Evaluating the impact of management practices on employee turnover in the Gauteng Department of Education

ET Mmako

orcid.org 0000-0003-4011-243X

Mini-dissertation submitted in partial fulfilment of the requirements for the degree Master of Business Administration at the North-West University

Supervisor: Mr AA Andrianatos

Graduation ceremony: July 2018
Student number: 24809268
# Table of Contents

## CHAPTER 1

1. **NATURE AND SCOPE OF THE STUDY** 7  
1.1 **INTRODUCTION** 7  
1.2 **BACKGROUND** 8  
1.3 **PROBLEM STATEMENT** 9  
1.4 **RESEARCH HYPOTHESIS** 10  
1.4.1 **PRIMARY QUESTION** 10  
1.5 **OBJECTIVES** 11  
1.5.1 **PRIMARY OBJECTIVE** 11  
1.5.2 **SECONDARY OBJECTIVES** 11  
1.6 **SIGNIFICANCE OF THE STUDY** 11  
1.6.1 **FIELD OF STUDY** 11  
1.6.2 **GEOGRAPHICAL DEMARCATION** 12  
1.7 **RESEARCH METHODOLOGY** 12  
1.7.1 **LITERATURE REVIEW** 12  
1.7.2 **EMPirical STUDY** 13  
1.8 **LIMITATIONS OF THE STUDY** 16  
1.9 **CHAPTER DIVISION** 16  
1.10 **CHAPTER SUMMARY** 17

## CHAPTER 2

2. **LITERATURE STUDY** 18  
2.1 **INTRODUCTION** 18  
2.2 **CONCEPT CLARIFICATION** 19  
2.2.1 **DEFINING EMPLOYEE TURNOVER** 19  
2.2.2 **MANAGEMENT PRACTICES** 20  
2.2.3 **THE GAUTENG DEPARTMENT OF EDUCATION (GDE)** 21  
2.3 **ORIGINS OF EMPLOYEE TURNOVER** 22  
2.4 **TYPES OF EMPLOYEE TURNOVER** 24  
2.4.1 **VOLUNTARY EMPLOYEE TURNOVER** 24  
2.4.2 **INVoluntary EMPLOYEE TURNOVER** 24  
2.4.3 **INTERNAL AND EXTERNAL EMPLOYEE TURNOVER** 25  
2.4.4 **SKILLED AND UNSKILLED EMPLOYEE TURNOVER** 25  
2.5 **DISTINCTIVE CHARACTERISTICS OF EMPLOYEE TURNOVER** 26  
2.6 **CONSTITUTIONAL REGULATIONS ON EMPLOYEE TURNOVER** 27  
2.7 **COST IMPLICATION OF EMPLOYEE TURNOVER ON ORGANISATIONS** 28  
2.8 **THE EFFECT OFF EMPLOYEE TURNOVER ON ORGANISATIONS** 30
2.8.1 Voluntary Employee Turnover Drivers in the Internal Organisational Environment 31
2.8.2 Voluntary Employee Turnover Driver in the External Organisational Environment 36
2.9 The Importance in Managing Employee Turnover 37
2.9.1 Job Satisfaction 38
2.9.2 Effective Employee Retention Programmes (ERPs) 39
2.9.3 Employee Engagement with Each Other, with Management, with Public Domain 41
2.9.4 Benchmark Research on Best Practices 41
2.9.5 Training and Development of Employees 42
2.9.6 Organisational Citizenship Behaviour (OCB) 42
2.9.7 Supervision of Employees at Various Management Levels 43
2.9.8 Focus on Top-Performing Employees 43
2.9.9 Exit Interviews by Employees 44
2.9.10 Suggestion and Complaints Boxes 45
2.10 Summary 45

CHAPTER 3 47

3 Research Methodology and Design 47

3.1 Introduction 47
3.2 Research Design 47
3.3 Research Paradigm 47
3.4 Research Approach 48
3.5 Rationale for Selecting the Quantitative Method 49
3.6 Research Strategy 50
3.7 Research Instrument 51
3.8 Questionnaire Design 51
3.9 Population and Sample Size 52
3.10 Ethical Consideration 53
3.11 Data Collection 54
3.11.1 Data Collection Plan 54
3.12 Data Analysis 54
3.13 Limitations 55
3.14 Conclusion 56

CHAPTER 4 57

4 Analysis of Data, Findings and Recommendations 57

4.1 Introduction 57
4.2 Descriptive Analysis 57
4.2.1 The Gender Classification of Respondents 57
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.2</td>
<td>AGE GROUP CLASSIFICATION OF RESPONDENTS</td>
<td>58</td>
</tr>
<tr>
<td>4.2.3</td>
<td>RACE DISTRIBUTION OF THE RESPONDENTS</td>
<td>59</td>
</tr>
<tr>
<td>4.2.4</td>
<td>EDUCATION LEVEL OF RESPONDENTS IN TERMS OF QUALIFICATIONS</td>
<td>59</td>
</tr>
<tr>
<td>4.2.5</td>
<td>WORK EXPERIENCE OF THE RESPONDENTS</td>
<td>60</td>
</tr>
<tr>
<td>4.3</td>
<td>ANALYSIS OF CONSTRUCTS</td>
<td>62</td>
</tr>
<tr>
<td>4.4</td>
<td>CORRELATION CO-EFFICIENCY</td>
<td>67</td>
</tr>
<tr>
<td>4.5</td>
<td>THE RELIABILITY OF THE MEASURING INSTRUMENT</td>
<td>69</td>
</tr>
<tr>
<td>4.5.1</td>
<td>JOB SATISFACTION</td>
<td>70</td>
</tr>
<tr>
<td>4.5.2</td>
<td>FACTORS LEADING TO HIGH EMPLOYEE TURNOVER</td>
<td>71</td>
</tr>
<tr>
<td>4.5.3</td>
<td>MANAGERS ‘PRACTICES</td>
<td>71</td>
</tr>
<tr>
<td>4.5.4</td>
<td>UNIT/ DIRECTORATE’S EMPLOYEE TURNOVER</td>
<td>72</td>
</tr>
<tr>
<td>4.6</td>
<td>HYPOTHESES TEST</td>
<td>72</td>
</tr>
<tr>
<td>4.7</td>
<td>CONCLUSION</td>
<td>73</td>
</tr>
<tr>
<td>4.8</td>
<td>FINDINGS AND RECOMMENDATIONS</td>
<td>74</td>
</tr>
<tr>
<td>4.8.1</td>
<td>FINDINGS</td>
<td>74</td>
</tr>
<tr>
<td>4.8.2</td>
<td>RECOMMENDATIONS</td>
<td>75</td>
</tr>
</tbody>
</table>

REFERENCES                                        78

ADDENDUM A: QUESTIONNAIRE                         91
ADDENDUM B: LETTER OF CONSENT FROM THE GAUTENG DEPARTMENT OF EDUCATION 95
ABSTRACT

Public and private entities, companies including government institution find themselves faced with enormous responsibilities of having to manage resources including human resources to maximise their growth and development in terms of the bottom line and otherwise. Due to the free mobility nature of human resources, the management of employee were found to be the most tedious as perpetual endeavours to minimise employee turnover intentions are crucial. Furthermore, its sensitivity to management practices create major challenges on how to deal with employees in a manner that does not impact negatively on sustainability, growth and the development organisations and institutions. In the process of managing employees, institutions loose some, retain some due to how manager utilizes management strategies and procedures, and carry out their routine activities. The management practices were thus considered the core on which employee retention hinges.

The primary objective of this study is to evaluate the impact of management practices on employees’ turnover in the Gauteng Department of Education (GDE). A quantitative research methodology involving the use of a questionnaire to collect data from the respondents with the view of determining the extent of the relationship between the managers’ practices and the employee turnover and finding the root cause of the research problem was utilised. Data were analysed using table, percentages and Cronbach Alpha. Findings were made and depicted workload, feeling of being threatened of long serving employees, inadequate implementation of Employee Retention Programmes (ERPs), inconsistencies in the management’s actions and behaviour as attributing factors to employee turnover intentions.

Findings corroborate that management practices have a direct contribution to employee turnover. The recommendations made include the full implementation ERPs, benchmark employee benefits and workload with similar but competitive institutions.

Key words: employee turnover, employee retention, job satisfaction, management practices, employee retention programmes
CHAPTER 1

1 Nature and scope of the study

1.1 Introduction

Employee turnover is a natural phenomenon in every organisation (Beyerlein, 2007). New employees join the organisation to enhance productivity in the business while others leave organisations because of among other reasons, retirement, better work offers elsewhere, or dissatisfaction with current job. It is therefore not an anomaly in organisations to experience employee turnover because one of the factors that characterises labour is its free mobility (Wildasin, 2011:6). Supporting this statement, Shanghvi (2012:21) states that labour mobility is a permanent feature in organisations and suggests that it should be properly managed.

High employee turnover has several detrimental impacts on organisations. Excessive turnover decreases the overall efficiency of any organisation (Mabindisa, 2013) and brings with it a high price tag (Van Zyl, 2011) because of more employees’ quitting before new recruits can join the organisations. The cost of replacing a skilled worker includes recruitment, a selection process and screening costs, the costs of learning on the job, and separation costs (Dube, Freeman, & Reich, 2010:2). These researchers further posit that there are hidden costs involved with high employee turnover, such as low employee morale, decrease in productivity levels, and customer satisfaction, which directly and indirectly affects the bottom line.

Booth and Hamer (2007) argue that job satisfaction is a strong forecaster of turnover intentions. Furthermore, Booth and Hamer continue in that some specific reasons can be provided impacting on job satisfaction include low pay, poor working conditions, long hours, not enough benefits or a negative atmosphere, especially from the management. Purohit, (2016:51) concludes that most industries have faced the problem of employee turnover because of dissatisfaction with work or working condition, the working hours, workload and work schedules, incentives, salaries and the facility which are provided to the worker is not up to standard. Kopelman, Ravenon, and Milsap (1992) speculate that the factors that relate and give impact on turnover intentions are considered as important.
Alsayyed and Braiki (2015) substantiate that in today’s competitive world, managing employee turnover is very crucial for the success of any organisations. Hence, possible causes of high employee turnover must be investigated, identified and addressed before it affects the organisation negatively on a large scale. Thus, a proactive approach to curb employee turnover is crucial for the sustenance of organisational growth, productivity, and profitability and employee morale.

1.2 Background
The Department is mandated by the Constitution of South Africa (Act 108 of 1996) as amended to provide compulsory basic education to all learners in the province progressively. This includes the provision of further education. To realise this constitutional mandate, the Gauteng Department of Education (GDE) uses various educational programmes such as Early Childhood Development (ECD), Public Ordinary Schools, Independent Schools, Education for Learners with Special Education Needs (LSEN), General Education and Training, Further Education and Training, E-Learning Education and Auxiliary Services. All these programmes unfold within the various legislative frameworks.


- Senior Certificate (SC) - continues as a revised qualification for adults
- National Senior Certificate (NSC) - replaced the Senior Certificate (SC) in 2008

In order to ensure that assessment of learners is valid and credible, The GDE;

- Moderates assessment to ensure that it is fair, valid and reliable
- Quality assures assessment in collaboration with Umalusi the Quality Council in the General and Further Education and Training Qualifications Sub-framework (GFETQSF)
• Register and monitor assessment centres
• Conducts research to ensure educational quality

The GDE also ensures that issues of school funding, governance are carried out according to national and provincial legal frameworks.

The Department is struggling with a high employee turnover due to high numbers of resignations especially in the Strategic Policy Management, Monitoring and Evaluation, Education Planning and Information and Public Ordinary Schools. Although GDE experienced a low turnover rate of 10.12% for all the directorates including teachers at school level, high of turnover is noticeable in the four directorates. These resignations include directors, deputy chief education specialists moving horizontally to other directorates. In 2016-2017 financial year, the organisation separated with 8 156 employees mostly deputy chief education specialists, deputy directors, assistant directors and a few chief education specialists. It thus indicates that employee turnover is one main factor the Gauteng Department of Education needs to address moreover that replacing the resigned staff with specialised skills threatens the ability of the organisation to reach its annual performance targets.

It furthermore implies that the Gauteng Department of Education forfeits training cost invested on the staff members who are resigning. An estimated average training cost of R12 000 per employee per annum is forfeit on each employee leaving the organisation. Almost the same cost per employee plus recruitment costs and placement costs is incur by the organisation when counteracting the turnover. During the 2016-2017 financial year, 8 338 new employees were recruited, where a larger percentage replaced those who left the organisation and only a few filing new positions.

1.3 Problem statement
Currently there is high employee turnover in organisations in South Africa (Lambooy & Levashova, 2012:3; Goud, 2014:10; Aguenza & Som, 2012:88). High employee turnover is considered detrimental to the efficiency of any organisations in that it decreases productivity. Furthermore, any loss of revenue resulting from low productivity hinders the individual organisation’s growth thereby deterring the macro-economic growth of the country. Alsayyed and Braiki (2015:1) content that employee
turnover is one of the most crucial reasons of reducing productivity and dropping morale of employees in both the public and private sectors.

