as enshrined in the Constitution. With respect to public service, a number of policies were introduced and laws enacted to help shape an administration that will be responsive to the needs of citizens. These are *inter alia* the Constitution of South Africa (1996) – the supreme law of the land, the Public Service Act of 1994, The White Paper on Human Resource Management (1997), and the Public Service Regulations of 2001.

In 2000, the Department of Public Service and Administration (DPSA) commissioned a report on the establishment of a senior cadre of public servants. The report recommended the establishment of a Senior Management Service (SMS) incorporating managers between the ranks of Director (Level 13) and Director-General (Level 16) with a flexible remuneration system and a competency-based management framework (DPSA, 2007:23). This SMS programme was therefore developed out of the recognition of the critical role that management plays in the effective and efficient functioning of the public service.

The main objective of this recommendation was to improve the ability of the public service to recruit and retain quality managers. The SMS programme was put in place in order to create a mobile and flexible public service-wide pool of scarce resources for utilisation throughout the public service (Sangweni, 2008A: 7). In her foreword, in the SMS handbook, Fraser-Moleketi, (2003:i) advocates for the introduction of SMS, *"the modern public service requires leaders with an array of skills, both hard and soft, in order to manage competing policy priorities and mandates in complex organisational environments" .*

1.4.3 Mobility amongst Senior Management Service

In 2004, the Public Service Commission (PSC) released a report on the *Causes and Effects of Mobility amongst Senior Management Service and Professional staff in the public service.* The aim of the report was three-pronged and was set to analyse the causes and effects in the aforementioned categories, to recommend preventative measures, and to develop a best practice model within the public service sector (PSC Report, 2004:v). This report claims that nationally, the greatest mobility of 68% was at the managerial level, with a 4% mobility at the professional level. This picture is in contrast with the provincial level where the mobility for managers is 13% whilst that of professionals is 49%.

A distinction needs to be made, however, between mobility and turnover, because even though there is a relationship, they are two different concepts. One of the key findings of the PSC report include the introduction of the SMS programme as a successful retention tool that includes recognition of specialized and scarce skills. The report also highlighted issues of job security, career planning, receptiveness to innovation and creation of an open organizational culture and climate (PSC, 2004: vii).

In addition, the PSC study cited better and higher positions as the main causes for mobility in the public sector. The main recommendations included a better understanding of the notion of mobility, targeted recruitment, development of retention strategies to address this issue, reimaging of the public service, meeting of training needs, and retention tools designed to meet employee needs (PSC, 2004: viii-ix).

1.4.4 Illustration of the turnover at OTP, Eastern Cape

The table and graph below illustrate the higher turnover at OTP, Eastern Cape compared to OTPs (Gauteng and Western Cape) and departments of Agriculture and Education in the province. The departments and OTPs presented here were chosen only on the basis that the researcher was able to source figures for the years (2007-2012) as presented, whereas information was not available for the those departments not listed below.

Table 2: Comparative Table of Appointments and Voluntary Turnover at SMS Level

Year	OTP (EC) Appnts	OTP (EC) V.Turno	OTP (WC) Appnts	OTP (WC) V. Turno	OTP (GP) Appnts	OTP (GP) V.Turno	AGR (EC) Appnts	AGR (EC) V.Turno	EDU (EC) Appnts	EDU (EC) V.Turno
2007/08	3	**1**	3	**7**	0	**2**	1	**2**	0	**6**
2008/09	4	**7**	4	**2**	0	**1**	10	**3**	1	**2**
2009/10	6	**9**	6	**7**	0	**0**	13	**1**	0	**2**
2010/11	5	**6**	12	**2**	0	**0**	7	**4**	0	**2**
2011/12	6	**8**	5	**2**	3	**1**	4	**2**	3	**3**
Total	24	**31**	30	**20**	3	**4**	35	**12**	4	**15**

Figures sourced from respective Annual Reports, and the Persal Database Systems

*** OTP = Office of the Premier; EC = Eastern Cape; WC = Western Cape; GP = Gauteng Province**

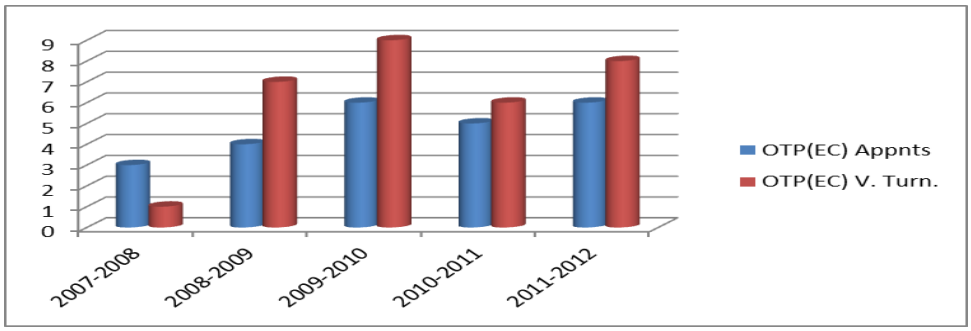
*** AGR = Department of Agriculture (Now Rural Development and Agrarian Reform); EDU = Education (EC)**

*** Appnts = Appointments and V.Turno. = Voluntary Turnover.**

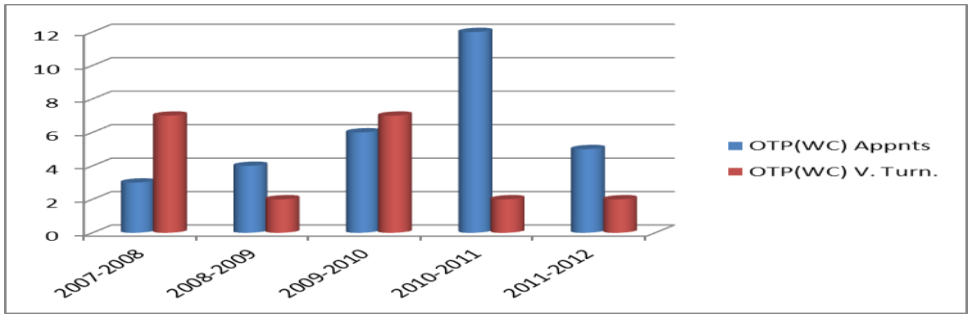
*** 2011/12 figures are drawn from provisional figures and are subject to confirmation of Annual Report figures.**

The graphs below illustrate better the comparative turnover figures of OTP (EC), OTP (WC), OTP (GP) and the EC departments of Agriculture and Education. The graphs clearly depict the OTP (EC) and EDU (EC) as the only institutions where the brown bar (representing turnover) is consistently higher than the blue for appointments, however the OTP (EC) stands out with a total figure of 31 senior managers who have left in the period under review, as against 15 from EDU (EC).

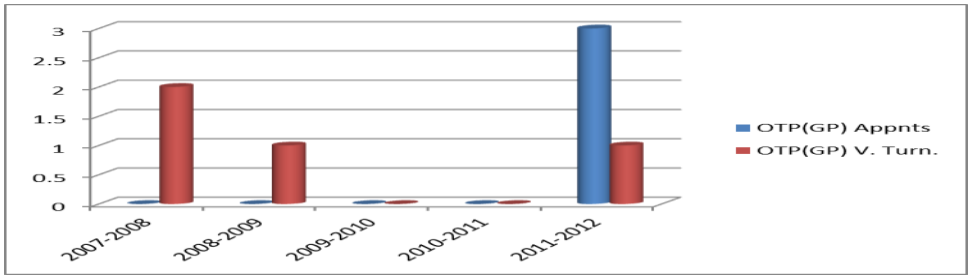
Comparative Graphs of Appointments and Voluntary Turnover (SMS Level)



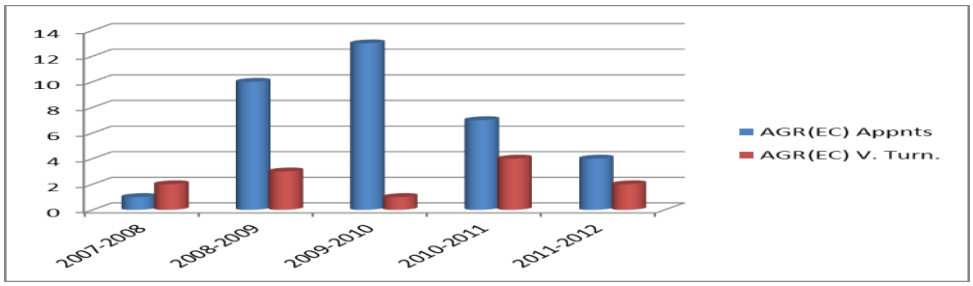
Graph 1: OTP(EC) Appointments and Voluntary Turnover (SMS)



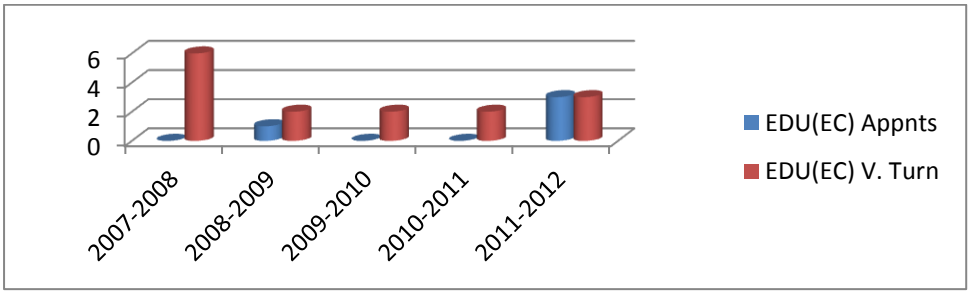
Graph 2: OTP(WC) Appointments and Voluntary Turnover (SMS)



Graph 3: OTP(GP) Appointments and Voluntary Turnover (SMS)



Graph 4: AGR(EC) Appointments and Voluntary Turnover (SMS)



Graph 5: EDU(EC) Appointments and Voluntary Turnover (SMS)

1.5 Problem Statement

The turnover of senior managers at the OTP appears to be consistently higher than other departments in the Eastern Cape, as well as Offices of the Premier in other provinces (see Table 2, p. 21). In 2006 the OTP developed an attraction and retention strategy for the ECPA; this was in response to *"concerns about the high levels of staff turnover within the senior management ranks of the provincial administration,"* (Muthwa, 2009:1).

Notwithstanding a number of policy interventions, regulations and strategies by national, and provincial governments to retain employees, the OTP continues to experience a relatively high turnover of senior managers (see table 2, p. 21). According to the OTP appointment and termination of service database from 2007 to 2012, the OTP made 24 appointments at senior management level and in the same period lost 31 senior managers through either resignations or voluntary transfers.

1.6 Purpose Statement

The purpose of this research was to investigate factors that may have contributed to the turnover of senior managers at the OTP from the period 2007/08 financial year through to 2011/12 financial year. The study will help to establish the underlying causes of the relatively high turnover of senior managers at OTP with a view to propose remedial steps. The findings will also provide insight and contribute to the body of knowledge on the turnover of senior managers in the public sector.

The report will also assist in strengthening the implementation of attraction and retention policies through making appropriate recommendations. It will also serve as a basis for further enquiry on turnover patterns in the public sector, as well as a guide for those public sector institutions experiencing high employee turnover. The study will be targeting the OTP given that it is the nerve centre of government in the Eastern Cape.

1.7 Significance of the Study

This study will scrutinise the underlying causes of the voluntary turnover of senior managers from the OTP. Findings from this investigation will contribute constructively to the OTP, the national and provincial government's vision in the development of attraction and retention policies and strategies targeting the SMS. The study may also serve as a reference document for other government institutions especially in the Eastern Cape, who may experience a similar turnover rate in this category of employees.

1.8 Research Question(s)

This study's primary research question is:

- What are the factors that contribute to the turnover of Senior Managers at the Office of the Premier?

The secondary research question is:

- What can be done to help retain senior managers?

1.9 Structure of the Report

Chapter One provides the basis and the rationale for the study. It presents the research background and context, problem statement, research questions, and the study's significance with respect to voluntary turnover of senior managers at OTP and other government institutions.

Chapter Two presents literature on turnover, attendant implications for organizations, in the private and the public sector in South Africa and globally. It also looks briefly at the theoretical framework and retention management.

In Chapter Three the research methodology is unpacked. The report explains and justifies the research approach, interrogates the tools and techniques employed to address the problem statement.

Chapter Four presents the research findings.

Chapter Five interprets the findings drawing synergies with the existing body of knowledge discussed in Chapter Two.

Chapter Six concludes by synthesizing the analysis lifting the core issues emerging from the data presentation and analysis. Recommendations are then made on how the OTP may respond and posture to address the turnover of senior managers. It ends with the presentation of possible avenues for future research to complement this study.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Neuman (2011:11) maintains that literature review is based on the assumption that knowledge accumulates and that people learn from and build on what others have done. Researchers read published studies in order to compare, replicate or criticize them for weaknesses. These studies also provide a research framework for researchers.

This first part of the literature review in this report presents the theoretical framework that provides the basis and parameters to anchor this study. The second part presents and discusses contributory factors and retention strategies to mitigate the turnover of employees in both the private and the public sector.

2.2 Overview of the Theoretical Framework

Neuman (2011:74) explains theoretical framework to be *"more than a formal or substantive theory and it includes many specific formal and substantive theories that may share basic assumptions and general concepts in common".* Steers & Porter (1991:577) suggest that the central purpose of any theory is *"to organize in a meaningful fashion the major sets of variables associated with the topic under study".* The test and usefulness of a theory or model is the extent to which it can account for a wide diversity of variables, whilst at the same time, integrating them succinctly into a cohesive unifying framework (Steers & Porter, 1991:577).

Lehmann, Dieleman and Martineau (2008:3) posit that *"there are many different theories and models coming from different disciplines which attempt to categorise and explain the factors impacting on workforce mobility".* It is against this background that this study will consider some of these theories and models in locating and explaining the turnover of senior managers at OTP in the aforementioned period and possible retention strategies.

2.3. Definition of Turnover

"The turnover act – the leaving of an organization – is a time specific event marked by physical separation from the organization," (Mobley, 1982:111). Definitions of turnover vary, depending on the context and the school of thought employed.

The Cambridge International Dictionary of English (CIDE) defines turnover of staff as *"the rate at which employees leave a company and are replaced by new people."* (1998:1571). The Chartered Institute of Personnel and Development's (CIPD, 2007:1) definition is the "*ratio comparison of the number of employees an organisation must replace in a given time period to the average number of total employees".* Abassi and Hollman (2000:335) on the other hand, provide a definition that goes beyond one organization, as the *"rotation of employees around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment."*

The term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason (Ongori, 2007:49). According to Phillips and Connell (2003:24), for many organizations, turnover is voluntary (includes withdrawals out of volition), for others, it results from resignations and terminations based on unsatisfactory performance (involuntary). This study will be concerned with the former.

2.4 Discussion on Turnover

2.4.1 Background

Whilst Sowdiah (2006:5) and Ongori (2007:049) concur that employee turnover is a much studied phenomenon, there is no standard or uniform reason why people leave organizations. Ongori (2007:049) contends that although there is no standard framework to understand employee turnover process as a whole, a wide range of factors have been found useful in interpreting the phenomenon. Some of these factors will be presented later in this section.

Turnover is prevalent in every type and size of organization and at every organizational level. It is “one of the most significant causes of declining productivity and sagging morale in both the public and private sectors” (Abassi & Hollman, 2000:333). It is in this vein that Ongori (2007:51) recognized therefore, the need to develop a fuller understanding of the employee turnover, in particular its determinants, effects and strategies that managers can put in place to minimize turnover. It is also in this context that the researcher delves into this area of inquiry with respect to the Office of the Premier, albeit with specific focus on the senior manager level in the organization.

Turnover is also very costly for organizations (Watrous, Huffman and Pritchard, 2006:104), and because of this, it is a well researched area that has been of major interest in organizational behaviour (Staw, 1980:253). However, Mobley (1982:112) and Staw (1980:270) have also cautioned against turnover research concentrating disproportionately on the negative consequences at the expense of potentially positive outcomes of the same process.

Whilst the body of literature over time, has developed varied definitions of turnover, this study will use the Cambridge International Dictionary of English’s definition, the rate at which employees leave a company and the attendant causes. This research concentrates on the experiences of senior managers, who out of their own accord sever ties with the Office of the Premier, in other words, effect voluntary turnover.

2.4.2 Types of Turnover

What is not in dispute in the literature, is that voluntary turnover incurs significant cost both in terms of direct costs (replacement, recruitment and selection, temporary staff, management time), and also (and perhaps more significantly) in terms of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organisational memory) and the loss of social capital (Dess & Shaw, 2001: 447).

There are different types of turnover and they may affect performance in an organization differently. Beyond being voluntary or involuntary, turnover may also be either functional (e.g. the loss of a low performing employee) or dysfunctional (e.g. the loss of a high performing employee) (Dalton & Tudor, 1979: 225). The functional and dysfunctional turnovers will obviously have a beneficial or an adverse impact respectively on the performance and morale of the affected organization.

According to Swanepoel (2008:13), the causes and processes leading up to turnover can be summarized into two main schools of thought, namely economic and psychological. These schools present different areas of emphasis as the main causes of turnover. The economic school emphasizes market forces such as skills scarcity, supply and demand, and opportunity, whilst the psychological school highlights individual decision making, organization and cultural responsibility, job fit, job satisfaction and commitment as the main causes of turnover (Swanepoel, 2008:13).

2.4.3 Models and Theories

In 1977, Mobley established the relationship of job satisfaction with turnover. Mobley (1982:111) contends that a number of authors have developed conceptual models of turnover as a process. The author further states that a high proportion of empirical research has focused on demographic variables and job satisfaction as correlates of turnover (Mobley, 1982: 111).

In 1995, a meta-analysis of some 800 turnover studies was conducted by Hom and Griffeth, which was later updated (Griffeth, Hom & Gaetner, 2000:466). Their analysis confirmed established findings on the causes of turnover. These include job satisfaction, organisational commitment, comparison of alternatives and intention to quit. Similarly In 2008 Rahman, Naqvi and Ramay conducted a study in Pakistan and found association between job satisfaction, organizational commitment, perceived alternative job opportunities and turnover intention (Shahzad, Rehman, Shad, Gul and Khan, 2011:404). Cohen (1993) found that organizations are giving increased attention to organizational commitment as it is significantly related to the turnover intention of employees (Shahzad, *et. al.* 2011:404).

There is a body of academic research supporting the intuitive contention that *"people who are satisfied with their jobs and committed to their employing organization are more likely to stay than those who are not,"* (Blum and Tremarco, 2008:3). It is the leadership's responsibility to foster an environment where both intrinsic and extrinsic rewards are regarded with importance and employee's level of satisfaction or happiness has a large impact on his or her intent to stay at a firm (Blum and Tremarco, 2008:3).

Given this background, the point of departure of this study will be to entertain the high proportion of empirical research on the conceptual relationship and association, amongst job satisfaction, organizational commitment and turnover. Ongori (2007:050) categorizes this relationship and variables as sources of employee turnover (i.e. job related factors and organizational factors).

Ongori (2007:051) also offers a useful discussion on staff retention practices to minimize employee turnover. This discussion is complemented by Ramlall's (2004:52) analysis and critique of motivation theories underlying employee retention in organizations, which will be discussed further in this section. Phillips and Connell (2003:31-33) also contribute to the discussion, presenting retention practices. The researcher shall now outline briefly the sources of employee turnover as cited by Ongori (2007:050), in turnover research and employee retention.

2.4.4 Sources of employee turnover

Ongori (2007:049) contends that whilst most of the research focus has been on the causes of employee turnover, little has been done on examining the sources of employee turnover, effects and advising various strategies to ensure employee continuity and enhancement of organizational effectiveness. Ongori (2007:049) clusters sources of employee turnover into job related factors and organizational factors. Whilst the author concedes that there has been little consistency in findings in the possible antecedents of employee' intention to quit, some of the defining factors of turnover (Ongori, 2007:050) are illustrated in these tables below:

Table 3: Job Related Factors

Factors	Implications	Proponent(s)
• Job Stress • Stressors • Lack of commitment • Job dissatisfaction	Experience of job related stress Range of factors that lead to job related stress Low morale and consequently low production levels Withdrawal and contemplation of alternatives	Firth, Mellor, Moore, and Loquet (2007).
• Personal Agency	Sense of powerlessness, belief that powerful others are in control of their lives	Frith et al. (2007)
• Economic reasons	Bad local labour market conditions and organizational instability.	Mano-Negrin and Tzafrir (2004).
• Role ambiguity	Different views on expectations of what the job entails and those of the incumbent	Trevor (2001)
• Lack of role clarity	Unclear expectations; ambiguity of performance evaluation methods; extensive job pressures and lack of consensus on job junctions	Trevor (2001)

Developed by researcher sourcing information from "A review of the literature on employee turnover" (Ongori: 2007:050).

Whilst the table above presents the foremost factors advanced by scholars that may diminish job satisfaction, and consequently lead to turnover, the table below presents those factors defined in the literature, as instrumental in diminishing organizational commitment, thereby leading to employee turnover.

Table 4: Organizational Factors

Factors	Implications	Proponent(s)
• Organizational Instability & inefficiency	Unpredictable work environment. No clear career advancement opportunities.	Zuber (2001).
• Cost oriented approach to managing employees	Disenchantment of staff leading to turnover	Booth and Hammer (2007).
• Strong communication systems	Meeting employees need to be informed	Labov (1997).
• Involvement in decision making & sharing of information	Employees comfortable to stay longer	Magner, Welker, and Johnson (1996).
• Lack of proper HR Management practices	Poor recruitment & supervisory policies. Managerial style, lack of recognition, Lack of Motivation.	Abassi and Hollman (2000).
• Pay and Pay-related variables	Insufficient compensation leads to quitting	Griffeth, Hom, and Gaertner (2000); Abassi, and Hollman (2000).

Developed by researcher sourcing information from the article "A review of the literature on employee turnover" (Ongori: 2007:050)

2.4.5 Employee Retention Strategies

2.4.5.1 Background

Phillips and Connell (2003:2) define retention as the *"percentage of employees remaining in the organization"* and that high levels of retention are desired in most groups. Turnover on the other hand is a term most often used to describe the unplanned loss of workers who voluntarily leave and whom employees would prefer to keep (Frank et al., 2004:13). Literature, over time, seems to confirm the notion that organizations across the globe have reason to be preoccupied with staff retention and talent management if they are to be successful.

According to Olorunjuwon (2008:25), one of the biggest challenges faced by human resource practitioners in South Africa is the management of retention and turnover in their organizations. In fact a Deloitte and Touche Human Capital Survey report released in 2007 lists retention as the biggest single concern confronting Human Resource (HR) practice in South Africa (Olorunjuwon, 2008:25). Phillips and Connell (2003:58) contend that whilst historically the turnover and retention issue has been perceived to be a human resources problem, that perception has since changed and most management teams readily accept retention as a strategic issue that is part of their responsibility.