In addition, departure of long serving employees are also deemed equally detrimental to excessive employee turnover, because long-time employees are considered to have valuable history with their respective organisation, filled with important information that helps them in executing their jobs better (Butali, Wesang'ula & Mamuli, 2013). However, when these employees resign, their knowledge, skills and abilities depart with them, as does the organisation’s investment in training these workers. The departures of long serving senior managers, managers, assistant managers and lower level employees of the education quality council is by implication costly to the organisation in terms of its overall efficiency and operational effectiveness. Clearly, the high turnover rate experienced at the specific organisation needs to be examined and highlighted for management’s attention.

Consequences of not addressing this research conundrum by institutions could results in continued costs incurred through losing productive, experienced and long serving human capital. In addition, long serving employees are presumably those institution spent money on through training and retraining (Surji, 2013). Organisations will also continue to incur recruitment, selection and training costs on newcomers (Hancock, Allen, Bosco, McDaniel, & Pierce, 2013). Surji (2013) further agues the experienced employees negatively affect customer service and quality as they leave novice employees behind while also causing lack of motivation and low morale to the remaining employees.

1.4 Research hypothesis

- There is a strong relationship between management practices and employee turnover intentions.
- Employee turnover impacts on organisational effectiveness.
- Job satisfaction has a direct effect on employee turnover.
- Causes of employee turnover exist in the Gauteng Department of Education.

1.4.1 Primary question

What impact does management practices have on employee turnover?
1.5 Objectives
The research objectives of this study were divided into primary and secondary objectives.

1.5.1 Primary Objective.
The primary objective of this study was to evaluate the impact of management practices on employees’ turnover in the Gauteng Department of Education.

1.5.2 Secondary Objectives
In order to achieve the primary objective, the following secondary objectives were formulated:

- To define employee turnover to provide a better understanding by means of an in-depth literature review.
- To investigate the causes of employee turnover in the Gauteng Department of Education in Johannesburg.
- To determine the impact of employee turnover on organisational effectiveness.
- To determine the impact of job satisfaction on employee turnover
- To draw conclusions from the empirical study and offer practical recommendations on how to manage employee turnover in the Gauteng Department of Education.

1.6 Significance of the study
The Gauteng Department of Education’s efficiency can be measured mainly through delivery of quality education service to their beneficiaries and their respective world ranking. This can be achieved through well-formulated plans and programs, allocation of resources, assignment and retention of committed and competent employees. However, since skilled work force turnover can affect the organisation’s capacity to achieve the intended objectives and expected results, the study seeks to focus on identifying solution to the high employee turnover of skilled employees. The study also aims in highlighting the role the organisation’s management plays relating to employee turnover. It also might serve as literature for future studies on the topic.

1.6.1 Field of Study
The study focused in the field of Human Resource Management of the Business Administration.
1.6.2 Geographical demarcation
The study was conducted at the organisation’s premises in Johannesburg, Gauteng province. The sampled population consisted of the employees of the organisation as they are perceived to have first-hand knowledge about the matter. The research will mainly focus on the middle management in the four directorates namely Strategic Policy Management, Monitoring and Evaluation, Education Planning and Information and Public Ordinary Schools were employee turnover shows tangible prevalence. The researcher argues that deputy chief education specialists, deputy directors and assistant directors have deep knowledge of the organisation because of their interaction with the top management and the bottom line employees.

1.7 Research methodology
The research was conducted in two phases, namely, a literature review and an empirical study. Edmonds & Kennedy (2010) recommend six basic steps to be followed during the scientific research process, which include:

- Identifying a research problem
- Review the literature
- Specify a purpose
- Collect data
- Analyse and interpret data
- Report and evaluate

1.7.1 Literature review
The literature study defines employee turnover, different types, causes, merits and the demerits of employee turnover. The literature review highlights the causes of employee turnover in organisations. The main purpose of the literature study was to gain a theoretical body of knowledge regarding employee turnover and its linkage to management practices. The following sources were incorporated to obtain a comprehensive overview of the topic:

- Approved journals from the NWU electronic database.
- Approved published articles.
- Internet sources.
- Textbooks.
• Previous dissertations

1.7.2 Empirical study

The research acquired data through questionnaires surveys completed by the research respondents. The researcher opted for this survey because of it is considered cost effective. Sekaran (2003) substantiates that data collection through questionnaires method enables the collection of huge amount of data in an economical and efficient manner. Hence, a quantitative research method was considered relevant for the nature of this study and used for the empirical study. Babbie (2014) defines quantitative methods as methods that emphasize objectives and numerical analysis of data collected through polls, questionnaires or surveys. The empirical study focused on;

• Knowledge and perception about employee turnover
• Impact of employee turnover in an organisation
• Impact of employee turnover: Does employee turnover disrupt the operations of an organisation?
• Impact of employee turnover: Conduct by the management on employees' leads to employee turnover.
• Impact of employee turnover: Inadequate benchmarking with sister organisations on employee benefits leads to employee turnover.
• Impact of employee turnover: The current organisational policies lead to employee turnover.

The empirical study focused on the employee turnover in the Gauteng Department of Education in Johannesburg, South Africa. The Gauteng Department of Education in the Gauteng area of Johannesburg was identified as the population and a sample was drawn from this institution. The researcher used purposive sampling method to determine the sample. The choice of the method was based on the intent of the researcher to confirm his prior opinion on the research problem. The researcher thus sampled using his judgement to select specific units to be included in the sample. Purposive or judgment samples can provide valuable information, though, particularly in the early stages of an investigation (Lohr, 2009). The researcher aimed to obtain reliable and satisfactory data with the respondents' first encounter with the questionnaire.
1.6.2.1 Constructing the questionnaire

The questionnaire was designed to ensure the gathering of information in two sections. The first section focused on the biographical information. Questions in this section included the respondent’s personnel number, gender, age, race, qualifications and length of service at the organisation. The biographical information collected helped to answer the research questions, and to describe the sample. With the focus on middle management, the type of occupation assisted in providing information from the relevant sampled population. Thus, no chief directors, directors, chief education specialists or executives completed the survey questionnaire as it was directed to all employees at middle management and below. Demographic variables such as age and gender were measured as ratio variables. This information was also considered crucial for the study as it described the study sample and determined the sample’s relevancy as representatives of the population of interest (Kaur, 2013).

The second section of the questionnaire focused on:

- The employees’ job satisfaction. Job satisfaction was measured by employing Spector (1985) job satisfaction questionnaire.
- Factors leading to high employee turnover.
- Managers’ practices
- Unit’s employee turnover impact on work load, work morale and turnover intentions.

Turnover intention was measured using Mobley et al. (1977) instrument.

1.6.2.2 Study population and sampling method

The researcher used the purposive sampling method to select his study population. The reason for the researcher’s choice is that, as the one selecting the sample, he always tried to ensure that his sample is representative. Purposive sampling was thus considered relevant for this study as Barreiro (2001) explained it as the one in which the person who is selecting the sample is who tries to make the sample representative, depending on his opinion or purpose, thus being the representation subjective. Purposive sampling was therefore used to select respondents of this study. Thus, all the respondents sampled were all employees of the organisation under study, who
were easily accessed at the same premises and available at the research premises at that time and were also willing to participate in the study. According to Welman et al. (2005:52), a population is the study of an object and consists of individuals, groups, organisations, human products and events, or the conditions to which they are exposed. The sampled population in this study are people exposed to the phenomenon being studied.

The targeted study population was limited to the singled-out Gauteng Department of Education in Johannesburg, Gauteng province. The population is made up of the employees of the sampled organisation from the middle management to the lowest level employee. A total of 50/80 employees in the four directorates of the organisation was targeted and a total of 30 completed questionnaires were collected. Purposive sampling was thus used dictated by the targeted type of the population.

1.6.2.3. Data collection

The gathering of primary data was initiated by both electronic and telephonic discussions with the relevant Research Directorates, whereby the purpose of the study was explained and confidentiality promised to participants. The researcher ensured all the participants that he had the necessary permission to conduct this research study and that all participants’ feedback was handled professionally and anonymously. Participants completed an electronic questionnaire and were communicated via email. The questionnaire was developed in English, as this is the dominant medium of business language in the Gauteng Department of Education.

1.6.2.4 Data analysis

The data was collected through electronic survey instrument. Data collected were processed and statistically analysed through Statistical Package for Social Sciences (SPSS) 10 by the Statistical Consultation Services of the North-West University (Potchefstroom campus). SPSS 10 was used in order to enable analysts to score and analyse data very quickly and in many different ways (Bryman & Cramer, 2002). Data from questionnaires were coded and converted into useful outputs such as frequency tables. These tables were used to draw conclusions and make recommendations regarding the management practices and employee turnover in the Gauteng Department of Education in Johannesburg, Gauteng province.
1.8 Limitations of the study
The study is limited to one Provincial Department in Johannesburg situated in the Gauteng Province. The measurement of perceived success in one location might be totally different from the next, due to area specific challenges. Care should therefore be exercised in the interpretation and utilisation of the results, thus its findings cannot be generalised. It is possible that some respondents might have experienced some difficulties with the interpretation of the questionnaire. Given that the data for this study was collected from one institution, the researcher argues that the research would only be generalisable to this organisation specifically and possibly similar organisations within the education industry.

This research investigated factors contributing to turnover intention at the Gauteng Department of Education in Johannesburg and provided recommendations to remedy the problem for only that specific department even though the research can assist in other organisations experiencing similar challenges. This is a general topic on turnover intention and job satisfaction and thus this research can also benefit other companies or organisations that encounter similar problems.

1.9 Chapter division
In order to reach the objectives of this study, the study has been divided into four chapters and includes:

Chapter 1:

The first chapter focused on the background and scope of the study. It will highlight the problem statement, research objectives and limitations of the study. The research methodology and the outline of each chapter will also be explained briefly.

Chapter 2:

The literature review focussed on employee turnover and turnover intentions and exploring the different theories of employee turnover. The chapter also focused on the link between employee turnover and management practices, types, causes, merits and the demerits of employee turnover.
Chapter 3:  
This chapter focused on the research methodology used. The research methodology used includes concepts such as data collection processes, statistical methods used to analyse the data and the interpretation of the results. Data collected as such was then analysed so that conclusions could be drawn.

Chapter 4: Data analysis, conclusions and recommendations

This chapter presents the analysis of data and the findings derived from the data analysed. It provides further insight into the research propositions introduced in Chapter 3. In this chapter conclusion is drawn from the analysed data and thus a practical summary of recommendations with regard to the research propositions presented.

1.10 Chapter summary

In this chapter, an introduction and background to the study, the primary and secondary objectives and research methodology were explained. Further, the limitations to the study and division of chapters were discussed. In the follow in chapter the literature will be studied in depth on findings that are related to employee turnover intentions relating to management’s conduct.
CHAPTER 2

2 Literature study

2.1 Introduction
This chapter discusses the core concepts pertaining to employee turnover in organisations, more specific the Gauteng Department of Education. The chapter also presents an overview of the literature relating to these concepts in the business environment. It is common knowledge that factors of production are indispensable for organisations to achieve goals. Secondly, that factors of production need to be properly managed for economy, efficiency and effectiveness in an organisation. Thirdly, those factors of production are unique and therefore need to be managed differently. Human resource is thus the most unique factor of production in that it cannot be stored and hoarded like material or natural resources and capital.

Furthermore, labour is an active factor of production because it can start the production process unlike passive factors such as natural resources and capital. One also perceives labour as a sensitive factor of production whose sensitivity triggers its free mobility. Moreover, its supply is inelastic in that it is not responsive to demand. It means that if a country has a scarcity of a certain type of workers, their supply cannot be increased within a certain pre-determined period.

Against this background, it is clear that human capital need extensive, well researched approach to keep them for as long as possible. Employees with specialised skills are scarce to find hence inelastic to demand and thus have more bargaining power over organisations due to high demand. This results in what is experienced today where organisations are hit by employee turnover especially of specialised skills employees.

Employee turnover intention is considered to be one of the major issues, mainly in the field of human resource management (Husain, Siddique, Ali, Ali & Akbar, 2015). From a managerial perspective, the attraction and retention of high-quality employees is more important today than ever before. A number of trends (e.g. globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital (Holtom, Mitchel, Lee and Eberly; 2008). Bankar, Kakade, and More, (2016:11) define employees’ turnover as an entry of new employee in an organization and exit of existing employee from an
organization. Aligning with them, Allen (2008) states that employee turnover is a generic term that refers to movement employees from one work organization to another. Pietersen and Oni (2014:142) state that employee turnover can be initiated by an employee (voluntary turnover) or by an employer (involuntary turnover).