Drucker, (2002:76-7) sums up this discussion thus: *"It's actually more important today for organizations to pay close attention to the health and well-being of all their workers than it was 50 years ago. A knowledge-based workforce is qualitatively different from a less skilled one. Increasingly, the success – indeed the survival – of every business will depend on the performance of its knowledge workforce. However, there are enough successful knowledge-based organizations around to tell us what the basic assumptions have to be for managing employees in today's companies; employees may be our greatest liability, but people are our greatest opportunity".* The discussion below explores briefly the retention of managers in the public sector.

2.4.5.2 Retention of Managers in the Public Sector

The public sector environment is highly regulated with a plethora of legislation and regulations that govern its systems and practices. The OTP is no exception and is therefore subordinate to the same regulatory environment. The mandate to coordinate and intersect with other spheres of government, public entities, business, labour and civic society suggests this complexity needs considerable insight and experience for smooth business processing.

As an old public sector institution, the OTP possesses tacit knowledge (information stored in employees' heads) in abundance and certainly needs this expertise to navigate its many challenges. The important point being made thus far in this study is that organizations that wish to remain relevant and effective cannot afford to lose managers in leadership positions. This has been proven worldwide.

Turnover, amongst highly skilled technical, professional and managerial employees, has become a major issue for management in the 21st century, facing tight labour markets and skill shortages (Batt and Valcour, 2003:26). According to Watrous *et al.* (2006:107), research indicates that when turnover occurs at higher levels (i.e. management) the organization experiences greater disruption. Staw (1980:256) concurs arguing that *"the higher the level of the position to be filled the greater is the potential for disruption".*

Machete (2011:1), highlights challenges that are still prevalent in the public sector with respect to attraction and retention of employees, citing amongst others, poor leadership and a poorly coordinated approach to implementation of a retention policy in the department of Home Affairs. The scope of the retention policy Machete interrogates deals with all levels of staff, whilst the scope of this study rests on an inquiry on the high turnover of members of SMS in the OTP (see table 2, p. 21), who have been correctly prioritized by the public service as anchors of transformation and service delivery.

"To meet the challenges of the 21st century and to retain employees for effective service delivery, it is critical for public sector managers to understand the retention paradigm and implement meaningful measures and processes," (Govender, 2009:104). It is against this background that the researcher now presents and discusses retention practices.

2.4.6 Strategies to Minimize Turnover

The thrust of South Africa being globally competitive rests on acquiring the appropriate skills complement, across a range of occupations and professions, as well as the skills to drive leadership in South African organizations (Kerr-Phillips and Thomas, 2009:82). The retention of talent or human capital is a rather complex process because the attraction and retention of the most talented employees is a highly contested terrain in a fiercely competitive labour market. This makes it incumbent on employers to prioritize what employees value the most and act in accordance with those specific requirements (Omotoye, 2011:107).

Ongori (2007:049) recognizes the importance of mitigating employee turnover rates arguing that *"managers should control employee turnover for the benefit of the organization's success".* In recognition of the sources of employee turnover listed above, Ongori advances that management has several policy options to address the challenge, however those *"policy choices must be appropriate to the precise diagnosis of the problem"* (Ongori, 2007:051).

Table 5: Strategies to minimize employee turnover

Human Capital Management Factors	Implications	Sources
• Employee engagement	Capacity to engage and retain, hinges on job designs, management's commitment and support to employees. This will motivate them to stay.	Ongori (2007).
• Knowledge accessibility	Organization's "collaborativeness", sharing knowledge and ideas would lead to strong performance and corporate culture	Ongori (2007); Stovel and Bontis (2002).
• Workforce Optimization	Established business processes, good working conditions and hiring choices would motivate and retain employees.	Basta and Johnson (1989).
• Job involvement	Individual psychological identity with his/her job. Involvement in internalizing the goodness/importance of work	Kanungo (1982).
• Task characteristics	Potential determinants of turnover. They include five core job characteristics (i.e. Skill variety; Task identity; Task significance; Job autonomy and Job feedback) This level of involvement in their jobs commits them to the organization.	Guimaraes and Owen (1997).
• Job Satisfaction	Involved employees are more satisfied and committed to the organization. Pleasurable or positive emotional state emanating from an appraisal of one's job.	Kanungo (1982); Porter, Steers, Mowday, and Boulian (1974); Williams and Hazer (1986).
• Organisational Commitment	Degree of attachment or loyalty employees feel towards the organization. Job involvement, job enrichment, empowerment and proper compensation yield organizational commitment	Brooke, Russell and Price (1988).
• Empowerment of employees	Enhance continuity. Managers delegate more responsibilities to subordinates. Managers act like coaches, help employees solve problems. Increased responsibility leads to increased commitment.	Malone (1997). Keller and Dansereau (1995).

Developed by researcher sourcing information from Ongori (2007:051)

Ongori (2007) concludes that employees need to be motivated and maintained as they are the backbone of any business success. *"Management should encourage job redesign-task autonomy, task significance and task identity, open book management, empowerment of employees, recruitment and selection must be done scientifically with the objective of retaining employees"* (Ongori, 2007:052).

The author also contends that managers should examine the sources of employee turnover and recommend the best approach to address the gap in order to retain employees, thereby enhancing their organizational effectiveness and competitive advantage (Ongori, 2007:052). These factors compiled by Ongori (2007) amongst others, will serve as a basis to critique, analyse and synthesize data that will emerge from the primary and secondary sources in this research project.

Ramlall (2004:52) undertook a review of employee motivation theories and their implications for employee retention within organizations and compiled critical factors for implementing employee retention practices. These factors are listed below as follows:

Table 6: Critical Factors (among respective motivation theories) for implementing employee retention practices

Factors	Implications
• Needs of the Employee	Employees have multiple needs based on their individual, family and cultural values. Needs dependent on desired economic, political and social status, career aspirations, balancing work, family, community, religion and other factors
• Work Environment	Employees want to work in friendly setting that is productive, respectful and provides a feeling of inclusiveness.
• Responsibilities	Employees want challenging responsibilities to demonstrate their competencies and be rewarded in a fair and equitable manner
• Supervision	Managers, leaders in particular want an opportunity to teach, coach and develop others
• Fairness and Equity	Employees want *inter alia* fair treatment and rewards regardless of age, gender, ethnicity, disability, sexual orientation, geographic location
• Effort	Employees want tasks that are themselves challenging or provide satisfaction, as the absence of these would diminish any efforts even if its for higher reward
• Employees Development	Need a challenge, new learning opportunities, opportunities for advancement and personal development in a demonstrated area of interest.
• Feedback	Timely and open feedback that is ongoing and should be reciprocal

Developed by researcher sourcing information from Ramlall (2004:58).

There are overlaps in the factors presented by Ongori (2007) and Ramlall (2004) and they revolve around instilling and maintaining an organizational culture driven by proper human resource management practices (i.e. scientific recruitment, open management style, developmental and motivational work environment). Meanwhile Phillips and Connell (2003:31-32) have identified 23 of what they have termed "typical solutions for managing employee retention". The researcher has selected 10 of these, on the basis of their prominence and resonance with the discussions above. These solutions have been listed in Table 7 below:

Table 7 : Typical Solutions for Managing Employee Retention

Category	Need	Solution
• Job satisfaction	To be satisfied with key aspects of the job	Design a job and work environment to meet employee needs
• Job security	To have a secure job; to feel confident about employment continuity	Maintain a viable workforce stability and security process
• Culture	To work in a culture that supports individual values, respect, and dignity	Create and sustain a culture that provides individual values and respect
• Rewards and recognition	To be rewarded and recognized for contribution	Implement a rewards and recognition program tailored to individual needs
• Job performance	To know performance expectations for success and growth	Implement a performance management process
• Quality of leadership	To have a leader who is respectful and one who inspires employees	Provide leadership mentoring, development training and development
• Empowerment	To be involved in job decisions and allowed to take actions on job issues	Implement and manage an empowerment program
• Ethics and trust	To work in a trusting and ethical environment	Implement an ethics program; treat people fairly, openly, and honestly
• Organizational commitment	To be attached to the company, the team, and to other employees	Create team-building programs that improve employee commitment at all organizational levels
• Professional growth and career advancement	To develop a variety of skills and competencies. To have the opportunity to grow and prosper with the organization	Offer a variety of training and development programs to improve skills; implement a career management system

Adapted from Table 2-3 developed by Phillips and Connell (2003:31-33)

This table above sourced from Phillips and Connell (2003:31-33) reconciles fully with the description and explanation provided by Ongori (2007:051) and Cawe (2006:32) on employee engagement. Furthermore the issues raised confirm what has been highlighted in this study's literature review regarding employee turnover and retention.

It is the view of this researcher that the implementation of what Phillips and Connell (2003:31-33) have compiled for managing retention would benefit not only the OTP but any organization that seeks to attract, develop and retain employees.

2.5 Conclusion

In this chapter the researcher presented the theoretical framework, background and the literature survey. The retention strategies and practices to minimize employee turnover were discussed as well. Based on the survey, the absence of job satisfaction and organizational commitment were the key catalysts in employee turnover. A comprehensive survey of retention practices and their implications for organizations was also presented. The following chapter will discuss the research methodology employed in this study and present a theoretical foundation for the process undertaken.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This study is an exploratory journey to investigate factors influencing the turnover of senior managers at the Office of the Premier, Eastern Cape. This has been done by soliciting the views of erstwhile senior managers of the OTP, who out of their own volition left the organization between 2007 and 2012. In the preceding chapter, a literature review was undertaken (though not exhaustive) with a view to present the foremost theories and models underpinning the study of turnover and turnover intentions as well as retention strategies.

Researchers plan the overall research design and specific research methods purposefully so that they can obtain data relevant to the research problem (Leedy, and Ormrod, 2010:3). This study employed qualitative research methods to collect data and this helped deepen the understanding of the reasons behind the departure of senior managers from the Office of the Premier. This chapter is aimed at providing insight, justification and rationale into the research methodology assumed in this study. It also explains the sequence of events and what informed the steps taken to complete the project.

3.1.1 Research problem

The research problem in this study was to investigate the factors that have contributed to the relatively high turnover of senior managers at the OTP, Eastern Cape (see table 2, p. 21).

3.1.2 Research objectives

- To investigate underlying causes that contributed to the voluntary turnover amongst senior managers at OTP.
- To recommend remedial steps for consideration to help retain senior managers at OTP.

The research objectives as outlined above, and the sample size of the respondents engaged, compelled this research to follow the qualitative method approach.

3.2 Research approach

Two dominant research approaches are identified in research literature, and these are quantitative and qualitative approaches. Whilst these two research paradigms differ in many ways, all social researchers as a matter of course, *"collect, and analyse empirical data to "understand and explain social life"* (Neuman, 2011:151).

The author contends however, that one of the differences between the two research styles comes from the nature of the data. Soft data (*words and impressions*) and hard data (*numbers)* dictate the different research strategies and data collection techniques to be used (Neuman, 2011:151). The different designs and methods that are appropriate for researchers, are also dependent on the research question (Leedy and Ormrod, 2010:3). For purposes of drawing clear distinctions between the two research paradigms, below are the salient contrasting features.

3.3 Distinction between Quantitative and Qualitative Approaches

Ulin, Robinson and Tolley (2005:15) contend that *"a basic assumption of the quantitative paradigm is that the goal of science is to develop the most objective methods possible to get the closest approximation of reality"*. These authors advance that the quantitative framework evolved from positivism which maintains that reliable knowledge is based on direct observation or manipulation of natural phenomena through empirical means.

According to Merriam (2002:3) on the other hand, the key to understanding qualitative research is the idea that meaning is socially constructed by individuals in their interaction with the world. *"The world or reality is not the fixed, single, agreed upon or measurable phenomenon that is assumed to be in positivist quantitative research,"* (Merriam, 2002:3).