2.2 Concept clarification

2.2.1 Defining employee turnover

Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al. (2000). The term “turnover” is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Employee turnover means the rate at which employees leave a business enterprise (Hedwiga, 2011).

The term employee turnover is defined as the number of permanent employees leaving the company within the reported period versus the number of actual active permanent employees on the last day of the previous reported period (physical headcount). On the other hand, the employee turnover includes only natural employee turnover like resignations, termination, retirement and it does not reflect any redundancies (Van Zyl, 2011). Moreover, employee turnover refers to the rate of change in the workforce of an enterprise during a given period of time. Boxall et al (2003) and Gupta (2009) defined employee turnover as the time-to-time changes in the composition of the workforce.

One thus perceives employee turnover as the general migration of the workforce between organisations and within organisations and out of employment. Employees make horizontal and vertical movements within one organisation and across other organisations. They also make first movements into organisations as novice employees and also move out of organisations to unemployment state through retirement, retrenchment and otherwise. This migration of employees in so profound in the quality council and is mainly characterised by an outwards movement followed by the reactive reaction of the Education Quality Council through recruitment to close the vacancies left.
2.2.2 Management practices

Inferred from the definitions of voluntary employee turnover, one concludes that all issues that are beyond the employees’ power to influence in their favour in their workplace results in job dissatisfaction. Akinyomi (2016) cited factors such as poor personnel policies, poor recruitment policies, poor supervisory practices and poor grievance procedures as major contributors to job dissatisfaction and have the potential to trigger voluntary employee turnover. One further concludes that these are internal factors and thus need good management practices to build the organisation’s strength upon however if not properly managed, result in weaknesses that hamper organisational growth.

Akinyomi (2016) further posits that where there were cases of improper management practices and policies on employee matters especially when employees are not recruited systematically, promotions of employees are not based on spelled out policies, no grievance resolution procedures in place, these would lead to high employees’ turnover. It thus indicates that all reasons for voluntary employee turnover results from management practices considered poor by the employees. The researcher purports that, actions by the management impacts on employee’s turnover intentions. Thus, every action perceived to be good by employees strengthens their intentions to stay with the organisation while practices by management that employees consider pro-management and anti-workforce strengthen their intentions to leave.

Although organisations experiences employee turnover in different forms, employee turnover experienced by the Education Quality Council is mainly voluntary in that the majority of employees quit on their own. It thus implies that the quality council’s employees probably leave on reasons among other of dissatisfaction with the employer, the job, remuneration, retirement, poor health and family commitments. However, the rate at which specialized employees leave the organisation is overwhelming and one believes that even the council’s growth is adversely affected.

Employees usually feel stress at their jobs due to the following reasons among others, work overload, misuse of power, inadequate decisions or leader behaviour (Tekeste & Nekzada, 2014). One’s perception is that any factor that builds stress to employees also creates job dissatisfaction. Looking at these stressors, one also concludes that
they are management related. First, work overload results from the management’s imbalanced allocation of responsibilities to employees.

The overworked employees would be stressed and ultimately develop job dissatisfaction which triggers the intention to leave the organisation. Second, misuse of power is also a managerial oversight. The research thinks that misuse of power occurs where the management overstep its legitimate powers and disregards employee protecting legal frameworks and due processes. Such actions by management stress the employees especially in organisations where they feel lack of recourse and weakened unions to take the management to task.

Furthermore, inadequate decisions based on less informed knowledge about employees’ laws and policies and the drafting of internal policies that are pro-management and disregard employees are also the cause of employee stress and job dissatisfaction. The leader behaviour that displeases employees also is stressing to employees and a possible catalyst to employee turnover intentions.

2.2.3 The Gauteng Department of Education (GDE)

The Department is mandated by the Constitution of South Africa (Act 108 of 1996) as amended to provide compulsory basic education to all learners in the province progressively. This includes the provision of further education. To realise this constitutional mandate, the GDE uses various educational programmes such as Early Childhood Development (ECD), Public Ordinary Schools, Independent Schools, Education for Learners with Special Education Needs (LSEN), General Education and Training, Further Education and Training, E-Learning Education and Auxiliary Services. All these programmes unfold within the various legislative frameworks.

• Senior Certificate (SC) - continues as a revised qualification for adults
• National Senior Certificate (NSC) - replaced the Senior Certificate (SC) in 2008

In order to ensure that assessment of learners is valid and credible, The GDE

• Moderates assessment to ensure that it is fair, valid and reliable
• Quality assures assessment in collaboration with Umalusi the Quality Council in the General and Further Education and Training Qualifications Sub-framework (GFETQSF)
• Register and monitor assessment centres
• Conducts research to ensure educational quality

The GDE also ensures that issues of school funding, governance are carried out according to national and provincial legal frameworks.

2.3 Origins of employee turnover
Reasons for employee turnover points to among others, drawbacks in the management style where there is lack of shared vision (Lambooy and Levashova, 2012:4). And for that reason, employees feel marginalised, overlooked and disregarded in the strategic plans of an organisation. Brief (2008:41) posits that employers need to engage and inspire employees by enacting policies that show they trust them, such as getting rid of authoritarian style of management. Employee-centric businesses tend to have fewer turnovers because the staff feel like it has a voice and the company values its contributions (Çınar, Karcıoğlu & Aslan, 2014).

The Deloitte Global Human Capital Trends Report (2014) findings indicate that leadership continues to be the biggest challenge that companies around the world are facing (Nieuwoudt, 2014:7). This inference crystallises the fact that employee turnover links with poor leadership and management. In addition, the Deloitte report findings rate leadership as number one South African priority with 77% and retention and engagement second with 71% according to their order of importance (Nieuwoudt, 2014:10). The management has to be capacitated therefore to be able to apply retention and engagement strategies as a way to reduce the global challenge of employee turnover.

Despite numerous reasons for employees’ turnover, poor relationships with the management is considered the leading reason for employees to leave the organisation. It is considered relatively unusual for employees to leave their jobs in
which they are happy even offered higher salaries elsewhere (Shamsuzzoha & Shumon, 2007:64). It is the fiduciary responsibility of the management to act in the best interest of the organisation, apply all possible cost-effective measures in utilizing material and human resources. It is therefore incumbent upon the management to arrest employee turnover for the growth of the organisation. Persistent employee turnover warrants capacitation of the management to influence the human capital in a positive way curbing employee turnover.

Inferred from the preceding discussion, employee turnover is great challenge to organisational and economic growth today. It is costly to lose experienced and skilled staff in terms of productivity which affects profitability of organisation. It is also costly to recruit and train new employees who in addition would take some time to adjust before they become productive. It is the management’s responsibility to curb employee turnover especially the most skilled as they are pillar assets that give an organisation a competitive advantage. Chew and Chan (2008:503) state that critical on-going organisational issue faced by manager include eliciting the commitment of employees and staff retention.

Maurer and Lippstreu (2008:329) purport that employees committed to an organisation, are less likely to leave and are seldom absent from work. They further argue that such employees may also display other behaviours which are valuable to the organisation. This therefore suggests that the ability of the management to fully engage its employees in all aspects of the organisation is crucial. Glen (2006:37) puts emphasis on the maximisation of team engagement, motivation attendance and retention for organisation to be on the competitive edge.

The discussion crystallises the fact that sustainable success of organisation is founded on the retention and engagement of employees who have the required experience, expertise, knowledge and competencies. Retention and engagement rated the second most important of the top five trends of South Africa’s management competency (Nieuwoudt, 2014). The management needs to understand human behaviour in order to curb employee turnover. According to Fox (2006:9), this includes not only the ability to understand and predict behaviour but also the ability to control, direct and change behaviour. The researcher thinks that managers’ bureaucracies alone cannot manage employee turnover but also through learning leadership skills that positively influence
employees for the benefit of the both the organisation and the employees. Leadership is rated the first most important of the top five trends in South Africa by Deloitte’s report (Nieuwoudt, 2014). Deduced from the discussion, leadership is the element that lacks in management to contain employee turnover.

2.4 Types of employee turnover

People have varied reasons for joining and leaving organisations. Some are extrinsically pushed to leave without choice while others are intrinsically pulled out of organisations. This section will thus expatiate on outlining these types of employee turnover.

2.4.1 Voluntary employee turnover

Voluntary employee turnover occurs when any employee decides to leave his or her job because of reasons which among others may include, dissatisfaction with the employer, the job, remuneration, retirement, poor health and family commitments. Employee’s decisions are not always aligned to the mandate given to managers. Mobley, (1982) and Roseman, (1981) in Rehman (2012) state that negative consequences of turnover to organisations includes, cost both tangible like recruitment and selection, training and development, low productivity and intangible cost like moral impact, stimulation of further turnover, impact of work load, disruption of team, and distraction of job performance.

They further state that some other negative consequences of turnover are strategic opportunity costs, disruption of social and communication patterns. Experienced and productive employees who are pivotal to the organisation’s competitive advantage over rivals may decide to leave for better offers and better working conditions elsewhere or even join their organisation’s arch-rivals. Voluntary employee turnover is thus the most problematic type of employee turnover to organisations especially when characterised by resignations of experienced and skilful employees who contribute massively to the organisation. Shanghvi (2012: 21) adds that employees are increasingly mobile today and the perennial resignation of experienced employees is deemed detrimental to the health of the organization.

2.4.2 Involuntary employee turnover

Involuntary employee turnover on the other hand occurs when the employer decides to lay-off an employee on reasons which among others may include poor performance,
expiry of a work contract, expulsion, poor health and incapacity. Mobley in (Rehman, 2012) substantiates that positive consequences of turnover include dislocation of poor performer, improvement, flexibility, adaptableness, conflicts resolutions, and a reduction in other withdrawal behaviours. The researcher opines that employers would always be considerate of the organisation’s wellbeing in terms of its bottom line when executing involuntary turnover decisions as they carry the mandate of the shareholders or stakeholders of acting in the best interest of their organisations.

This is evidenced in organisations where over aged experienced and productive employees are granted extended contracts in organisations to maintain or increase its productivity. The management has full control over involuntary turnover and thus wields power to decide who should stay and who should leave. Involuntary turnover is good for the organisation for management to leverage in order to get rid of negative marginal output brought about by excess employees. It is also good when inexperienced or less productive or incompetent employees are asked to leave organisations, as productivity is less affected. The researcher will use employee turnover referring to both voluntary and involuntary employee turnover in this study.

2.4.3 Internal and External employee turnover

Internal and external turnover can be classified as ‘internal turnover’ or ‘external turnover. The difference is that internal turnover occurs when workers send off their current positions for new positions within the same organization. It is related with the internal recruitment where organisations filling the vacant position by their employee or recruiting within the organization (Abdali, 2011). It thus implies that with external turnover, employees send off their current positions for positions in other organisations including competitors thereby strengthening competition against their previous organisations. External turnover especially of skilled and experienced employees is a grave disadvantage in terms of costs, productivity and competitive advantage of organisations that warrants responsive leadership in organisations to apply relevant preventative measures.

2.4.4 Skilled and Unskilled employee turnover

Untrained, uneducated and unskilled positions often face high turnover rate. With the general paradigm shift towards advanced technologies and globalisation in organisations, unskilled employees are rapidly becoming obsolete and irrelevant to
organisations hence there was an error in South Africa where industries where hit by massive retrenchment of employees especially the unskilled. It was for organisations not costly to send these workers off as nothing was invested on them. The company did not train, educate or upskill them and thus without the organisation incurring any loss of performance, these employees can generally be replaced (Abdali, 2011).

On the other hand, skilled and educated positions may create a risk to the organization while leaving. Skilled and experienced employees are in most cases assigned high interdependence work roles. Operational disruption occurs when these employees leave the company. The loss of key members in an organization which is characterized as being highly interdependent and specialized can influence the ability of other remaining members to fulfil their work task. Therefore, employee turnover for skilled and educated professionals incur replacement costs as well as competitive disadvantage of the business (Abdali, 2011). Hence organisations counter-offers employees who intends to join competitors to maintain their competitiveness and reduce external threats posed by the external competitive environment.

In the Gauteng Department being studied, cases of expulsion are very minimal in that in a period of one financial year; sixty-six employees were laid-off through expulsion. The majority of employees leaving the GDE quit at their own accord with no explicit pressure from the employer. This suggests that voluntary employee turnover is the major form of turnover experienced by this quality council. There is also internal employee turnover where employees move within units and level with trivial impact on the organisation.

2.5 Distinctive characteristics of employee turnover

It is well-known that free mobility characterises labour and also that employee turnover is a natural phenomenon in every organisation (Beyerlein, 2007). In support of this statement, Shanghvi (2012:21) adds that employee turnover is a permanent feature in organisations and suggests that it should be properly managed. The adage" One man’s meat is another man’s poison" holds true in employee turnover as it disadvantages organisations left by the productive and competent employees and advantages organisations joined. Masemola (2011) adds that the major risk organisations are exposed to for not retaining skilled employees is losing the skilled
employees to an opposition organisation/institution, thus strengthening the opposition organisation's competitive advantage.