Neuman (2006:151) concurs that most quantitative researchers rely on a positivist approach to social science, and the emphasis is *on "measuring variables and testing hypotheses that are linked to general causal explanations."* Researchers who employ this perspective explain in quantitative terms how variables interact, shape events and cause outcomes. Quantitative researchers develop techniques that

produce data in the form of numbers. They move deductively from abstract ideas to specific data collection techniques that lead to precise numerical information (Ulin, Robinson and Tolley, 2005:15).

On the other hand, Neumann (2006:151) posits that qualitative researchers often rely on interpretive or critical social science. They apply 'logic in practice' and emphasize conducting detailed examinations of cases that arise in the natural flow of social life. The qualitative approach has been widely used in the study of organizations (Welman, Kruger and Mitchell, 2005:188). This approach also allows for flexibility during the course of the research process.

3.4 Research Design

In a qualitative study, *"research design should be a reflexive process operating through every stage of project,"* (Hammersley and Atkinson, 1995:24). Maxwell (2005:2) amplifies this point contending that the activities of collecting and analysing data, developing and modifying theory, elaborating and refocusing the research question, and identifying and addressing validity threats, are usually all going on more or less at the same time, each influencing all of the others. The complexity of this approach does not lend itself to the traditional linear model that is often used in the quantitative research paradigm.

There are several key characteristics across the various interpretive qualitative research designs. Merriam (2002:5) highlights the following:

- *Researchers strive to understand the meaning people have constructed about their world and their experiences. How they make sense of their world.*
- *The researcher is the primary instrument for data collection and analysis. He is able to be immediately responsive and adaptable when the need arises.*
- *The process is inductive – researchers gather data to build concepts, hypotheses or theories, rather than deductively deriving postulates to be tested (as in positivist research).*
- *The product of a qualitative inquiry is richly descriptive. Words and pictures rather than numbers are used to convey what the researcher has learned about a phenomenon.*

The features highlighted above strengthen the motivation and rationale to have chosen a qualitative research approach for this study as it allowed for a detailed examination of reasons behind the high turnover of senior managers.

According to Neumann (2006:152), qualitative researchers emphasize intimate first-hand knowledge of the research setting; they avoid distancing themselves from the people or events they study. This approach also takes into account personal insight, feelings and human perspectives. The approach therefore suits the researcher as he is conversant with the research setting having been a member of the senior management service himself at the OTP since 2009.

The interpretive qualitative framework has been found appropriate as the researcher was able to find out how the people being studied see the world, how they define their situation, and what it means for them. The key here was for the researcher to learn about its meaning for the people being studied. It is in this context that the views, sentiments and perspectives of the senior managers on their work environment and reasons for leaving the OTP are the focal point in this study.

3.5 Data Collection

According to Mouton (1996:99), data sources can be classified into various categories. The most common is observation, self-reporting, archival sources, and physical sources. Yin (2003:13) asserts that it is important for the researcher to use multiple sources of data to assist with triangulation such as document analysis and interviewing. Evidence must also be stored in a manner that allows an external person to follow the logic and progress throughout the research. In order to address the research question in a holistic manner it is important that the researcher draws from primary and secondary data sources.

3.5.1 Primary Data

3.5.1.1 Interviews

The researcher conducted face to face interviews with nine participants with one undergoing a telephonic interview. Interviews are an ideal method of dealing with and investigating issues such as feelings and thoughts," (Patton, 2002: 447).

The researcher therefore used a combination of the interviewer-guided approach and the open-ended interview. In the interview-guided approach, topics and issues to be covered were specified in advance. In an outline form, the interviewer decides the sequence and wording of questions in the course of the interview. The advantage of this approach, according to Patton (2002:343), is that it makes data collection somewhat systematic and provides comprehensive data on the subject under investigation.

The advantages of face to face interviews include the highest response rate, the researcher is able to observe the surroundings and use non-verbal communication and visual aids. The high cost is the biggest disadvantage in face to face interviews whilst travel and personnel costs as well as interviewer bias may serve as limitations. Telephone interviews enjoy the same advantages as face-to –face interviews at approximately half the cost, whilst limited interview length tends to be a disadvantage (Neuman, 2011:300-301).

The research questions in this study required the opinions and experiences of senior managers who are no longer in the employ of the OTP, having resigned or transferred between April 2007 and March 2012. Questions that were put to the senior managers were in the form of a questionnaire which contained open ended questions as the study employed a qualitative approach. Patton (2002: 447) argues that interviews are an ideal method of dealing with and investigating issues such as feelings and thoughts. It is therefore in following this view that this study is intended to gain an understanding of some of the reasons behind the voluntary turnover of senior managers from the OTP.

3.5.1.2 Population

The population for the research as a whole consists of all senior managers who once worked at the Office of the Premier. According to Burns and Grove (1999:83) population is a group of people who share common traits or attributes of interest to the researcher. In this instance, the target population was the pool of senior managers who resigned from the OTP between April 2007 to March 2012. The nine

participants were drawn from this group taking into account their accessibility, resources to reach them, and their willingness to be part of the study.

3.5.1.3 Sampling

Unlike their quantitative counterparts, qualitative researchers rarely draw a representative sample from a huge number of cases to study the sampled cases (Neuman, 2011:220). In fact Flick (1998:41) captures this view well, advancing that for qualitative researchers, *"it is their relevance to the research topic rather than their representativeness which determines the way in which people to be studied are selected".*

The purposive or judgment sampling method was used to select candidates for interviews. This selection method is valuable for special situations and is ideal for exploratory research (Neuman, 2006:222) as is the case with this study. *"Purposive sampling is useful in explanatory research and pilot studies particularly in qualitative research with special populations or settings"* (Bernard, 2002:43). The use of this method gave the researcher latitude and flexibility to decide on who should participate in the research on the basis of how well informed they are on the subject matter under investigation (Neuman, 2006: 222).

Another reason for using purposive sampling is that this allows the researcher to use a particular subset of people. In qualitative inquiry it is important to select a sample from which most can be learned, hence the term purposeful sampling (Merriam, 2002:12). In this instance, these were the senior managers who left the employ of the OTP on their own accord in the period under review. The researcher was targeting them to provide data on reasons for disengaging from the OTP; it was hoped that this information would identify patterns of causal factors in order to help strengthen the retention strategies of the department.

All the research participants have worked at OTP for at least 18 months and were identified so that they may provide a deeper and more intimate understanding of the research problem. For the purpose of this research, nine senior managers were interviewed and these comprised of senior managers who left the OTP between

2007/8 and 2011/12 financial years. For the purposes of data collection, and anonymity of the respondents, the real identities of the respondents were concealed and abbreviations such as SM 1 (Senior Manager 1) were used to identify them.

3.5.2 Secondary data

Secondary data was sourced from all published documents including books, journals, theses, and studies undertaken on the subject of employee mobility, turnover, and retention with a bias towards the public sector.

Annual reports from government departments were examined to ascertain the comparative rate of turnover at selected OTPs (Eastern Cape, Western Cape, Gauteng), and EC provincial departments (Agriculture and Education) from 2007 to 2012. The total number of senior managers who resigned in each instance is OTP(EC) 31, OTP(WC) 20, OTP(GP) 4, AGR(EC) 12 and EDU(EC) 15.

Recent studies, reports and policies from the Public Service Commission and the Department of Public Service and Administration in particular were looked at to gain an insight on the subject of employee turnover and retention within the public sector. The attraction and retention strategy of the Office of the Premier, was also read providing useful insights on the subject matter. The researcher had access to these by virtue of being a senior employee in government based at the OTP and utilized them to probe further on the lessons learnt regarding employee turnover and retention in the public service. The use of existing documents is more advantageous and cheaper than collecting new data.

3.6 Data Analysis

Mouton (1996:108) contends that analysis involves *"breaking up the data into manageable themes, patterns, trends and relationships".* Bogdan and Biklen (1982: 145) expand on this defining qualitative data analysis as *"working with data, organizing it, breaking it into manageable units, synthesizing it, searching for patterns, discovering what is important and what is to be learned, and deciding what one will tell others".*

The data collected in this research is in the form of text and interview transcripts. Interviews, observations and documents are the three traditional sources of data in a qualitative study (Merriam, 2012:13). In the analysis, the aim will be to *"identify patterns, similarities and differences that may arise from data obtained from different sources in order to arrive at logical conclusions"* (Neuman, 2006: 466).

All fieldwork culminates in the analysis and interpretation of some set of data. Mouton (2005: 109) defines interpretation as relating one's results and findings to existing theoretical frameworks or models, showing whether these are supported or falsified by the new interpretation. The researcher also has an obligation to demonstrate a considerable level of support for one's data and be able to justify it through sufficient and relative inductive support before it is acceptable.

The analysis commenced in the initial stages of data collection to prevent the researcher from being overburdened by information. The researcher's goal was to organize specific details into a coherent picture, model or set of interlocked concepts. This is in line with Neuman's (2011:459) claim that in qualitative data analysis, the researcher develops explanations or generalizations that are close to or grounded in concrete details. This researcher therefore identified concrete issues, themes and patterns that may have contributed to the voluntary turnover of senior managers at the OTP.

As mentioned before, qualitative data collection techniques consisting of individual interviews and questionnaires were used in this research. The researcher transcribed the interviews, and patterns that emerged, formed the basis for analysing the data. The data analysis was structured according to research themes or categories. The questions posed to the respondents were based on these themes, which in turn had been derived from the literature review. In the analysis, each theme was discussed on the basis of what emerged from the literature survey, what some of the respondents actually said, and the observations made by the researcher.

3.7 Validity and Reliability

It is vital for all social researchers for their studies to be reliable and valid. Both concepts help to establish the truthfulness and credibility of findings and are central issues in all research measurement. Reliability in social research refers to the consistency and dependability of the research (Neuman, 2011:196). According to Neuman (2006:188), validity refers to how well an idea "fits" with actual reality. Qualitative researchers use a variety of techniques such as interviews, participation to record their observations. "What is important is consistency over time in order for the research findings to have a measure of reliability (Neuman, 2011:196).

Neumann (2006:188) further claims that reliability is concerned with establishing dependability and consistency of the data gathered, while validity within the qualitative research approach is concerned with establishing a fair and balanced view of reality from the perspective of the research participants.

Accordingly qualitative researchers are more concerned with giving a candid portrayal of social life that is true to the people being studied. They concentrate on capturing the inside view and a detailed account of the perspective of those studied (Neuman. 2011:196). Hence the researcher has ensured that direct quotations of the respondent's words were used in the analysis whenever it was appropriate to accentuate the voice of the participants being studied.

Reliability is a necessary, but not a sufficient condition for validity, a measure can be reliable and yet remain invalid. *"A measure can produce the same result over and over (reliability), but what it measures may not match the definition of the construct (validity)"* (Neuman, 2011:196). The interview and questionnaire techniques were backed up with a recorder to ensure accuracy of information. Eight of the senior managers interviewed had a face to face interview, whilst one had a telephonic interview.

According to Neumann (2006:196), qualitative researchers are more interested in authenticity than in the idea of a single version of truth. *"Credibility of information is enhanced when it is corroborated by different, independent sources".* This procedure

is called triangulation; the idea is based on the fact that looking at something from multiple points of view improves accuracy (Neuman, 2011:149). Accordingly, this research employed the technique of triangulation of information from different interviews and documentary analysis.

The research participants, drawn from three different branches, were at the OTP at different times, under three different Premiers, two Director Generals over the five year period, so each one brought unique experiences, voice and perspective on reasons for leaving. The researcher strengthened the reliability, and validity of the research findings, by corroborating what came out of the literature review, through interviews with the managers, and the secondary data at his disposal.