Zhang (2016) corroborates that for an enterprise, if excellent employee who masters the key techniques or confidential enter to rival camps, or set up his own enterprise, the consequences could be disastrous. Armstrong (2009) purports that employee turnover is currently considered a perpetual problem in organisations globally. On the other hand, when new recruits join the organisation to augment the workforce in order to further advance the goals of organisations is good for organisations although costly.

2.6 Constitutional regulations on employee turnover
Employee turnover defeats the aims of constitutional democratic values and principles of efficiency, economy and effectiveness in the use of resources in terms of section 195 of the constitution (RSA, 1996a). To give effect to section 195(3) of the Constitution which requires national legislation to ensure the promotion of those values and principles, the Parliament of South Africa enacted the Public Administration Management Act 11 of 2014 (PAM) which also substantiates the promotion of efficient, economic and effective use of resources (RSA, 2014) among others. Organisations contribute towards unemployment when they lay-off employees who are willing and able to work, thus adding economic dependency burden to the state. Retrenchment is therefore an indication of inefficient and ineffective use of human resource by organisation which is costly to the state in terms of funds set aside for the disadvantaged.

Section 195(1)(h) of the Constitution states that “good human resource management and career development practices to maximise human potential, must be cultivated”. From the perspective of Sub-section (h), the importance of career development and training to advance both the employee and the institution is emphasised. The constitutional values of fairness, equity, accessibility, transparency, accountability, participation and professionalism (RSA, 1996a) are to be exercised in such a way that does not create dissatisfaction of employees as it is regarded as the key variable of employee turnover.

In terms of Section 33(1) of the constitution, everyone has the right to administrative action that is lawful, reasonable and procedurally fair. In order to enforce fairness, the Public Service Commission (d) was established in terms section 196 of the
Constitution to among others, give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in section and to investigate grievances of employees in the public service concerning official acts or omissions, and recommend appropriate remedies (RSA, 1996a). In addition, the Basic Conditions of Employment Act was enacted to emphasise the enforcement of fairness by eliminating unfair discrimination in employment (RSA, 1997) which breeds dissatisfaction of employees and consequently employee turnover.

Employees’ "observations and feelings about the fairness in the workplace are called "organizational justice" (Greenberg, 1987). In every organisation, it is expected that each employee should be treated fairly. Thus, managers and policymakers need to ensure that resources are distributed without any bias so that employees can perform flawlessly (Orhan, 2011).

### 2.7 Cost implication of employee turnover on organisations

For production to take place, factors such as natural resources, capital, entrepreneurship and labour are indispensable. And also, that labour cannot be differentiated from employees. One thus concludes that employees are factors of production and loosing employees or portion thereof amount to loss in production which translates to loss in income to organisations. Allen (2008) identifies three key reasons why turnover is important to organisations: Allen (2008) asserts that:

1. Turnover is expensive;

Costs associated with turnover include time, money, and other resources, such as:

- Manager's time (retention attempts, exit interviews, etc.);
- Delays in production and customer service;
- Hiring inducements (signing bonus, relocation expenses, etc.);
- On-the-job training (supervisor time, employee time);

2. Turnover impacts business performance; and

- Link between high turnover and organizational performance shortfalls;
- Reducing turnover improves sales growth;
• Reducing turnover improves workforce morale as high turnover was found to be the major source of poor morale in many organisations.

3. Finding qualified employees is becoming more difficult. Employee shortages caused by factors such as:

• Aging population;
• Globalization;
• Inadequate educational programs;
• Right people with the right skills are becoming increasingly hard to find.

Sandhya and Kumar (2011:11) attest to Allen (2008) assertion that a good amount of time is lost in hiring new employees and then training them which indulge loss of the company directly which many a time goes unnoticed. Goud (2014:10) also emphasises that replacing exiting employees is costly to organisations and destructive to service delivery. A research finding in the US by Ramlall (2003:12) indicate that the total cost of employee turnover is about 150% of an employee’s annual salary, because of the cost of filling vacant positions, lost in productivity from vacant jobs and the cost of training new employees increase operational cost of a firm with high employee turnover.

Holtom et al (2008) assert that, from a financial perspective, turnover costs are important but often hidden from managers. There are no profit and loss statements that specifically capture the “cost of voluntary turnover”. Instead, the costs are buried in line items like recruitment, selection, temporary staffing and training. Or worse still, the real but unmeasured costs from losses of customer service continuity or critical implicit knowledge are never calculated. It is thus obscure for managers to understand how turnover affects the bottom line in both the short run and in the long run. Therefore, continuous loss of skill, experience and dexterity in the process disadvantages the organisation in terms of its effectiveness and efficiency in its core business especially with employees holding specialised positions leaving the organisation. In addition, continuous administrative costs incurred during recruitment and training of new employees hampers growth in organisations (Zhang, 2016:85). On
the other hand (Goud 2014:10) argues that employee retention is of paramount importance for the growth of an organisation.

2.8 The effect of employee turnover on organisations

The major draw-back of employee turnover is that, organisations may experience operational disruption following the departure of skilful and experienced employees who gradually transformed into assets of the organisations (Ton & Huckman, 2008:57). Organisations therefore stand the risk of losing a lot of money through decline in productivity as a result of these departures by key employees. Flint and Webber also substantiate that failure to retain experienced staff can cost firms a lot financially as well as loss of knowledge management. Aman (2015) adds that employee turnover is expensive from the view of the organization citing voluntary quits which represents an exodus of human capital investment from organisations. In addition, the subsequent replacement process entails manifold costs to the organisations.

These replacement costs include for example, search of the external labour market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit (Schultz & Schultz, 2006). Supporting these scholars Shanghvi (2012: 21), Rehman (2012:83), Sandhya and Kumar (2011:1778) remark that employee turnover is costly in terms of money, efforts, time and energy, while Ghansah (2011) posits that employers lose their invested resources to their competitors, corporate memory is lost, employee-customer relationships are strained and moreover the moral of existing staff diminishes. Ongori, (2007:49) corroborates that organisations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization.

It stands to reason that if these employees leave the organisation, the money so invested in them through these programmes is also lost. One therefore draws a conclusion that losing an employee who underwent this costly process is detrimental to an organisation notwithstanding the abilities of such employees to induct and mentor new comers in the organisation. In support of this statement (Alsayed & Braiki, 2015:651) states that turnover directly affects the production and productivity as it
causes a replacement which is costly and time consuming. On the other hand, turnover has a negative impact on employees who stay as they have to endure retraining for new positions, stresses from understaffing and general organisational disorganisation (Koslowsky, 1987; Sheehan, 1993).

In addition, consequences of turnover have a psychological and cognitive impact on those who remain in the organisation. Employees who remain in the organisation are influenced by the departure of their colleagues in many important ways (Felps, Mitchell, Hekman, Lee, Holtom, & Harman; 2009). Possible negative outcomes of departing colleagues can be that employees who stay have lower levels of job satisfaction, lower levels of performance and an increased likelihood of leaving the job themselves. Serpian, Bambang, & Nayati, (2016) also argue that there is a strong relationship among variables of job satisfaction and organisational citizenship behaviour and the employees’ intention to leave.

On the basis of the preceding discussion, one is of the opinion that every organisation is overwhelmed by pessimism when they encounter voluntary employee turnover characterised by the departure of mainly the experienced and skilful employees. It could also be concluded that turnover is counter productivity. Furthermore, productivity positively relates to profitability. Shamshoza (2007:64) therefore opines that every organization wished to have high productivity, fewer turnovers to be profitable.

### 2.8.1 Voluntary employee turnover drivers in the internal organisational environment

The organisation management have full control of the internal organisational environment. Internal research and development structures could serve the organisations to predict possible weaknesses and research possible strategies which the management has to take heed of. Research reveals numerous factors that probably drive employees out of organisations. It is hence the competency of the management to put under control all factors that have detrimental effects on the sustainability of business in their organisations. In this context one such factor is employee turnover which is also resulting from a number of drivers.
2.8.1.1 Job dissatisfaction

Bankar et al (2016:12) considers job dissatisfaction to be one of the major aspects of employee turnover. Turnover basically arises from the unhappiness from job place for individual employee (Shamsuzzoha & Shumon, 2007:65). Inference drawn from these statements is that dissatisfaction drives employees out of their work thereby resulting in voluntary employee turnover. Hence many researchers indicated that turnover is the correlation between job dissatisfaction and decreased organizational commitment. The implication is that once employees feel unhappy at work, they lose commitment in furthering the goals of the organisation while also thinking of finding new employment elsewhere. The stronger the feeling of dissatisfaction in the employee’s job, the more likely employee is to begin a search for an alternative job (Alsayed & Braiki, 2015:650).

2.8.1.2 Leadership and supervision from management

Abdali (2011) posits that the coordination between managers or supervisors with their subordinates may create impact on employee turnover. It depends on the employee’s satisfaction with their supervisors and also the communication skills of supervisors to handle their subordinates. Feng et al (2010) posit that supervisor with poor interpersonal skills and who is also inflexible very quickly drives employees away. Sharing the same sentiments with Abdali (2011), the researcher argues that enforcing the bureaucratic policies of the organisation needs the human element of the leader or manager.

According to Miller (2014), the relationship employees have with their immediate manager determines in large part their levels of engagement, performance, and retention. The researcher perceives the good personality of leaders to be the best conduit through which organisational bureaucratic policies will be conveyed to employees amicably and effectively. It thus implies that good interpersonal relationship between managers and employees contribute to a healthy working environment. It also influences on decision making, information exchange and social support of employees. Because of this, subordinates develop high quality exchanges with their supervisors (Abdali, 2011).
2.8.1.3 Feeling of not being appreciated

Feelings of not being appreciated results in job dissatisfaction (Aman, 2015). The general premise is that employees generally want to do a good job and further that they also want to be appreciated and recognized for their works. One therefore opines that the usual weekly or monthly remuneration for work done is not adequate to show appreciation of work well done. However, interaction at personal level between seniors and subordinates, oral expression, physical expression in the form of awards and tacit expression of appreciation for work well done enhances employees’ feeling of being appreciated thereby promoting job satisfaction.

Aman (2015) expresses the importance of verbal expression of being appreciated stating that even the most seasoned employee needs to be told what he or she is doing right occasionally. Organisations that overlook the promotion of employees’ feeling of being appreciated are hence prone to employee job dissatisfaction which is the basis for employee turnover. Pietersen and Oni (2014:146) posit that when employees feel appreciated, supported and cared for, they are likely to stay with the employer as a form of reciprocation. The researcher argues that human assets like other non-current assets need care in the form of lubricants such as care, support, being appreciated and being consulted and engaged in the organisation.

2.8.1.4 Employee being not engaged in the organisation

Markos and Sridevi, (2010:89) posit that employee engagement is underpinned by concepts like job satisfaction and employee commitment. Wagner in Judith (2012) states that theories of participative management advocate that managers share decision-making power with employees to enhance performance and job satisfaction. This suggests therefore that efficient employee engagement could only be realised in employees who are committed to the goals of the organisation. One further posits that employee commitment is also based on their job satisfaction.

Employee satisfaction about work environment and conditions elicits commitment to do more good for the employer. In corroborating these statements, Markos and Sridevi (2010:89) state that engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement.
Employee engagement is found to be higher in double-digit growth companies (Markos & Sridevi, 2010:91). This suggests therefore that employee engagement is a catalyst to organisational growth. In addition, employee engagement promotes employee retention as a result of employees’ feeling of being appreciated through engagement by the management.

Enhance employee engagement through two-way communication: Open communication channels are known to be the best mechanism to enhance good relationship between seniors and subordinates as well as between peers themselves. Open communication channel is therefore good to prevent build-ups of employee dissatisfaction as matters would be communicated early before they turn unmanageable. The adage "a stitch in time saves nine" holds true in this regard because early identified challenges are communicated well in advance and resolved before bringing organisations in disrepute which may result in employees thinking of jumping ship. Managers should therefore promote two-way communication to enhance a good working relationship and a feeling of being appreciated.

Employees are not sets of pots to which you pour out your ideas without giving them a chance to have a say on issues that matter to their job and life. Clear and consistent communication of what is expected of them paves the way for engaged workforce. Involve your people and always show respect to their input. Share power with your employees through participative decision making so that they would feel sense of belongingness thereby increasing their engagement in realizing it.

2.8.1.5 Bureaucratic organisation policies

Bureaucratic company policies are also considered contributory to job dissatisfaction and ultimately employee turnover. The bureaucracies function on authority, power and discipline hence prefers central decision making which is not compatible to operations in today’s organisations. Creativity and critical thinking of the workforce is emphasised in the current dispensation as in the current education system (RSA, 1996). One concludes that creative and critical thinking workforce need critical and creative management to be open to the creativity of the workforce and the old styles of totalitarian management become obsolete and irrelevant for such a workforce. Markos and Sridevi (2010:89) support arguing that creative workforce expects operational
autonomy, job satisfaction and status. And for that reason, attention of managers takes a paradigm shift, focusing towards the workforce side of the organisation.