3.8 Limitations on Methodology and Ethics

This study is limited to the perimeters of the Office of the Premier, Eastern Cape in its investigation of factors that have influenced the turnover of senior managers in the period 2007 to 2012. The success of this research therefore was dependent on the cooperation of all role players, including the interviewees. Members of SMS Level 13 in other words Directors, were interviewed in this study, as they constitute 99% of those who left during the period under review.

The researcher himself was a senior manager (level 13) at OTP, and his work experiences may have influenced the level of data analysis and prompting of key respondents' in the interview responses. This also may have presented difficulties for the researcher to sufficiently distance himself and handle the research process dispassionately.

Neuman (2011:131) posits that *"ethical research requires balancing the value of advancing knowledge against the value of non-interference in the lives of others".* Research participants are expected to follow the ethical principles of voluntary consent and informed consent. Principles of voluntary consent occurs when people participate in a study only if they freely and openly agree to participate. Conversely, informed consent is when the researcher provides participants with a formal

statement explaining the essence of the study, before seeking their voluntary agreement to participate (Neuman, 2011:135).

A letter giving the background for the study was written and sent to all research participants in advance and subsequently a telephone call was made to establish if they were willing to participate in the study.

The ethical issues around this study were explained to the participants, specifically that this research was being undertaken as part of the requirement for the degree in Masters of Management at the University of the Witwatersrand. It was also explained that this research was for academic purposes only, and that they will remain anonymous. Before undertaking interviews, all respondents were advised that they are under no obligation to participate in the study and are at liberty to withdraw any time they feel uncomfortable. Lastly it was indicated that prior written approval and permission would have to be sought from them, for any disclosure of information, if ever such a need arose.

3.9 Conclusion

This chapter provided the research methodology employed in this study. The two dominant research approaches (qualitative and quantitative) were discussed with their respective benefits and limitations. The qualitative approach was selected informed by the research objectives and the research question under investigation. The rationale for the methodology and the sequence of events were outlined and substantiated. The following chapter presents the research findings.

CHAPTER FOUR
PRESENTATION OF FINDINGS

4.1 Introduction

The main objective of this study was to establish factors that may have influenced the turnover of senior managers at the Office of the Premier, Eastern Cape. The purpose of this chapter therefore is to present the research findings as they emerged after interviews were conducted with nine senior managers of the OTP. From the first interview to the last one, the researcher noted certain patterns and themes emerging which warranted closer scrutiny. The goal of the researcher in a qualitative enquiry is to organize specific details into a coherent picture, model, or set of interlocked concepts (Neuman, 2011:459).

The findings were clustered into five thematic areas that had emerged before, during and after the data collection process. The themes were expanded upon using the exact words and expressions of the respondents. Each theme was premised on and informed by the questions that had been posed to each of the nine respondents interviewed. The responses to these questions were then collated, taking into account patterns that were emerging in the data, and these were then presented in this chapter as the findings of the study. *"As in most research, content analysis researchers begin with a research question"* (Neuman, 2011:327).

4.2 Themes

The research findings are presented according to these thematic areas below, in line with the research questions above.

i) Well-being and Motivation
ii) Work Environment
iii) Sources of Turnover
iv) Retention Management
v) Employee Engagement

4.3 Presentation of specific findings

4.3.1 Well-being and Motivation

The study established that senior managers overall had concrete and clear expectations of the obligations of the employer towards their motivation and well-being at the workplace. The senior managers were asked to describe the key issues that they consider vital to their well-being and motivation at the work place. The question sought to understand their individual expectations of a conducive and enabling working environment, generally. The points uncovered in their responses were the following:

- Several respondents expressed the need to be supported and valued by their superiors in the work that they are employed to do. They saw this as important to being motivated and their wellbeing at the workplace. What was also highlighted was the need for an organization to have a clear strategic direction to rally behind and role clarity with respect to their functions. Open communication and a participative style of leadership also came to the fore from some of the managers interviewed. The other factor that featured prominently in the manager's responses was the need to be given space to execute their tasks and take decisions in line with their job profiles. Below are some of the responses given:
    - *At my level, I expect to be given room to be independent, to take initiatives, to be trusted and for management to have confidence in me. I want to work in an environment that is supportive of my work and my being as a person* (SM 3, interview, 9 June, 2012)
    - *The environment needs to be conducive and that means a supportive management team. You are given space to do what you were employed to do, and supported when you need support* (SM 4, interview, 10 June, 2012)
    - *I need to have clear key performance areas and support for what I am engaged to do. I want to work in an environment that provides opportunities for growth, both career and intellectually. One also needs space to innovate and one's innovations appreciated (SM 7, interview, 13 June, 2012).*

- All the respondents (SM 1 to SM 9) expressed an opinion on the role they expected leadership to play with respect to their well-being and motivation. Words that were used by some of the respondents included *"leadership style is important*" (SM 1, SM 8); *"valued and appreciated"* (SM 2); *"trusted, have confidence, room to be independent"* (SM 3); *"given space to manage"* (SM 4, SM 6, SM 7); *"open door policy and open communication"* (SM 8, SM 9). Some of the senior managers (SM 2, SM 3, SM 4, SM 5, SM 7, SM 9) highlighted the need for support of management as key to well-being and motivation at the workplace. One manager (SM 1) raised the issue of remuneration as an important issue.

4.3.2 Work Environment

The respondents were asked to briefly share their experiences of the work environment as senior managers at the Office of the Premier. Whilst the preceding question solicits the views of the managers generally on what they expect at a work place, this question seeks to gain insight into their experiences as senior managers, specifically at the OTP.

With the exception of SM 2 and SM 7, all the respondents reflected an autocratic style of leadership that did not allow managers space to manage their portfolios but expected them to merely follow instructions, without question. The views expressed by some of the managers went as far as to compare their treatment at the hands of executive management to that of school children, who had no say in the decision making of the organization. Whilst views of an autocratic leadership style were held by some of the interviewees, two senior managers expressed a much more positive experience with the description of the working at the OTP as *"an experience of a lifetime",* and a DG who allowed one space to be able to *"grow intellectually and academically"* (SM 7, interview, 13 June, 2012). Below are some of the responses offered by managers:

- *The culture of the organization is not defined, it's that of suspicion, a top down approach, a military style of leadership, whatever the leader says you must just do it. I spent most of my time trying to survive a career as*

opposed to dealing with KPAs. There was intimidation when you met the Executive Management instead of getting guidance. There was no room for appraisal, you were assessed on the basis of being loyal or not (SM 1, interview, 9 June, 2012).

- *There was more interference than support. I felt that my ability to make decisions was undermined. At this level you do not want to be treated as if you are still at school, where you are micro-managed. At OTP one had a lot of responsibility, but not authority. My supervisor was too controlling and her word was final* (SM 3, interview, 9 June, 2012).
- *For me that office is tainted if not clouded, every moment is affected by some kind of a political cloud. You go to work and you do not know whether you will survive the day. This was like a boarding school initiation that had no end. I will never go back there.* (SM 6, interview, 12 June, 2012).
- *The approach, the top management at the OTP adopted was "the leadership has spoken" so yours is to go and implement, whether its implementable or not. We were operating in a highly ranked environment, it was even more than the military. When the management say something, you have to jump, you cannot even ask how high* (SM 8, interview, 14 June, 2012).

On the other hand SM 2 and SM 7 had different experiences, and these were their responses to the same question posed above;

- *Working for the OTP was very empowering. It was an experience of a lifetime to work for such a distinguished office. I had many experiences, many ups and downs, sometimes the positive experiences outweigh the negatives. It's a very prestigious office to work for and a very big responsibility when you are there* (SM 2, interview, 9 June, 2012)
- *The new DG was a leader who provided us with space to innovate and lead our own units. As a result we were able to grow as SMS at that time. Speaking for myself, there were no hindrances; you were allowed to grow intellectually, academically. With her leadership style I think most SMS were*

able to do their work in a relaxed environment and being given space was very important to me (SM 7, interview, 13 June, 2012).

Some managers reflected a work environment that was not conducive for innovation, team work, productivity and a sense of belonging. They felt their authority was either non-existent or undermined and the top-down approach characterized the ethos of the organisation. Some of the respondents had had the opposite experience and perspective with respect to the working environment at the OTP.

4.3.3 Sources of Turnover

In this theme, respondents were asked to indicate the factors that most contributed to or led to their taking a decision to leave the OTP. The question sought to establish the underlying issues or processes that may have triggered the decision to sever ties with the OTP. The study found that a myriad of factors were raised by the respondents, though in the main, managers cited work environment as not conducive in that in inhibited their ability to perform their jobs. Some of the respondents were discouraged by the following issues: *"management style", "favouritism", "lack of space to grow",* and a general feeling of redundancy in the positions they occupied. In fact, two of the respondents (SM 1 and SM 6) likened the way they were treated to constructive dismissal.

Some of the managers responded to this question in the following way:

- *The main issue is the organisational climate and the environment itself that was not conducive. I knew nothing would change, in theory, you are employed; in practice, you are dismissed. You spend 90% of you time thinking about alternatives* (SM 1, interview, 9 June, 2012).
- *Key was the environment, but the most frustrating thing is I felt I was not growing in my career, and I was reduced to doing menial tasks. You don't even have authority on the areas of your expertise. You were made to look like a person who is not toeing a particular line* (SM 4, interview, 10 June, 2012)
- *There was no space for further growth for me. You could see there was favouritism, there were other people who were more SMS than others. It was also for my career path. I asked myself, is my work appreciated*

here, is my contribution appreciated? That's when I decided… let me go and employ my services elsewhere where they could be appreciated and nurtured (SM 7, interview, 13 June, 2012).

All the respondents interviewed cited factors that in their view contributed to continued employment at OTP untenable. The managers all expressed being overwhelmed with not only lack of support and managerial independence, but also having had little or no control over the portfolios they were employed to manage.

One manager (SM 6) went as far as to indicate that he was applying even for Deputy Director positions in his search for alternatives saying, *"I would have been happier working as a Deputy Director only if I was going to be treated as a human being".* (SM 6, interview, 12 June, 2012). Several managers mention the conduct and relationship with their supervisor as one of the contributing factors in taking a decision to leave the OTP. SM 3 responded thus: *"primarily I was not happy with the management style of my supervisor, I felt it was getting too personal than professional. I felt I can't work in such an environment"* (SM 3, interview, 9 June, 2012). What also came out was that none of the respondents left for a better paying job or promotional post, with at least two managers (SM1, SM 2), stating that in fact they were earning less in their current place of employment.

4.3.4 Retention Management

Under this theme, two questions were posed to the respondents. Firstly they were asked: had the factors that contributed to them leaving the OTP been addressed to their satisfaction, would they have reconsidered their decision to leave? They also had to give a motivation for their answer. The question sought to obtain a deeper understanding of the intensity of the feelings of the respondents towards the OTP, and what options were open to the OTP in managing these relationships better.

Some of the managers indicated that had the issues that they had raised, been addressed differently and to their satisfaction, they certainly would have reconsidered the decision to leave, as they had goals yet to accomplish and OTP was a prestigious institution to work for. Two managers said they would not have

reconsidered their decision, as it was in their view inconceivable for the top management of the OTP to change, whilst one responded thus, *"No, I just wanted to have a normal life; at senior level in government, life is not normal, no matter what they say"* (SM 2, interview, 9 June, 2012). Below are excerpts of some of the responses given:

- *Certainly I would have reconsidered my decision to leave because OTP is a very prestigious office, like the Presidency, one would not have thought of a better employer in government. However I am not sure how the issues could have been addressed because there was no synergy in the top structures. There was no culture to bring people together; there was no unity of purpose. If you were to change the OTP, it would mean having to let the whole executive go* (SM 1, interview, 9 June, 2012).
- *Yes I would have reconsidered because I left when I had not reached my goal. I wanted to leave the OTP having taken my unit to another level, so my leaving was premature. I just felt this work environment is not conducive and it will take a long time to get there* (SM 3, interview, 9 June, 2012).
- *Yes I would have reconsidered my decision. In the end I would have left, but when you leave your place of employment, you want to have good reflections* (SM 4, 10 June, 2012).
- *Yes, I still wanted to make the Eastern Cape (EC) provincial government proud because I was born in this province. The OTP has got an obligation towards the people of the EC across the board. It would have been nice for me to be part of the change of the people through the lead office* (SM 5, 10 June, 2012)

One of the three managers who would not have been prepared to reconsider his decision, explained the process of change management saying:

- *When you talk about the concept of change management, it's not something you wake up one day and address people, they accept what you are saying and things change immediately. Yes, they can address those things differently, but the change needs to come from within, you need the members of top management to change. Change management is not something you preach to people you have to practice it* (SM 8, interview, 14 June, 2012).

The second question under this theme asked the managers whether they had participated in an exit interview after tendering their resignations and were asked to elaborate on their answers. This question sought to establish whether exit interviews were undertaken as standard practice in the organization and what had transpired in the event of these exit interviews.

Seven of the respondents did not have an exit interview, nor were they approached to conduct one. One manager insisted on an interview being carried out, whilst one manager was approached by the Human Resources division for an interview. Some of the respondents had not expected an exit interview to take place, and they also attested that even if it did, they did not expect any meaningful intervention to address issues that are raised in such interviews. These were some of the comments made by the managers who did not have an interview:

- *I did not and I was not even interested because I said everything in the dictionary and there was no response so I would not understand now, why they would want to have an exit interview.* (SM 5, interview, 10 June, 2012).
- *No it was just a normal thing. They just tell you that you must return the OTP assets that's all (SM 6, interview, 12 June, 2012).*
- *No I did not go through an exit interview. I left the OTP on a high note. I don't know why they were not interested in why I was leaving. When DG asked me in passing I just said I wanted change. It was not about the money. I did not go to a promotional post, it's the same level* (SM 7, interview, 13 June, 2012).

Some of the respondents who did undergo an exit interview also expressed reservations on the outcome;

- *I did… I insisted on getting an exit interview. The minute I tendered my resignation I insisted to HRM that I want an exit interview. I was happy with the way the interview was conducted in terms of the content. I was hoping that it would contribute something in making that organization a better organisation. My feeling was that it was just an academic exercise (SM 3, interview, 9 June, 2012).*
- *Yes I did. It was a good exit interview, but I always had my reservations about exit interviews; they are very much ex-post facto in the sense they are not*

used to correct the behaviour, they neither correct how you were treated nor protect the next person who gets treated that way in the organisation. When people have resigned, you have already lost a person, and no one will trust you that the situation can be reversed (SM 6, interview, 12 June, 2012).

4.3.5 Employee Engagement

Under this theme, the respondents were asked to identify two or three areas of improvement with respect to the OTP as an organization. This question was aimed at giving the managers, an opportunity to contribute to how in their view OTP may improve as an organization, in so doing help reduce the turnover of senior managers.

4.3.5.1 Organizational Culture

All respondents expressed the need for executive or top management (leadership) of the OTP to review their leadership style and management practices and to take the lead in creating an environment where employees enjoy professional and personal respect. Below are excerpts of how some managers responded:

- *The leadership must build a new organizational culture that promotes service delivery, that is objective, not founded on personal relations but on serving the purpose of the existence of the OTP. The DG should drive the process of change; a lot of the organizational climate and problems faced by the OTP start from his office. DG determines the tone of the organization* (SM 1, interview, 9 June, 2012).
- *What needs to be looked at is respect. I am talking about professional respect. The leadership at OTP must drive a process of change inculcating respect for one another professionally and personally. Once you are led in a particular way, the tendency is to lead in the same way that you are led – if you are led by an autocrat, you tend to be an autocrat. The way people are led permeates through the organization* (SM 4, interview, 10 June, 2012).
- *The starting point for me is for the OTP to have a certain level of professionalism – I mean making everyone feel that they belong in this organisation. Secondly and the biggest in my view, is addressing attitudes and perceptions at the very top level. If you are a DDG upwards, you need*

some kind of maturity in dealing with people. You must not lose sight of the fact that you are dealing with highly professional people, men and women who have their own homes and families to run (SM 5, interview, 10 June, 2012).

- *For me, it's the participatory approach. The leadership must open up space for dialogue on new ideas regardless of which level they come from. We need to make people feel they belong and inculcate a culture of ownership at OTP. Change the rank consciousness of top management so that people operate freely* (SM 8, interview, 14 June, 2012).
- *The views of senior managers must be sought and they must be involved in crafting a plan to make the OTP a better place to work at and not top management only (SM 9, interview, 15 June, 2012).*

4.3.5.2 Human Resource Management Practices

Some of the managers highlighted the need for proper human resource practices, including performance management, leadership training and recognition of managers and other employees as part of the organization. Below are some of the responses given;

- *What is also very important is to have on-going training and mentoring of those in leadership positions. There should also be recognition of people internally by having them promoted through career-pathing and development. It needs to be practiced as it never happens* (SM 1, interview, 9 June, 2012).
- *I would have liked to see consistency in performance management. In my view, there was no reconciliation between who was getting bonuses and who was performing. Also if a manager can be treated as a manager and recognised for who he is as a professional. I don't think there was full appreciation that I am a professional. I was recognized nationally and internationally in my field, yet the people I worked for did not see me as a professional. OTP needs to recognize its own people's professional pedigree and background* (SM 2, interview, 9 June, 2012).
- *OTP should prioritize personnel development from the top to the bottom; it is neglected. We must also remember that our supervisors also have limitations. The assessment of performance is another area where you motivate people,*

recognize and appreciate them for their work. The approach to this must also change because at OTP, the consideration is the compatibility of personalities between supervisor and subordinate rather than performance. HRM practices overall need to be improved at OTP (SM 5, interview, 10 June, 2012).

4.3.5.3 Recruitment and Selection

Seven of the respondents also raised the importance of appointing appropriately qualified and experienced personnel in strategic leadership positions that will be able to fulfil the mandate of the OTP, that of leading the provincial administration. Below is a selection of some the sentiments expressed by managers;

- *The OTP constitutionally is the centre of administration in the province. It needs to provide leadership to the provincial government. Who you then deploy in that strategic centre of power in the province is very critical. It must be a visionary leadership, innovative, champions for change and people with wealth of experience on policy issues, on leadership, on innovation and transformation. Instead of hiring people with these qualities, friends and associates to friends were assigned to these very strategic positions that require strategic leadership. That has always been the problem of OTP. I didn't see us making any headway with the leadership we had at the time at OTP* (SM 7, interview, 13 June, 2012).
- *Close attention needs to be paid to the appointments in strategic positions otherwise these compromise how the organization is ran, it's culture and alienates other professionals who want to contribute. There was no room to express yourself* (SM 9, interview, 15 June, 2012).
- *Once the DG is competent, positive, compassionate, considerate other managers are likely to follow the same approach. The DG determines the tone of the organisation* (SM 1, interview, 9 June, 2012).

4.4 Conclusion

In this chapter the research findings were presented according to themes, developed from the literature and probed during interviews. From the data presented some of the respondents held strong views about how they expect to be treated and varied reasons for leaving. Some respondents presented a negative picture of the OTP as an employer, leading to them severing ties with the organization. On the other hand some of the managers expressed satisfaction with how they were treated at the OTP. The following chapter will discuss and analyse the research findings presented in Chapter Four.

CHAPTER FIVE
INTERPRETATION AND DISCUSSION OF FINDINGS

5.1 Introduction

In the preceding chapter, the research findings were presented, using the five themes developed from the literature, and underpinning the research questions. The purpose of this chapter is to provide an analysis and discussion of the findings, including explanations drawn from the literature.

This analysis and assessment is based on the need to investigate factors, that may have contributed to the turnover of senior managers at the OTP. The main objective was to understand the underlying reasons for the voluntary turnover of the senior managers interviewed.

A number of factors contributing to turnover and turnover intentions were presented in the literature review and were also expressed by the respondents during the data collection process. The following sections will be informed by these discussions and complemented by the observations of this researcher. The analysis covers sources of employee turnover and the strategies to minimize them.

5.2 Sources of Employee Turnover

In line with the themes and research findings broadly as presented in the previous chapter, the analysis has been done and clustered in to two sections namely; sources of employee turnover and the strategies to minimize them. The sources of employee turnover are discussed below under the following sub-headings; well-being and motivation, supervision and leadership, job satisfaction and finally organizational commitment. The strategies to minimize them are discussed under these sub-headings: retention management and employee engagement.

5.2.1 Well-being and Motivation

5.2.1.1 Employee Needs and Expectations

Smit, Cronje, Brevis and Vrba (2011:384) simply define motivation as an *"inner desire to satisfy an unsatisfied need"*. Kreitner (1998:83) contends that there are five

methods of explaining behaviour that are at the apex of the *"evolution of modern theories of human motivation"* – needs, reinforcement, cognition, job characteristics and feelings/emotions.

This view is supported by Ramlall (2004:58) that an employee has multiple needs based on their individual, family and cultural values. These needs include social status, career aspirations, *"the need to balance career, family, education and other factors, and a general feeling of one's satisfaction with the current and desired state of being."*

Olorunjuwon (2008:107-108) posits that employees join an organization with different needs and expect the organization to meet those needs. When an organization meets those needs consistently, the employee feels secure and builds a career path around the organization. The researcher would like to suggest that the opposite is also true, that the employee decisions are based on the fulfilment of an employee's expectations and when those are not met, the individual employee sets in motion a turnover process by searching for alternative employment. *"It is imperative for South African public sector managers to understand employee needs and expectations at the workplace if they want to succeed in attracting and retaining the most talented and skilled employees"* (Govender, 2009:106).

The managers expressed their needs and expectations of an employer in a work relationship. What came out strongly was the need for support and appreciation by their superiors in their respective portfolios. When asked to describe the key issues they consider vital to their well-being and motivation at the work place, SM 3 responded thus *"At my level, I expect to be given room to be independent, to take initiatives, to be trusted and for management to have confidence in me. I want to work in an environment that is supportive of my work and my being as a person"* (SM3, interview, 9 June, 2012). SM 2 expressed that *"one of the key issues is to be valued and to have a work environment where people appreciate your contribution"* (SM 2, interview, 9 June, 2012).

The researcher noted that some of managers interviewed held firm views on their expectations and what motivates them in the workplace. The overwhelming need for support and being valued tallied with Kreitner's (1998:83) methods of explaining behaviour particularly needs, reinforcement, feelings and emotions. The sentiments expressed by the respondents on this question, indicate that being valued and individual needs prioritized by the employer weighed heavily on the decisions taken by these managers to leave the OTP. This may also suggest creating a conducive environment, where employee needs and expectations becomes an area of focus for the OTP leadership, in mitigating senior manager turnover.

5.2.1.2 Remuneration

Herzberg's Motivator-Hygiene theory (1968:57) argues that a salary does not necessarily motivate employees but merely creates a neutral environment. Phillips and Connell (2003:92) go a step further to relegate the issue of compensation as a factor in employee turnover stating that *"many employees indicate that pay is not the principal reason for departure. Low turnover rates can be achieved in organizations providing a lower than average salary."*

One manager raised the issue of remuneration when responding to the question on well-being and motivation. *"I would say first and foremost it's the organizational culture…remuneration also, I think it goes without saying, its very important"* (SM 1, interview, 9 June 2012). For the researcher this indicates that although various scholars cite remuneration as an important aspect, most of the respondents did not consider it significant to their well-being and motivation. For example, two of the respondents have gone to jobs that pay them less than the OTP but report to be more satisfied than they were at the OTP.