2.8.1.6 Unequal or substandard wage structures

Despite new laws and other legal frameworks enacted to address inequalities and disparities of the past, there are still complaints leading to strikes in the South African labour force on wage disparities based on gender, race and other differences. Inequity in pay structures or low pay is great causes of dissatisfaction and can drive some employees to quit. Again, a new worker may wonder why the person next to him is receiving a higher wage for what is perceived to be the same work. Bula (2012) in his study of employee turnover in the sugar industry in Kenya found that salary is a major factor causing employee turnover followed by training, promotion, performance appraisal and work condition.

2.8.1.7 Interpersonal relationship

These drivers include the following hygiene factors: supervisor and co-worker relations. Relationships with co-workers and the behaviour and management style of supervisors play an important role in the job dissatisfaction and turnover of public sector employee’s field of interest (Bertelli, 2007; Kasimati, 2011; Seymour & Buscherhof, 1991; Sulaiman & Ogunsina; 2011).

2.8.1.8 Job security

Although not thoroughly researched about, the researcher argues that obscure expulsion of employees raises suspicions to remaining employees that their jobs are not secured and hence start looking for the possibilities of jumping ship before they too get expelled. This is despite the presence of unions that have alliance with the ruling party, the employer by default of employees in government institutions. Unions are thus perceived to be insiders that have been co-opted into the system by the government (Hassen, 2011). They are seen to be securing gains for their members and they entered into a compromise that has perpetuated unemployment in the act triggering the feeling of job insecurity to its members.
2.8.1.9 Pro-management internal labour relations unit

This concept mostly overlooked by researchers but one posits that it is also crucial and deserve equal attention in the endeavour to combat employee turnover. The researcher’s empirical experience is that in some organisation there is no ‘stand-alone’ labour relations unit but included as part of the Human Resource unit which is often pro-management. The labour relations function is therefore overshadowed and obscured by the HR functions. Crucial labour relations matters are therefore overlooked as a result of the pro-management HR unit which would probably lead to the piling up of unattended employee complains the consequently lead to turnover intentions.

Active and neutral labour relations unit in the organization that is neither pro-management nor pro-employees to elicit dissatisfaction that would probably lead to employee turnover is a need. The labour relation unit is supposed to be a neutral watchdog between the employers and the employees always able to reach amicable impartial solutions between the two crucial internal parties for the benefit of the organisation as a juristic person.

2.8.1.10. Work-life imbalance

Work-life balance is defined as the degree to which an individual is engaged in and equally satisfied with his or her work role and family role consisting of the following three dimensions of work-family balance: time balance, involvement balance and satisfaction balance (Greenhaus, Collins & Shaw 2003) Increasing with economic pressures, organisations continue to demand that one person do the work of two or more people. This is especially true when an organization downsizes or restructures, resulting in longer hours and weekend work. Employees are forced to choose between a personal life and a work life. This does not sit well with the current, younger workforce, and this is compounded when both spouses or significant others work.

2.8.2 Voluntary employee turnover driver in the external organisational environment

The external organisational environment cannot be controlled by the management of an individual organisation however organisations have indirect influence in this milieu. It is nevertheless the management’s responsibilities to ensure that the organisation
survives the threats in the external environment. The management should have strategies in place to manoeuvre in the turbulent external environment as the environment is controlled by the market forces, political forces and global forces to mention but a few.

The issue of voluntary employee turnover is also subject to these forces. The management is to closely monitor the factor market to keep abreast with latest changes to remain current and to be on the competitive advantage of other competitors in the market. Voluntary employee turnover also occurs as result of changes in the factor market affecting remunerations, benefits and growth potential (Shamsuzzoha & Shumon, 2007:65). Manager should always leverage benefits in a manner that would encourage key employees to stay. It is therefore the competency of the management to always learn market trends for timeous alignment.

Aman (2015) substantiates the statement arguing that employee turnover is attributable to wage rates which produce earnings that are not competitive with other firms in the local labour market. Findings by Feng and Angeline (2010) suggest that the extent of controllable turnover is much greater than uncontrollable turnover and that poor management practices are the major source of employee turnover.

2.9 The importance in managing employee turnover

Turnover should be managed because it is costly and affects business performance (Allen, 2008: 3). The cost of losing competent and experienced staff is measured in terms of their productivity towards the profitability of the organisation. Furthermore, the cost incurred when capacititating them through staff development programmes for all the years under the employ of the organisation. In addition, the cost of recruiting new staff, induction costs, placement cost and other pecuniary cost that relate to new employees in organisations.

Lastly, the cost incurred in terms of time the organisation has to wait for the new staff before they become productive. To remain competitive in the rapidly expanding global economy and to keep pace with technological advances requires a workforce with robust institutional knowledge hence employee retention is of great importance to business and academic communities (Benko & Weisberg, 2007; Becker, 2007).
Given that there are direct and indirect costs of employee turnover, management is frequently pressurized to identify the reasons why people leave organisations so that appropriate retention actions are taken to curb the practice (Aman, 2015). Retention could be improved by many factors like better recruitment effort, selecting right man for the right job, continuous review of job specifications and job descriptions, compensation practices, leadership and supervision, career planning and development, working condition, team building, centralization, organization communication and commitment, counselling leavers, flexible working hours, employee participation, turnover policies and appreciations (Mobley, 1982; Arthur, 2001).

Therefore, it is the duty for all the managers of the organisations to minimize the employee turnover (Kar, 2013:103). It is important for management to know why employees, particularly high performing employees resign from the organization (Aman, 2015). According to Liu, Mitchell, Lee, Holtom, and Hinkin (2012), organisations should endeavour to promote and reinforce retention strategies that lead to positive changes in employee job satisfaction and minimize dissatisfaction in order to maintain their valuable human resources. Hence it is the competencies of the management to ensure among others the following:

2.9.1 Job satisfaction

Gregory (2011) states that there are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition, or limited opportunity for growth. He also asserts that management should actively seek to improve these factors if they hope to lower their turnover rate. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.

Job satisfaction is according to Sandhya and Kumar (2011:11) the key element of employee retention. Supporting these scholars, Liu, Mitchell, Lee, Holtom & Hinkin (2012) substantiate that job satisfaction has emerged as the most widely studied predictor of turnover. Neil (1989) also perceives job satisfaction as one of the two
variables that characterises turnover. Every organisation geared towards achieving economies of scales would promote employee job satisfaction to ensure value for money. Findings by Miller (2014) indicate that factors such as information sharing, power sharing and shares decision making between employees and managers and employees themselves contribute towards job satisfaction.

Mushipe (2011) equates an employee to a customer arguing that, employee needs and wants are satisfied when they perceive that they are empowered by the organization in the form of information sharing, decision-making and power sharing. It is however not clear whether the escalating employee turnover rate results from management ignorance to human resource policies on employees’ retention, intentional disregard and breach of those policies or lack of awareness thereof.

2.9.2 Effective Employee Retention Programmes (ERPs)

There is Employee Retention Programmes (ERP) addressing diverse employee needs which form the basis for turnover. Organisations which conforms to democratic values, are likely to benefit from the ERPs as a result of having consideration for people however authoritatively inclined organisations are less likely to benefit because of their high concentration on the work than on people who do the work. Supporting the statement, Sandhya and Kumar (2011:1779) posit that the effectiveness of the ERP’s is dependent on systematic efforts of the organisation.

2.9.2.1 Development of new employee retention policies and strategies

Induction programmes

The researcher posits that national policies are broad and cumbersome to implement unless contextualised to fit individual organisations. It is therefore crucial for organisations to develop internal tailor-made policies suitable for their specific entities. Ton and Huckman (2008:58) maintain that policies developed to address internal challenges identified might reduce the occurrence of turnover in their respective organisations. On the other hand, research findings cited by Allen (2008) provide evidence that the internal drivers of voluntary employee turnover can be managed through implementation of a number of human resource practices.

Human resource theories have emphasized the importance of increasing power, information, rewards, and knowledge (PIRK) for employees as a tool to enhance
organizational effectiveness and lower employee turnover (Haines et al, 2010). Policy development should hence be inclusive of PIRK to promote employee retention. The management should also ensure that implementation of such policies is continuously monitored.

The Employee Retention Strategy initiatives are designed to assist employers in retaining their current workforce by providing support in areas that encourage the use of best practices. In addition, employee retention practices are intrinsically linked to recruitment. Employers who employ retention practices create positive organisational reputations and improve their ability to attract workers through incentives and benefits that increase recruitment success. It is however considered as a general challenge for most organisations to formulate an effective employee retention strategy that will help in retaining employees that are considered critical in attaining organisational goals (Chiboiiwa, Samuel, and Chipunza, 2010). It is crucial therefore for the management to be capacitated with this skill through relevant programmes.

2.9.2.2 Review of old employee retention policies

Reviewing or improving existing policies towards recruitment, selection, induction, training, job design and wage payment. The researcher believes that policies are not a “one size fits all” hence needs to be applied in the context of individual organisations however within the confines and in compliance with supreme laws of the country. Supporting this statement, Ton and Huckman (2008:56) state that policy choice must be appropriate to the precise diagnosis of the problem. Individual organisational research should diagnose the extent of the problem which will be used as a determinant of where internal policies need review to focus at.

There is a general weakness where some organisations keep policies for compliance with national or international laws. Such policies are by and large, seldom reviewed as they are only kept for being produced when required by compliance enforcement officials. The management is therefore responsible to ensure that policies are current and aligned towards furthering the organisational goals. Although reviews might have time-frames where some policies are for instance, to be reviewed after every three years, one’s opinion is that policies be reviewed as and when changes in the internal and/or external environment warrants.
2.9.3 Employee engagement with each other, with management, with public domain

Miller (2014) perceives employee engagement as a desired outcome that occurs when employees feel mentally and emotionally elevated synergised with their work, seniors, co-workers, their organisation and its destiny. As a result, they are more dedicated and more willing to apply voluntary, discretionary effort to their work above and beyond the norm to help their organisation succeed. Employee engagement and the organization’s capacity to engage, retain, and optimize the value of its employees hinges on how well jobs are designed, how employees’ time is used, and the commitment and support that is shown to employees by the management would motivate employees to stay in organisations (Aman, 2015). Job engagement can be increased by providing positive feedback and recognition for all types of contributions by employees (Allen, 2008) and especially for value-adding contributions (Nel, et.al, 2011).

Senior leadership needs to ensure that enhancing employee engagement is a strategic imperative for the organization. Highly engaged employees are committed to their organization and invested in its success and they exert discretionary effort to earn their salary and stay employed (Miller, 2014). One considers employees’ investing in the organisation’s success as a significant behaviour to promote among employees to permanently anchor them. They will thus be less affected by what transpires outside their organisation’s environment and would always be patriotic to save and sustain the growth of their organisation.

One also believes that creating such type of a workforce, employee engagement that yield good results should be rewarded. Allen, et al. (2003) found that human resource practices that increase the availability of fair rewards lower employee turnover intentions. Research findings have consistently indicated that high pay and generous benefit packages reduce turnover rates (Haines, Jalette, & Larose, 2010).

2.9.4 Benchmark research on best practices

Miller (2014) asserts that one proven strategy that can provide a clear path to enhancing the level of employee engagement in any company or organization is to benchmark against the current “best practices” in employee engagement worldwide. One of the factors that increase the mobility of employees is “better working conditions
elsewhere”. The research and development part of the organisation should continuously conduct benchmark research on employee best practices to enable the organisation to be at a competitive advantage by withholding their human capital.

The management should copy best practices available in their macro environment and contextualize them to fit in their organization. In terms of employee turnover, double-digit growth companies could be benchmarked against which according to Markos and Sridevi (2010:91) are the best in employee retention. It is therefore crucial for the management in organisations to conduct benchmarking research on the best practices and common problems of retention processes. Shukla and Sinha (2013) observed that when an employee is engaged in a low-wage position with inadequate benefits, there is little or no motivation to continue if a comparable employer offers even a slightly higher rate of pay. Employees in the same industry are more attracted to organisation that pay more and hence there will be perpetual movement of employees to best paying organisations within the same industry.

2.9.5 Training and development of employees
Mapelu and Jumah (2013) findings indicated that employee development significantly affected employee turnover. Employee development was found to be negatively and significantly related to the employee turnover. These researchers finding depicts that employees who receive training and development are less-likely to leave their organisations as compared to those who did not get any training and development internally. Allen (2008) recommends that for organisations to retain employees, job-specific training instead of more general and transferable training that will make an employee more attractive to other organisations should be provided.

The aim is to keep the employee internally productive and current but externally unavailable. Companies offer training which is tailor-made to their specific activities to employees and certificates that are only internally recognised to curb employee turnover caused by better offers in the labour market by competitors.