5.2.2 Supervision and Leadership

5.2.2.1 Supervision

Mobley (1982:65) highlights the role of the immediate supervisor as an important source and facilitator of employee value attainment and can play an important role in turnover management. The author raises the importance of the supervisor establishing a positive relationship with employees; demonstrate consideration for

the employee and creating a supportive environment. Mobley concludes that in the above instance, the employee may be less likely to quit because of personal attachment to the supervisor. Conversely one study found that turnover was highest in work groups whose foreperson (supervisor) was inconsiderate, regardless of the degree of the structure. Some support for the relationship between supervisory style and turnover is apparent (Mobley, 1982:95).

Khan, Qureshi and Ahmad (2010:490) conducted a study to test the effects of abusive supervision on strain and turnover intentions. The author found that abusive supervision is positively related to job tension, emotional exhaustion and turnover intention ; the higher the abusive supervision, the higher the job tension, emotional exhaustion and turnover intention. Hornstein (1996:73) defines an abusive supervisor as *"one whose primary objective is the control of others and such control is achieved through methods that create fear and intimidation"*. Mobley (1982:104) asserts that combined with the aggregate supervisory-style research, we can reasonably conclude that supervision is a contributor to employee turnover.

When they were asked to share their experiences of the work environment, as senior managers at the OTP, several managers expressed unhappiness in the manner in which they were managed particularly by their supervisors. Some of the respondents reflected strained awkward supervisory and managerial relationships. Some went as far as to indicate that they were undermined and had no job autonomy. *"I felt that my ability to make decisions was undermined. At this level you do not want to be treated as if you are still at school, where you are micro-managed, you would have to account where you were for 30 or 15 minutes when somebody was looking for you. My supervisor was too controlling and her word was final"* (SM 3, interview, 9 June, 2012).

It is evident that the weighting and effect of supervision on some of the respondents, played a significant role on their turnover intentions. As it stands, the supervisory style depicted by some of the managers may only serve to damage and compromise the credibility and reputation of the OTP, especially as custodians of public service ethos and transformation in the province.

A rich sample has emerged from this study with managers who worked under different DGs between 2007 and 2012. Two managers (SM 2 and SM 7) expressed a lot of satisfaction with the work environment that the DG provided. SM 7 says *"We were lucky because our DG provided us with space to innovate, and as a result we were able to grow as SMS at that time.. in a relaxed environment*" (SM 7, interview, 13 June, 2012). The two managers were supervised directly by the then DG who left the organization in 2010. The manages who responded negatively and positively to a DG were referring to different DGs. This underscores the point made by Mobley (1982:95) of the importance of a supervisor who facilitates employee value attainment.

Nevertheless SM 2 indicated that the main reason for leaving was work-life balance. "*From my side the biggest issue was the work-life balance…I had seen myself working every weekend…I had very little control over my own diary. I did not want that anymore"* (SMS 2, interview, 9 June, 2012). On the other hand SM 7 attributed his departure to lack of space for further growth, and favouritism. *"I had been in the OTP for 10 yrs and in all those 10 yrs I was a Director, there was no space for further growth for me…whilst there was teamwork at OTP, you could see that there was favouritism of some kind, there were people who were more SMS than others"* (SMS 7, interview, 13 June, 2012).

5.2.2.2 Leadership

Smit *et al.* (2011:310) define leadership as the process of directing behaviour of others towards the accomplishment of the organization's goals. The authors also make the point *"it is people who, in the age of the knowledge society, constitute the intellectual value of the organisation"* (Smit *et al.,* 2011:308). Perhaps more importantly the authors contend that *"managers need to grasp the importance of leadership as a management function",* understand it in order to optimize the potential of their subordinates (Smit et al., 2011:307).

Ramlall (2004:59) found that command and control style of management is resisted by employees in today's workforce. The author further argues that managers not functioning as coaches and facilitators are perceived by subordinates to be unfair.

Phillips and Connell (2004:204) expand on this point contending that effective leaders have good interpersonal skills and are able to guide, coach and mentor employees. They associate quality of leadership with a leader who is respectful and one who inspires employees.

The views of some of the respondents were highly critical of the management and leadership style at OTP. What also came out quite strongly was that in spite of the fact that the respondents were senior managers, they felt that their authority and standing was undermined and disregarded. When they were asked to share their experiences of the work environment as senior managers at OTP, some managers related an autocratic style of leadership.

In his response SM 1 indicated that *"the culture of the organization is not defined, it's that of suspicion, a top down approach, a military style of leadership, whatever the leader says you must do it…There was intimidation when you met the executive management instead of getting guidance*" (SM 1, interview, 9 June 2012). This view was echoed by the following utterances,; *"The approach, the top management at the OTP adopted was 'the leadership has spoken' so yours is to go and implement, whether it's implementable or not. We were operating in a highly ranked environment, it was even more than the military. When the management say something, you have to jump, you cannot even ask how high"* (SM 8, interview, 14 June, 2012).

The researcher views leadership as the driver and catalyst for optimal organizational performance, and at the centre of the leader's prerogative, is the need to harness and inspire all employees towards the achievement of organizational goals. The sentiments expressed above by the some of the respondents indicated that the supervisory approach and the leadership styles experienced by the respondents contributed considerably to their individual decisions to leave the OTP. It is therefore important for the leadership of the OTP, to consider these views to help create an organizational climate that places a high premium on the needs of all its employees.

5.2.3 Job Satisfaction

Mobley (1982:125) asserts that firstly *"satisfaction is a highly individualized evaluation that is dependent on individual differences in values".* The author observes that what individuals value in a work setting varies greatly. Whilst some may value a repetitive job, rotating shifts and no overtime, others may value involvement in decision making, flexible work hours and high-incentive earnings. Greenberg and Baron (1995:169) cement this view defining job satisfaction as individuals' cognitive, affective and evaluative reaction to their jobs. Nel, Werner, Poisat, Sono, Du Plessis, Ngalo, Van Hoek and Botha (2011:503) contend that traditionally job satisfaction has been measured by means of rating scales, critical incidents and interviews. The authors also make the observation that *"it is generally agreed that job satisfaction influences absenteeism, labour turnover , commitment and organizational citizenship"* (Nel *et al., 2011:503).*

All the respondents cited one reason or another for not being fulfilled or satisfied with various aspects of their jobs and the work environment at the OTP. The most frequent of the reasons cited by managers was the inability to execute their responsibilities independently due to constant interference and perceived lack of authority.

Describing the work environment SM 5 stated that *"everything you need to do in terms of your work, you need approval from the Chief Director so you find that you don't have enough powers to do your own job. The responsibility itself in the OTP as Director is very minimal. In theory you have a high responsibility, but when you want to execute you've got red tape"* (SM 5, interview, 10 June, 2012).

This is supported by respondents SM 4 and SM 8. Here are their extracts citing reasons for leaving the OTP; *"Key was the environment, but the most frustrating thing I felt I was not growing in my career and I was reduced to doing menial tasks. You don't even have authority on the areas of your expertise"* (SM 4, interview, 10 June, 2012). SM 8 explained thus *"what I found was that the experience and information I have is deteriorating on a daily basis, everyday you are doing the same*

thing over and over again. You have to wait for instructions, you cannot take the initiative and be innovative as a senior manager" (SM 8, interview, 14 June, 2012).

The researcher has observed that, the absence of voice and not being involved in decision making are the primary reasons expressed by respondents for leaving the OTP. The respondents point to an absence of dialogue and two-way communication at OTP that would allow the managers to express their voice on personal and organizational matters. The importance of this interaction is validated by Hirschman's (1970:4) original definition of voice *"the firm's customers or the organization's members express their dissatisfaction directly to management or to some other authority to which management is subordinate or through general protest addressed to anyone who cares to listen, this is the voice option".*

Lee and Whitford (2007:647) assessed Hirschman's theory of *Exit, Voice and Loyalty* in the context of voluntary exit from organizations in the public workforce. The test was focussed on the effects of loyalty and voice on the likelihood of a person stating his intention to leave. The authors' statistical analysis provided evidence that perceptions about voice and loyalty limit exit at all levels of organizational hierarchy.

Considerable focus and reflection has been expended by this researcher on job satisfaction as a contributory factor to voluntary exit, precisely because this factor dominates the body of literature as a leading factor in employee turnover together with organizational commitment. It has also been observed that job characteristics are presented in the literature as central and key in swaying employee perceptions on whether there is job satisfaction or not at the workplace. These characteristics are listed by Smit et al. (2011:402) as skills variety, task identity, task significance, autonomy and feedback.

This researcher has observed that the key challenges raised by the senior managers interviewed are job autonomy and the absence of voice. In the context of human resource management, particularly talent management, it is concerning for the OTP to reduce senior managers to merely performing 'menial tasks' and not to take decisions but to 'wait for instructions'. All this goes against the grain and the rationale

of why the senior management service was established by the Department of Public Service and Administration in the first instance. It is therefore important for the OTP to take note of the sentiments expressed by some of the respondents in order to validate them amongst the senior managers currently in their employ.

5.2.4 Organizational Commitment

Organizational commitment is an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organisation. The degree of commitment and loyalty can be achieved if management enrich the jobs, empower and compensate employees properly (Ongori, 2007:052). Phillips and Connell (2003:224) posit that *"individuals who demonstrate organizational commitment have a strong belief in, and acceptance of, the organization's goals and values".*

Phillips and Connell (2003:225) see organizational commitment as being closely related to motivation and job satisfaction. The authors believe organizational commitment is also influenced by other factors including employees' relationship with their leaders, fairness, rewards and communication.

According to Phillips and Connell (2003:225) the Loyalty Institute at Aon Consulting has investigated workforce commitment since 1997. Their commitment index has been directly administered to almost 10 000 North American participants and 50 000 more employees through participating organizations. The consulting group explores practices that inter alia increase employee commitment, pride and retention. Data analysis revealed that organizational commitment is derived from needs. These are safety and security, rewards, affiliation, growth and work/life harmony.

One of the recommendations was that leaders and human resource managers should make an effort to meet employee expectations in all of these in order to improve retention level Phillips and Connell 2003:225-226). Mobley (1982:106) sums up this discussion thus *"conceptually and empirically it is evident that organizational commitment is one of the important individual-level determinants"* of employee turnover.

The managers were asked to express their opinions on questions relating to their needs and expectations, work environment, factors influencing their departure from the OTP, exit interviews and generally their opinions of work-life at the OTP. Overall the managers expressed distance between themselves and the organization, there was minimal affiliation, no articulation of organizational goals and instead rejection of the organizational values. This is evidenced by extracts from the responses that follow.

"The culture of the organization is not defined..its that of instilling a high sense of insecurity amongst its employees" (SM 1, interview, 9 June, 2012). *"Management must respect your independence and decision making. I don't think this was done to my satisfaction at OTP"* (SM 3, interview, 9 June, 2012). *"OTP was a very controlled environment,…this frustrated me because the growth you always look for when progressing in your career is not there. If I raise an issue, it was like I am challenging the authority of the supervisor"* (SM 4, interview, 10 June, 2012). In line with the views express above Mobley (1982:74) argues that a clear specification of the rationale of organizational goals and values, sharing the rewards of organizational attainment and involvement in goals processes can enhance organizational commitment.

Whilst job satisfaction and organizational commitment feature prominently in the body of literature discussing employee turnover, this researcher has also observed that organizational commitment is broad to the extent that it also subsumes job satisfaction as one of its variables. In this discussion, words and phrases that define organizational commitment such as 'attachment' , 'degree of loyalty' and acceptance of 'goals and values' are juxtaposed with respondents utterances like 'sense of insecurity, 'frustrated' and 'challenging authority'.