2.9.6 Organisational Citizenship Behaviour (OCB)
Organisational Citizenship Behaviour (OCB) is also considered a good remedy to employee turnover. It promotes employees’ sense of ownership and belonging in the organisation. According to Penna research report (2007) meaning at work has the potential to be a valuable way of bringing employers and employees closer together
to the benefit of both where employees experience a sense of community, the space to be themselves and the opportunity to make contributions, they find meaning. Employees want to work in the organisations in which they find meaning at work (Markos & Sridevi, 2010:91). The researcher believes that employees who find meaning at work develop organisational commitment and thus get rooted in the organisation.

Wagner and Hollenbeck in Orhan (2011) define organizational commitment as “the degree to which people identify with the organisation that employs them. Commitment is often associated with loyalty, compliance and enthusiasm to accomplish task-related goals in an organization (Khan, Mahmood, Zaman, Muhammad, Yousufzai, & Ramay, 2013. This leads to some level of emotional attachment to the organization (Orhan, 2011). The emotional attachment of employees to organisations promotes organisational citizenship which gives organisations a competitive advantage in terms of employee turnover.

2.9.7 Supervision of employees at various management levels
Allen (2008) found that improvement of the quality of supervision could play a key role in the reduction of job dissatisfaction and employee turnover. If turnover is high in a supervisor’s department then that supervisor requires assistance. This researcher also maintains that capacity building programmes and training could be leveraged to develop the planning, organizing, directing and controlling skills of supervisors as well as their leadership skills. One posits that if the supervisor is not receptive to these coaching and training, involuntary turnover should be used on him/her to avert costly damage control where other employees would be leaving on his/her account.

2.9.8 Focus on top-performing employees
According to Markos and Sridevi (2010:94) a study conducted by Watson Wyatt Worldwide in 2004/05 on HR practices of 50 large USA firms shows that high-performing organisations are focusing on engaging their top-performing employees. According to the finding of the same research, what high-performing firms are doing is what top-performing employees are asking for and this reduces the turnover of high-performing employees and as a result leads to top business performance (Markos & Sridevi, 2010:94). It is hence clear that decision making about production strategies should be cascaded down to key employees in order to realise top performance and
also keeping organisations assured of employee retention. In short, decentralisation is crucial for organisational performance and employee retention.

2.9.9 Exit interviews by employees

The exit interview can be defined as "a widely used tool for gathering information from separating employees" (Giacalone, 2003:398). Although exit interviews are like "closing the door after the horse has been stolen", in the short run, one maintains that they still serve the organisation to reactively strategize on how to retain the remaining employees utilising data collected from those leaving the organisation.

Exit interviews are considered as a powerful tool to organisations because they can capture information that may not have been revealed while the employee was still employed (Johns, 2007). Not only do exit interviews reveal individual reasons for leaving, they can also reveal organisational trends in turnover. For example, an organization that loses several key employees in one particular department could use exit interviews to discover that a sensitive issue with intradepartmental communication had ultimately led multiple employees to quit.

If the exit interviews are carried out in a way that elicits valid and measurable responses, the company can address the problem of intradepartmental communication with evidence of its repercussions. Neal (1989) states that the exit interview enables not only an improved understanding of the reasons why employees leave, but provides opportunities for effective communication in several additional areas as well.

The organisation as a going concern could therefore use data gathered through exit interviews to manage turnover for the entire lifespan of the organisation. Giacalone (2003:398) also maintains that other reasons for these interviews are attempts to change the person’s mind about leaving. Counter offers are also strategies utilised during exit interviews dissuade especially key employees from leaving. An exit interview also provides organisational feedback about unethical or bad behaviour and information about current practices, working conditions management and training programs. Information is then gathered and analysed and fed back to managers and executives in a timely manner (Flint, 2007).
Hussain and Ravindra (2003:24-25) state that exit interviews can change the climate of the organization by changing management style through making changes that reflect employee opinions, and creating value recognition programs where needed. Inference drawn from these views is that management should consider exit interviews as crucial tools to leverage for employee retention.

### 2.9.10 Suggestion and complaints boxes

By and large, suggestion and complaints boxes are the means of communicating views and dissatisfaction to management by the workforce. This was supposed to be a proactive strategy that supplies information in advance to the management to foresee possible employee turnover enabling them to take preventative measures. Flint and Webber (2007) also support proactive steps to reduce turnover. Arif, Aburas, Kuwaiti and Kulonda (2010) posit that suggestion system designed, with usability in mind, will improve innovation among employees, and hence increase participation. Suggestion systems primarily consist of administrative procedures and infrastructure for collecting, judging and compensating ideas, which are conceived by the employees of the organization. In addition, suggestion systems have the capability of being all inclusive by being able to focus on capturing ideas from all workers, and not just ideas from identified few smart workers.

Arif et al (2010) also perceive that supervisors can improve workers' satisfaction from their experience in sending ideas by encouraging and helping them, and facilitating sending the idea and receiving feedback. Suggestions by employees are thus crucial for the promotion of employee job satisfaction however need to be reciprocated with feedback. Arif et al (2010) consider feedback quite important for usability, as lack of feedback can lead to workers feeling ignored and dissatisfied which works against the organisation granted that a dissatisfied employee is an employee with high turnover intentions.

### 2.10 Summary

Inferences drawn from the discussion crystallizes the bottom line that employee retention and turnover are under the direct control of the organization’s leaders. While focusing on achievement, recognition, and job structure/content will produce positive results, it is much more effective to focus on reducing de-motivators by improving supervisory practices and relationships with employees, and removing the
bureaucracy associated with company policies. In support of high regard for employees, Ongori (2007) emphasises that employees are the backbone of any business success and therefore, they need to be motivated and maintained in organisation at all cost to aid the organisation to be globally competitive in terms of providing quality products and services to the society.

In the following chapter, gathered data will be analysed, interpreted and discussed. The chapter focuses on the research methodology where survey by means of a self-constructed structured questionnaire for data collection will be discussed. The purpose of the chapter is to present, discuss processes and procedures used in data collection, research population and sample and the reason for the choice of a particular research methodology as well as the sampling method.
3 Research methodology and design

3.1 Introduction
This chapter focuses on the discussion of research methodology used, the data collection process, statistical methods used to analyse the data, the sample and the sampling method, ethical consideration, confidentiality and anonymity of the respondents. Data collected as such will then be analysed so that conclusions could be drawn. Thus, the methodological framework used for this research study will be outlined in this chapter. The chapter further outlines the research aims and objectives, research approach and design, research philosophy and the strategy used. The researcher also discusses the quantitative analysis and its relevancy to the study.

The chapter also focuses on the research instrument used, questionnaire design, sample techniques, the population targeted for the study. It also discusses the ethical consideration, data analysis and limitations for this study. The main objective of this study is to evaluate the impact of management practices on employees’ turnover in the Gauteng Department of Education.

3.2 Research design
In this study, the researcher used the quantitative method as it comprises of present theory to develop hypotheses. Welman, Kruger & Mitchell (2009) conclude that regarding scientific theories, positivism is concerned first and foremost with the creation of laws applicable to all people at all times. The laws so developed are used as the basis for testing reliability of quantitative data collected. The developed hypotheses will then be tested and confirmed and that will lead to more development of the theory (Saunders, Lewis and Thornhill, 2009). Unlike in qualitative research design where the researcher does not know the variables and need to explore and learn more from participants (Creswell, 2012) positivists know the variables and use them to create their hypothesis to be scientifically tested.

3.3 Research paradigm
According to Saunders et al (2009), a research philosophy relates to the development of knowledge and the nature of the knowledge which contains all the researcher's
worldview of the research problem and assumptions. The researcher’s assumptions will inform and support the research approach and technique.

The research philosophy consists of two main concepts namely; ontology and epistemology. According to Saunders, et al (2009), ontology refers to the assumption of nature of reality; and contains three different aspects, objectivism, subjectivism and constructionism. On the other hand, Epistemology relates to the knowledge and by what process the knowledge is created in a certain field of research; and it involves positivism, interpretivism and realism viewpoint of the researcher (Quinlan, 2011).

The researcher’s ontology in this study is objectivism and adopted a positivist approach as he sought to apply natural sciences model of research as the point of departure for investigations of social phenomenon and explanation of the social world (Denscomber 2010). Taking a positivist stance, the researcher based his belief on the assumption that patterns, generalisations, methods, procedures; cause-and-effect issues are also applicable to the social sciences. In addition, the researcher knows the variables and thus used them to create the hypothesis that was scientifically tested.

3.4 Research approach

In research, the two main research approaches broadly acknowledged are qualitative and quantitative approaches (Saunders, Lewis and Thornhill, 2003). The qualitative approach is inductive in nature where theory is developed through data collected. The purpose of collecting qualitative data is to build a compound, coherent and holistic picture of a phenomenon studied (Sekaran; 2003). The data collection method for this approach is mainly through interviews, document analysis, field notes and observations.

On the other hand, quantitative approach in deductive in nature where a hypothesis is developed and research strategy is designed to test the hypothesis. It is an inquiry into an identified problem based on testing a theory, measured with numbers and analysed using statistical techniques. Deductive approach mainly utilises quantitative data collection method in the form of a questionnaire with close ended questions. Hussey and Collis (2007) substantiate that the quantitative method involves the use of numerical measurements and statistical analysis of measurements to examine social phenomena.
The researcher considered the quantitative approach suitable for this study the data is in the form of figures and statistical analysis was used and that the hypothesis was developed. The hypothesis developed is that there is a relationship between managers’ practices and employee turnover and thus needed to be tested. Research variables that attribute to the research problem and from which conclusion can be drawn were distinguished as follows:

- Independent variables are often referred to as stimulus variables, predictors or antecents (Suharno, Ketut, Setyadi, & Farida, 2017). Independent variables in this study were Job satisfaction, Factors leading to high employee turnover, Managers’ practices, Unit/directorate’s employee turnover.
- Dependent variables are often referred to as output variables, criteria or consequence (Suharno et al, 2017). The dependent variable in this study is employee turnover which is affected by the independent variables.

A questionnaire was therefore used as a widely used data collection tool for this approach and suitable for this hypothesis based study. The questionnaire included questions based on the two distinct variables that enabled the researcher to draw conclusions on the research problem, make findings and make recommendations.

3.5 Rationale for selecting the quantitative method

The study is based on the hypothesis to be tested. According to quantitative method of investigation, numbers are very crucial to achieve reliability in testing the pre-conceived theory. The purpose of using a quantitative approach is to evaluate objective data consisting of numbers with the aim of achieving high levels of reliability in terms of data analysis. The nature of the study dictated the research approach to be used as quantitative. As a result of the quantitative approach decided upon, a structured questionnaire with close ended was also administered to all the target respondents. According to Dane (2000), quantitative methods include reviewing a significant amount of literature in order to provide direction for the research questions. Quantitative research is based on attempts to apply the methods to facilitate data analysis. Its strength is that it provides data that are easily quantifiable and based on reasonably objective evidence that lends itself to rigorous analysis. Moreover, results can be reduced to numerical statistics and interpreted in short statements (Saunders, et al., 2003). A standard structured questionnaire (Annexure A) was administered to
all the target respondents in order to determine the perceptions of employees about the impact of managers’ practices on employee turnover.

3.6 Research strategy

The nature of this research dictates that a quantitative strategy be adapted due to a large number of data sought from the employees of the Gauteng Department of Education. The researcher concludes that coherence should exist between the nature of the study and the research method selected. Krishnaswami and Ranganatham (2007) corroborates that the quality of a research project depends, among the other things, upon the suitability of the method selected for it. Quantitative research strategy is considered one of the best research method widely used. It is also acknowledged that through the use of quantitative analysis, credible outcomes of the questionnaire are anticipated. The data so collected through questionnaires as the widely used quantitative data collection instrument, was analysed using quantitative data analysis techniques, procedures and methods namely; statistics, graphs, tables and charts. These techniques enabled the researcher to make sense of the data and allow him to make correct data calculations. The quantitative data analysis is therefore relevant when analysing the quantitative data collecting instrument to get results. The widely used and trusted procedure for quantitative data analysis is by the calculation of data through statistical technique.

A questionnaire is thus used for descriptive and explanatory research, to collect the large number of responses from the participants and to analyse the data. The researcher has chosen self-administered questionnaire which is completed by respondents, managed electronically through internet collection. In order to meet the research objectives of the research conundrum, the quantitative approach was considered relevant and thus undertaken to provides all the numeric data that practically analyse the statistics collected and address both primary and secondary objectives of the research problem (Saunders, et al., 2009). In this study, the researcher used the most up-to-date, reliable and valid scales to measure the quantities based on the literature review and research objectives. The main purpose of taking this topic has been discussed in the literature, nevertheless employee turnover and retention is becoming a challenge for chosen directorates of the Gauteng Department of Education.
3.7 Research instrument

Research instruments refer to devices used to collect data such as questionnaires, tests, structured interview schedules and checklists (Mbambo, 2009). Mbambo (2009) also defines a questionnaire as “a method of gathering information from respondents about attitudes, knowledge, beliefs and feelings”. The questionnaire was designed to gather information about the impact of the managers’ practices on employee turnover. There are many instruments in the quantitative study but the researcher selected to use questionnaire which is the most appropriate instrument for data collection to be used for this study. The researcher has to use this technique as large data is collected from big population of the Gauteng Department of Education. Questionnaire is a common word which consists of all methods of data collection and every respondent is asked the same set of questions by a fixed technique (Saunders, et al., 2009). The researcher considered internet/intranet as a suitable option to distribute and collect his questionnaires.

3.8 Questionnaire design

Data was collected using a structured close ended questionnaire. Questionnaires are data collection instruments that enable the researcher to pose questions to subjects in his/her search for answers to the research questions. Saunders, et al (2003:75), maintain that it is generally good practice not to rely solely on questionnaire data but to use the questionnaire in conjunction with at least one other data collection instrument. In this study, a four-point Likert scale was used to enable scores of either low or high values to represent the extent of the knowledge, opinion, judgment and experience of the respondents with regard to the research phenomenon (Delport & Roestenburg, 2011). A highly structured question format allows for the use of closed questions that require the respondent to choose from a predetermined set of responses or scale points. Blumberg, Cooper and Schindler (2005) state that a Likert scale format on the other hand, involves the use of special rating scale that asks respondents to indicate the extent to which they agree or disagree with a series of mental belief of the statements about a given subject (strongly agree, agree, disagree and strongly disagree). The 4-point Likert scale was chosen because it facilitates robust statistical analysis.

The questionnaire for data collection in this study was developed and provided to the sampled population through emails. The first part of the survey comprises of
biographic questions which includes employee’s age, gender, race, how long have they been working in the Gauteng Department of Education. These questions were crucial in analysing the data as it illustrate viewpoint of employees in defining what age group they belong to, gender, race, qualification and time span in the Department life.

The second part of the questionnaire includes the reasons on a 4-point Likert scale on 4 constructs which are, job satisfaction, factors leading to high employee turnover, managers’ practices and unit/department’s employee turnover. This section only comprised of closed questions where the respondents were provided with 4 options on a scale to select from. The researcher used the ‘Likert scale’ to measure the respondents’ understanding and feelings of the phenomenon under study. Quinlan (2011) considers the Likert scales as technique of rating scales used to collect the belief and attitude of the respondents towards the statements.

3.9 Population and sample size

The researcher’s choice of the population was influenced by the location of the research problem. In this case the research problem is profound in the four directorates of the Gauteng Department of Education. Therefore, the population targeted was the employees in those four GDE directorates. Quinlan (2011) perceive population to comprise of groups, individuals, organisations and documents among others, which are appropriate for the research. The questionnaire was distributed to a total of 50 employees of the Gauteng Department of Education from which 30 surveys were completed, 60% of the target population. Quinlan (2011) defines a sample as a small sub group of the population.

Due to the enormous size of the Gauteng Department of Education workforce this research could not be carried out using the entire population. Furthermore, due to noticeable prevalence of employee turnover in a few directorates not all directorates were sampled. The researcher thus considered sample population to be suitable technique as it is an effective approach to collect data instead of using the entire population and specifically when there is time and requirements are limited for the researcher. The researcher used purposive sampling method to determine the sample. The choice of the method was based on the intent of the researcher to confirm his prior opinion on the research problem. The sampling method was also dictated by
the type of the survey sample sought to answer the research question as it includes certain designation of employees. The researcher thus sampled using his judgement to select specific units to be included in the sample. Purposive or judgment samples can provide valuable information, though, particularly in the early stages of an investigation (Lohr, 2009).

3.10 Ethical consideration

In order to collect and analyse data, ethical conduct of the researcher on respondents, and on the data collected should be considered. Respondents need to be assured that they and the information they impart through the questionnaire would be treated with confidentiality and anonymity. Some employees feared that the information they impart in a questionnaire could be used against them if found that information imparted has the potential to compromise or harm the Gauteng Department of Education. In order to quell the fear to participate by the respondents, ethical consideration for the protection of respondents was prioritised. Respondents were assured confidentiality and anonymity. Quinlan (2011) describes ethical consideration as morale values, confidentiality and anonymity of an individual, group or an organisation.

Confidentiality and anonymity usually refers to the assurance that researcher give to the participants that their identity and involvement in a research will be kept confidential (Quinlan, 2011). In this research the participants were notified of the confidentiality of their responses and anonymity of their identity; also, they were informed about the nature of this research and why it is carried out, moreover they were made aware of what is required from them as a participant. In this study, all information about participants was treated with confidentiality and the participants were anonymous (Saunders, et al., 2003). A covering letter also assured respondent that all responses would be treated with utmost confidentiality and anonymity. An approval letter from the Gauteng Department of Education (Addendum B) was also issued to authenticate compliance to the department’s policies as the sampled research site.

In this study, no attempt was made to harm participants deliberately and those who could experience any form of harm be it through victimisation, emotional or otherwise, were informed in advance of their right to withdraw from participating in the study. The
researcher ensured that relevant ethical codes are fully complied with in the completion of this study.

3.11 Data collection

This study used a structured questionnaire as a data collection tool. Saunders et al. (2003) states that questionnaires are data collection instruments that enable the researcher to pose questions to subjects in his/her search for answers to the research questions. According to Quinlan, (2011), the data gathering methods are designed in such a way as to ensure that they will yield the data required. The questionnaire was emailed to respondents who comprised of the middle to lower management of the Gauteng Department of Education in order to test the predetermined hypothesis on the phenomenon being studied. Senior managers and the top management were purposively not sampled as they are hypothesised as part of the research conundrum. For triangulation, secondary data was collected from published scholarly articles which provided detailed theoretical and empirical information about management practices and employee turnover.

3.11.1 Data collection plan

The researcher developed a survey questionnaire with questions on both independent and dependent variables relating to the study. The survey questionnaire was emailed to the sampled population as an attachment to be completed and returned to the researcher. The Gauteng Department of Education is broad and consists of many directorates but the respondents were only in the 4 directorates situated in the same building but different floors and thus email distribution and collection of questionnaires was feasible. A total of 30 respondents emailed back the completed questionnaires within a period of five working days. The initial sample size of the population for this study was 50 employees of the Gauteng Department of Education, however only 60% of these employees responded. The data gathered was exported to SPSS tool at the North-West University’s Statistical services for analysis.

3.12 Data analysis

Sarantakos (2000) describes data analysis as data that is statistically analysed in order to determine whether the generated hypotheses have been supported. In this research, data collected was to give scientific support that managers’ practices have an impact on employee turnover. The questionnaires were collected and counted to
ensure that all respondents had answered and completed the questions. The returned questionnaires were coded and captured on the computer. The data was analysed by means of Statistical Package for the Social Sciences (SPSS). Large survey dataset is efficiently analysed using the SPSS tool. The tool is thus considered significantly crucial for analysing big data. De Vos, Strydom, Fouche and Delport (2007) describe data analyses as the process of bringing order, structure and meaning to the mass of collected data.

The services of North-West University statistician were used to analyse the statistical information. Upon completion of the questionnaire by the respondents, the SPSS instrument was utilized to make data analysis (Quinlan, 2011). Accurate scales were used to correctly measure all research questions in this paper according to their validity and reliability. Scaling technique is used extensively to measure the quantitative facts. Descriptive analysis of the statistically analysed data was used for the findings and results of the data collected and it is described by pie charts and numerical table. The graphical technique is recognised for identifying aspect of the large quantities of data. The numerical tables and chart gives accurate quantified data. This descriptive method is feasible for the reader to understand the findings and it is examined and discussed in the next chapter. The main objective of this analysis is to provide the exact measures of the research objectives about the impact of managers’ practices on employee turnover.

3.13 Limitations
This researcher has tried to provide an understanding of the employees in the Gauteng Department of Education. Although, there are some limitations which exist, the main ones are time constraints and sample size, therefore an online questionnaire was carried out to collect the data from the existing employees from 4 different directorates of the Gauteng Department of Education. The study is limited to one Provincial Department in Johannesburg situated in the Gauteng Province. The measurement of perceived success in one location might be totally different from the next, due to area specific challenges. Care should therefore be exercised in the interpretation and utilisation of the results, thus its findings cannot be generalised. It is possible that some respondents might have experienced some difficulties with the interpretation of the questionnaire. The sample size consisted of 30 employees and a response of 60 % was obtained. Some respondents did not return questionnaires indicating that the
personnel number on the questionnaires threatens their anonymity. The researcher is aware that the research would only be generalizable to this particular organisation and possibly similar organisations within the education industry.

This research investigated factors contributing to turnover intention at the Gauteng Department of Education in Johannesburg and provided recommendations to remedy the problem for only that specific department even though the research can assist in other organisations experiencing similar challenges. This is a general topic on turnover intention and job satisfaction and thus this research can also benefit other companies or organisations that encounter similar problems.

Furthermore, the sample was too small for generalisability of the results in that only 30 respondents participated. More respondents are needed for the results to be generalised. In addition, data obtained was collected in one week which may obscure the causal interpretations than in the case of a longitudinal study where generalisability is increased. Inferred from the above, the more the respondents, research sites and the longer the data collection period the higher the generalisability of the results.

3.14 Conclusion

The quantitative research design was chosen as the relevant research approach for this study. The target population comprised of employees from the 4 directorates of the Gauteng Department of Education, Gauteng Province at the head office. The survey method was used to administer the questionnaires to all 50 target respondents. A medium response rate of 60% was obtained using the personal method for the questionnaire administration. The next chapter focuses on the analysis of the results and discussion of the findings.
4 Analysis of data, findings and recommendations

4.1 Introduction
This chapter presents the analysis of data and the findings derived from the data analysed. It provides further insight into the research propositions introduced in Chapter 3. In this chapter conclusion is drawn from the analysed data and thus a practical summary of recommendations with regard to the research propositions presented. The researcher electronically distributed 50 questionnaires to the sampled employees of the Gauteng Department of Education and a total of 30 questionnaires were returned.

4.2 Descriptive analysis
Section A: Results of biographical information

The biographical results from the respondents were collected through Section A of the questionnaire. The empirical research was conducted in the four directorates of the Gauteng Department of Education as depicted by Annual Reports for a number of financial years to occasionally experience employee turnover more than other directorates. The biographical information was collected from the respondents in the four directorates fairly representing the demographics within those directorates without bias in terms of the gender of the employees, the age, the race and the qualifications of the employees. Some respondents however failed to return their completed questionnaires to the researcher and hence the inconsistencies in numbers per some biographical variables.

4.2.1 The gender classification of respondents
This subsection of Section A was meant to determine the number of respondents in terms of their gender. Respondent completing the questionnaire needed to indicate whether they are males or females.
Respondents in this study consisted of 12 females making 40% of the total study sample and 18 males which constituted a higher percentage 60%.

**4.2.2 Age group classification of respondents**

Table 2 gives an indication as to the ages of the entrepreneurs/managers in the participating businesses. The researcher used three age group categories which are 20-29 years, 30-39 years, 40-49 years and 50-59 years.

Table 2. Age group classification of respondents

Most of the respondents were adults between 40 and 49 years of age who made the largest percentage of 70 followed by 50 to 59 years old at 20%. Only three respondents falling between the ages of 20 to 39 made 10% of the total sample for this study.
4.2.3 Race distribution of the respondents

The race distribution of the Gauteng Department of Education mainly consists of African followed by a few of other races. Despite questions being sent to all employees in the targeted directorates including people of other races, only African returned completed questionnaires. Table 3 indicates the percentage of respondents who completed the questionnaire in terms of race.

Table 3. Race distribution of the respondents

<table>
<thead>
<tr>
<th>Race</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Africans</td>
<td>100%</td>
</tr>
</tbody>
</table>

A total of 30 African respondents participated in this study, which make a 100% of the entire study sample.

4.2.4 Education level of respondents in terms of qualifications

The purpose of this question was to determine the respondents’ qualification in order to establish the relationship between the level of education and the employee turnover intentions. The qualifications were categorised into three namely, matric, diploma/degree and finally postgraduate.

Table 4 indicates the levels of education of the various participating employees in the four directorates of the Gauteng Department of Education.
Table 4. Education level of respondents in terms of qualifications

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Postgraduate</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>80%</td>
<td>20%</td>
</tr>
</tbody>
</table>

Most of the respondents with the highest percentage of 80 had postgraduate qualifications and the lowest were those with degree or diplomas at 20%.

4.2.5 Work experience of the respondents

The purpose of this question was to determine the respondents’ work experience in terms of years spent in the Gauteng Department of Education in order to establish the relationship between the number of years and employee turnover intentions. Table 5 indicates the number of years the respondents spent in the department of education as employees.

Table 5. Work experience of the respondents

<table>
<thead>
<tr>
<th>Work experience</th>
<th>10 years +</th>
<th>6-10years</th>
<th>&gt;1year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>77%</td>
<td>17%</td>
<td>6%</td>
</tr>
</tbody>
</table>

The largest portion of the sampled respondents were those who were 10 years and above in the Department making 77% of the entire sample. Those who are 6 – 10 years in the department made 17% of the respondents and those less than a year...
constituted only 6%. Table 6 below summarises the descriptive statistics on biographical information.

Table 6. Descriptive statistics on biographical information

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of participants</td>
<td>30</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>18</td>
</tr>
<tr>
<td>Female</td>
<td>12</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
</tr>
<tr>
<td>20-29</td>
<td>2</td>
</tr>
<tr>
<td>30-39</td>
<td>1</td>
</tr>
<tr>
<td>40-49</td>
<td>21</td>
</tr>
<tr>
<td>50-59</td>
<td>6</td>
</tr>
<tr>
<td>60+</td>
<td>0</td>
</tr>
<tr>
<td><strong>Race</strong></td>
<td></td>
</tr>
<tr>
<td>African</td>
<td>30</td>
</tr>
<tr>
<td>White</td>
<td>0</td>
</tr>
<tr>
<td>Coloured</td>
<td>0</td>
</tr>
<tr>
<td>Indian</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
</tr>
<tr>
<td><strong>Highest Qualification</strong></td>
<td></td>
</tr>
<tr>
<td>Matric</td>
<td>0</td>
</tr>
<tr>
<td>Diploma/Degree</td>
<td>6</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>24</td>
</tr>
<tr>
<td><strong>Working Experience</strong></td>
<td></td>
</tr>
<tr>
<td>Less than 6 months</td>
<td>0</td>
</tr>
<tr>
<td>6 months to 1 year</td>
<td>2</td>
</tr>
<tr>
<td>1 year to 3 years</td>
<td>0</td>
</tr>
<tr>
<td>3 years to 6 years</td>
<td>0</td>
</tr>
<tr>
<td>6 years to 10 years</td>
<td>5</td>
</tr>
</tbody>
</table>
4.3 Analysis of constructs

Section B: Results of the four constructs

Table 7 Job satisfaction

<table>
<thead>
<tr>
<th>7. Job satisfaction</th>
<th>Disagree Completely</th>
<th>Disagree to some extent</th>
<th>Agree to some extent</th>
<th>Agree completely</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2,5733</td>
<td>0,82166</td>
<td>64.3%</td>
</tr>
</tbody>
</table>

Table 7 illustrates that there is satisfactory level of satisfaction among employees where 64.3% of the respondents indicated that they have job satisfaction and only 35.7% are not satisfied about their job in the GDE.

Table 8. Threatening environment at work.

<table>
<thead>
<tr>
<th>8.1 There is a threatening environment at work.</th>
<th>Disagree Completely</th>
<th>Disagree to some extent</th>
<th>Agree to some extent</th>
<th>Agree completely</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2,23</td>
<td>0,898</td>
<td>55.8%</td>
</tr>
</tbody>
</table>

Table 8 illustrates that a total of 55.8% of the respondents agreed that there is a threatening environment at work, while the remaining 44.2% of the respondents of the respondents disagreed. Table 9 illustrates the results of the construct: Employee Assistant Programmes (EAPs) and Employee Retention Programmes (ERPs) are inadequately implemented at my work.
Table 9. Implementation of EAPs and ERPs

<table>
<thead>
<tr>
<th>8.2 Employee Assistance Programmes (EAPs) and Employee Retention Programmes (ERPs) are inadequately implemented at my work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree Completely</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

Table 9 illustrates that 59.2% of the respondents with a mean of 2.37 are not satisfied with the Employee Assistance Programmes and Employee Retention Programmes that GDE implements. Table 10 illustrates the results of a construct: Salary package/monetary incentives are sufficient in my organisation.

Table 10. Salary package/monetary incentives

<table>
<thead>
<tr>
<th>8.3 Salary package/monetary incentives are sufficient in my organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree Completely</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

Table 10 indicates that 60% of the respondents are happy with the salary packages they get from GDE and 40% are not satisfied. Table 11 illustrates the results of a construct: Management’s actions and behaviours are very consistent.

Table 11. Management’s actions and behaviours

<table>
<thead>
<tr>
<th>8.4 Management’s actions and behaviours are very consistent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree Completely</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>
Table 11 indicates that 51.7% of the respondents are not happy with the management’s actions and behaviour. The difference is very significant with a mean of 1.93 and thus calls for concern. Only 48.3% of the respondents consider management’s actions and behaviour consistent and that is not a good sign for employee retention. Table 12 illustrates the results of a construct: Salaries, medical aids subsidies and housing allowances are low compared to similar organisations.

**Table 12. Salaries, medical aids subsidies and housing allowances**

| 8.5 Salaries, medical aids subsidies and housing allowances are low compared to similar organisations | Disagree Completely | Disagree to some extent | Agree to some extent | Agree completely | Mean | Std. Deviation | % |
|---|---|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 3.03 | 0.850 | 75.8% |

Table 12 illustrate a strong mean for this question. The table illustrates a 75.8% of the respondents in agreement that salaries, medical aids subsidies and housing allowances are low compared to similar organisations. Research indicates that employee benefits is a determinant of employee turnover and with the highest mean of 3.03, GDE has to look into its employees benefits for retention purposes. Table 13 illustrates the results of a construct: Managers’ practices.

**Table 13. Managers’ practices**

<table>
<thead>
<tr>
<th>9. Managers’ practices</th>
<th>Disagree Completely</th>
<th>Disagree to some extent</th>
<th>Agree to some extent</th>
<th>Agree completely</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2.4267</td>
<td>0.88938</td>
<td>60.7%</td>
<td></td>
</tr>
</tbody>
</table>

Table 13 indicates that 60.7% of the respondents with a mean of 2.42 are satisfied with the managers’ principles, justice in addressing problems, fairness in dealing with other employees, motivating leadership capabilities and capability to perform their
main responsibilities. Table 14 illustrates the results of a construct: Unit/department’s employee turnover.

Table 14 Unit/Department’s employee turnover

<table>
<thead>
<tr>
<th>10. Unit/department’s employee turnover</th>
<th>Disagree Completely</th>
<th>Disagree to some extent</th>
<th>Agree to some extent</th>
<th>Agree completely</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1 Employee turnover is common in my unit/department</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2,80</td>
<td>0,714</td>
<td>70%</td>
</tr>
<tr>
<td>10.2 My unit supervisor’s negative behaviour towards subordinates causes the current employee turnover in the unit</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2,23</td>
<td>1,040</td>
<td>55.8%</td>
</tr>
<tr>
<td>10.3 Employee turnover increases our workload in the unit</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>3,00</td>
<td>0,947</td>
<td>75%</td>
</tr>
<tr>
<td>10.4 Employee turnover reduces our work morale.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2,80</td>
<td>1,031</td>
<td>70%</td>
</tr>
<tr>
<td>10.5 Employee turnover in the unit increases our intentions to leave</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2,63</td>
<td>1,245</td>
<td>65.8%</td>
</tr>
</tbody>
</table>

Table 14 illustrates that:

- A total of 21 (70%) respondents indicate that employee turnover is rife in their unit. Literature indicates that employee turnover is very detrimental to organisational sustenance and thus GDE needs to prioritise looking into the root cause thereof to control employee turnover.
- A total of 17 (55.8%) respondents indicated that the negative behaviour of their supervisors towards subordinates causes the current turnover in the unit.
- Also high is the percentage of respondents who agree that employee turnover increases their workload in the unit. A total of 75% respondents agree and only 35% do not agree. The mean of 3.00 is so high and that implies that GDE should consider ways of reducing employee turnover so as to avoid overloading its current employees.
• A total of 21 (70%) respondents agree that turnover reduces work morale. The figure is also so significant and warrants GDE’s attention because low work morale is associated with low productivity in the workplace. GDE should hence promote the well-being of its employee by improving on their work morale through reducing employee turnover.

• The employee turnover intention rate at GDE’s four directorate is at 65.8% which is the total respondents who agree that employee turnover in the unit increases their intentions to leave.

Table 15 Independent sample test

| Q8.1 | Equal variances assumed | 0.403 | 0.530 | -1.231 | 28 | 0.228 | -0.500 | 0.406 | -1.332 | 0.332 |
|      | Equal variances not assumed | -0.969 | 0.274 | 0.359 | -0.500 | 0.596 | -1.724 | 0.724 |
| Q8.2 | Equal variances assumed | 0.168 | 0.685 | 1.294 | 28 | 0.206 | 0.583 | 0.481 | -0.340 | 1.507 |
|      | Equal variances not assumed | 1.133 | 6.724 | 0.296 | 0.583 | 0.515 | -0.644 | 1.811 |
| Q8.3 | Equal variances assumed | 0.000 | 1.000 | -0.233 | 28 | 0.817 | 0.083 | 0.357 | -0.815 | 0.649 |
|      | Equal variances not assumed | -0.226 | 7.428 | 0.827 | 0.083 | 0.369 | -0.946 | 0.779 |
| Q8.4 | Equal variances assumed | 0.057 | 0.813 | -1.325 | 28 | 0.196 | -0.542 | 0.409 | -1.379 | 0.296 |
|      | Equal variances not assumed | -1.394 | 8.222 | 0.200 | -0.542 | 0.389 | -1.434 | 0.350 |
| Q8.5 | Equal variances assumed | 1.489 | 0.232 | -0.628 | 28 | 0.529 | -0.250 | 0.392 | -1.053 | 0.553 |
|      | Equal variances not assumed | -0.497 | 6.146 | 0.636 | -0.250 | 0.503 | -1.473 | 0.973 |
| Q7  | Equal variances assumed | 0.000 | 0.991 | -0.022 | 28 | 0.983 | -0.00633 | 0.38167 | -0.79015 | 0.77548 |
|      | Equal variances not assumed | -0.021 | 7.187 | 0.984 | -0.00633 | 0.40636 | -0.96418 | 0.94751 |
| Q9  | Equal variances assumed | 5.102 | 0.032 | -0.384 | 28 | 0.704 | -0.15833 | 0.41204 | -1.00236 | 0.68570 |
|      | Equal variances not assumed | -0.286 | 5.969 | 0.784 | -0.15833 | 0.55271 | -1.51248 | 1.19592 |
| Q10 | Equal variances assumed | 0.137 | 0.714 | -0.443 | 28 | 0.661 | -0.15833 | 0.35710 | -0.88981 | 0.57314 |
|      | Equal variances not assumed | -0.422 | 7.294 | 0.685 | -0.15833 | 0.37488 | -1.50759 | 0.72091 |

Table 15 portrays that there exists variability among the employees in terms of the level of satisfaction, since the P-values are greater than the default significance level of 0.05. These results suggest that level of employee’s satisfaction was not mutual among employees.
4.4 Correlation co-efficiency

Table 16. Correlation co-efficiency

<table>
<thead>
<tr>
<th></th>
<th>Q3</th>
<th>Q6</th>
<th>Q8.1</th>
<th>Q8.2</th>
<th>Q8.3</th>
<th>Q8.4</th>
<th>Q8.5</th>
<th>Q7</th>
<th>Q9</th>
<th>Q10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q8.1 Correlation Coefficient</td>
<td>0.125</td>
<td>0.353</td>
<td>1.000</td>
<td>0.022</td>
<td>0.122</td>
<td>-0.164</td>
<td>0.082</td>
<td>-0.228</td>
<td>-0.321</td>
<td>0.286</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.511</td>
<td>0.056</td>
<td>0.908</td>
<td>0.520</td>
<td>0.386</td>
<td>0.665</td>
<td>0.226</td>
<td>0.083</td>
<td>0.126</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Q8.2 Correlation Coefficient</td>
<td>-0.139</td>
<td>-0.156</td>
<td>0.022</td>
<td>1.000</td>
<td>0.337</td>
<td>-0.088</td>
<td>0.058</td>
<td>0.084</td>
<td>-0.152</td>
<td>-0.110</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.464</td>
<td>0.410</td>
<td>0.908</td>
<td>0.069</td>
<td>0.645</td>
<td>0.759</td>
<td>0.660</td>
<td>0.421</td>
<td>0.564</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Q8.3 Correlation Coefficient</td>
<td>0.150</td>
<td>0.218</td>
<td>0.122</td>
<td>0.337</td>
<td>1.000</td>
<td>0.149</td>
<td>-0.262</td>
<td>0.184</td>
<td>0.026</td>
<td>0.169</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.429</td>
<td>0.248</td>
<td>0.520</td>
<td>0.069</td>
<td>0.432</td>
<td>0.161</td>
<td>0.331</td>
<td>0.891</td>
<td>0.371</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