This stark contrast reflected against the backdrop of the five needs (safety and security, rewards, affiliation, growth, and work/life harmony) showed lack of organizational commitment from some of the managers whilst at the OTP. Some of the respondents' utterances here must be noted so as to inform further enquiry on the leadership philosophy and employee engagement practices at the OTP.

5.3 Retention Management

It is Ongori's (2004:049) contention that *"there is a need to develop a fuller understanding of the employee turnover, more especially the sources – what determines employee turnover, effects and strategies that managers can put in place to minimize turnover".* Relative to the private sector, there are few studies that investigate employee turnover in the public service. In line with the secondary research objective of determining possible remedial steps to help retain senior managers, a discussion on retention management and strategies follows below.

Govender (2009:104) asserts that *"to meet the challenges of the 21st century and to retain employees for effective service delivery it's critical for public sector managers to understand the retention paradigm and implement meaningful measures and processes".* Retention activities refer to everything an employer does to encourage qualified and productive employees to continue working for the organization (Jackson and Schuler, 2003:253).

In pursuit of the secondary research question objective, the respondents were asked whether they had undergone exit interviews, on tendering their resignations at the OTP and to substantiate their respective answers. The benefit for organizations of conducting exit surveys or exit interviews, is to understand the underlying reason(s) for leaving.

Apart from it being an endeavour to ensure than an employee is leaving on a favourable note, an exit interview may be used as a final straw to try and persuade the employee to remain with the organization (Govender, 2009:106). Phillips and Connell (2003:116-117) advance that exit interviews are one of the most utilized processes to uncover the causes of turnover. These interviews can be face-to-face interviews, a questionnaire or a focus group and they must be taken just before or after an employee leaves the organization. The authors posit that when exit interviews are properly designed and implemented, they can provide excellent data to develop retention solutions

The responses to the question revealed that seven of the nine managers had not gone through an exit interview, one manager was offered an interview, whilst one was interviewed only after insisting to human resources that she wants one. What follows is an extract from three of the managers' responses on whether they had undergone exit interviews.

"*I did not and I was not even interested because I said everything in the dictionary and there was no response so I would not understand now, why they would want to have an exit interview"* (SM 5, interview, 10 June, , 2012). *"I did I insisted on getting an exit interview… I was hoping that it would contribute something in making that organization a better organization. My feeling was that it was an academic exercise"* (SM 3, interview, 9 June, 2012). *"Yes I did. It was a good exit interview, but I always had my reservations about exit interviews…I indicated to the then HR Director, that I so wish this is done every six months because you should be able to pick up what the problems are and address them there and then. When people have resigned, you have already lost a person."* (SM 6, interview, 12 June, 2012).

Organizations ordinarily employ leadership and management practices, including exit interviews to ensure that employees are affiliated and committed to the organization. The fact that only one manager's views were solicited to establish reasons for leaving, suggests that retention management is not viewed as a priority area.

5.4 Employee Engagement

Ongori (2007:051) describes employee engagement, as the organization's capacity to engage, retain and optimize the value of its employees. The scholar contends that employee engagement 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. This he argues would motivate employees to stay in the organization.
Cawe (2006:32) contends that *"an organization's leadership sets the tone for the entire atmosphere of the company".* The scholar argues that organizations "capable of building strong relationships between the leadership and employees will be able to create a supportive people culture, which in turn will drive higher levels of engagement."

Under this theme there were two questions. The first question asked managers if they had been treated differently at OTP and their concerns had been addressed, would they have reconsidered the decision to leave? Several managers were emphatic that they would have stayed at the OTP, had they been treated differently and issues of concern had been addressed.

Two managers were of the opinion that it was inconceivable that things could have been different, and one manager expressed that his departure was simply because the time had come for him to leave government employ.

Some managers indicated that they would have reconsidered their decision to leave, had they been treated differently and their issues of concern addressed to their satisfaction. These managers cited the prestige of the office, leaving prematurely without achieving set goals, and wanting to contribute to change in the Eastern Cape as some of the reasons why they would have reconsidered, had the work environment and experience been different.

The second question asked the respondents to identify two or three areas of improvement at OTP as an organization. Leadership style of the executive management that is ultimately responsible for and a catalyst for organizational culture was the focal point of most managers. As presented in chapter four inappropriate human resource practices, including the placement of unsuitable personnel in strategic leadership positions were also high on the list of areas cited for improvement at the OTP.

Some respondents indicated that they would have reconsidered their decisions to leave had they been treated differently by the organization. Secondly they identified the leadership style, and inappropriate human resource practices as areas for attention if the OTP in their view is to improve as an organization.

CHAPTER SIX
CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

Whilst turnover generally is widely researched, there are relatively few studies that have broached the subject of turnover in the public sector. The aim of the research was to investigate factors that have contributed to the relatively high turnover of senior managers at the Office of the Premier, Eastern Cape. The study sought to investigate the underlying causes that influenced the voluntary turnover amongst senior managers at the OTP, with a view to identify remedial steps and recommendations to inform better retention practices.

6.2 Conclusion

The research report responded to the primary and secondary research questions that drove this study. The respondents described their experiences of an organization that is beset with considerable leadership deficiencies, human resource management malpractices and lack of employee engagement as underlying factors that contributed to their decision to leave the OTP. Some interviewees described their experiences of leadership as positive. It should be noted that respondents worked under different DGs, and may have experiences of different types of leadership.

6.2.1 Factors : Senior Manager Turnover at OTP

The study found concrete factors (discussed in the analysis), as predictors and causes of voluntary turnover amongst the senior managers who had left the OTP. It is the view of the researcher that these are factors that could have been avoided, had the employer (OTP executive leadership) exercised its obligation of creating a conducive environment for employees (senior managers) to discharge their duties.

Contributory factors to senior manager turnover at OTP as informed by research findings are the following:

- There was a clear disjuncture between the managers and the executive on the interpretation of employee needs and job expectation.

- The managers were not accorded job autonomy nor were they involved in decision making and sharing of information.
- There was lack of commitment and support on the part of the executive that led to job dissatisfaction amongst the managers.
- The leadership style contributed to managers feeling disrespected and disregarded.
- There was lack of proper human resource management practices.

6.3 Recommendations

In view of the research findings and analysis the report makes the following recommendations:

6.3.1 Leadership

The leadership of an organization defines the organizational ethos, culture and orientation. Effective leadership inspires all employees in an organization to affiliate, embrace and commit to the fulfilment of it's mission and vision. Conversely the absence of such leadership or deviation from such principles and attributes allows for fragmentation, conflict and abusive supervision to set in.

It is in this vein that the researcher recommends that the OTP notes the views of the respondents and considers them when reviewing its leadership paradigm and posture, to allow for more participative and inclusive management and decision making amongst all its employees. Given the OTP mandate of leading the provincial administration, it is vital that issues of leadership competency, orientation, administrative insight and capabilities form part of the criteria that inform appointments at the level of executive management. The exemplary leadership style of one of the DGs also needs to be noted, and encouraged, with a view to model and replicate such behaviour at OTP at all levels of supervision.

6.3.2 Human Resource Management Practices

Poor recruitment, supervisory policies, managerial style, lack of recognition and lack of motivation (Abassi and Hollman, 2000) all amount to lack of proper human resource management practices. This researcher holds the view that from the time an individual prospects, joins and eventually leaves an organization, the custodian of such processes is the human resource management division. The appointment letter, the orientation, the performance contract, the performance reviews and bonuses as well as the letter of resignation are all tools and manifestation of the work that is done and overseen by human resource management division.

This spells out the significance of these practices on the life of an employee. What the respondents have expressed suggests that there may be a need for the OTP to undertake a human resource management audit, to establish the extent to which OTP adheres to universally accepted human resource management practices. This should be done with a view to re-orientate and reposition the OTP as an employer of choice, through a comprehensive human resource strategy, that is consistent with the highest standards in people management.

It is also recommended that human resource practitioners lead this process as experts and advise executive leadership accordingly. Given the research findings this will have the added benefit of executive management creating space for all its senior managers (if not already doing so) to contribute, to the life and purpose of the organization.

6.3.3 Employee Engagement

Employee engagement, is the sum total of all activities by the leadership aimed at creating synergy, unity of purpose and meaning in the lives of employees at work, for the benefit of the organization and its performance. To articulate this point differently, the implementation of the recommendations on leadership and those on human resource management practices advanced in 6.1 and 6.2 would be the realization of employee engagement taking place at the OTP.

Given the respondent's experiences and the reasons for leaving, as well as the literature survey it is highly recommended that an employee engagement philosophy is introduced, and implemented at the OTP. This would also enhance the reputation of the Office to lead the province in modelling best practices in leadership and human resource management. The implementation of these recommendations may help to reduce the level of turnover not only amongst the senior managers but also the workforce as a whole. The OTP would also benefit by not only attracting the best of knowledge workers but would also be able to develop and retain them.

6.4 Limitations of the Study and Areas for Future Research

This was an exploratory study and therefore is not generalizable. The researcher worked at the OTP as a senior manager between 2009 and 2012 and may have struggled to distance himself sufficiently from the research process. With respect to future research areas, demographic variables are increasingly becoming a significant factor in turnover literature, particularly in the South African context, therefore comparative analysis of the demographic profiles of the managers who left as against those who have remained might prove useful. It would also be interesting to undertake the same study with a different sample of senior managers, who left in the same period., and find out what would emerge.

This study was limited to the OTP, Eastern Cape, broadening of the scope of research to perhaps the two biggest departments in the province (i.e. Health and Education) should also provide significant trends and findings with respect to voluntary turnover of senior managers in the province.

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APPENDICES

Appendix A: List of Interviewees

Ex-OTP Senior Managers

1. SM 1 - interviewed on the 09th of June, 2012
2. SM 2 - interviewed on the 09th of June, 2012
3. SM 3 - interviewed on the 09th of June, 2012
4. SM 4 - interviewed on the 10th of June, 2012
5. SM 5 - interviewed on the 10th of June, 2012
6. SM 6 - interviewed on the 12th of June, 2012
7. SM 7 - interviewed on the 13th of June, 2012
8. SM 8 - interviewed on the 14th of June, 2012
9. SM 9 - interviewed on the 15th of June, 2012

Appendix B: Interview request letter

9 Deer Lodge Drive
Dorchester Heights
East London
5241

01st May, 2012

Dear Sir/Madam

Request for an Interview

I am a student at the University of the Witwatersrand pursuing a degree in Masters of Management in the field of Public and Development Management. I am conducting a research about the turnover of senior managers at the Office of the Premier, Eastern Cape.

I am therefore requesting to make an appointment for an interview during May or June at a time mutually agreed upon. I am contactable on 083 324 4269 at all time. Kindly indicate availability at your earliest convenience.

As indicated the interview is being undertaken purely for academic reasons and confidentiality and anonymity is guaranteed. No information will be divulged unless with prior written consent from yourself.
I look forward to your favourable response.

Yours sincerely

M.L. Ndara (Mr)

Appendix C : Research Themes

1. **Well-being and Motivation**

   1.1 Describe the key issues that you consider vital to your well-being and motivation at the workplace.

2. **Work Environment**

   2.1 Briefly share your experiences of the work environment as a senior manager at the Office of the Premier.

3. **Sources of Turnover**

   3.1 What factors most contributed or led to your taking a decision to leave the OTP?

4. **Retention Management**

   4.1 Had the factors that contributed to your leaving the OTP been addressed to your satisfaction; would you have reconsidered your decision to leave and why?

   4.2 Did you go through an exit interview upon tendering your resignation? Please motivate your answer.

5. **Employee Engagement**

   5.1 From your experience briefly identify one or two areas (if attended to) may improve the OTP as an organization.
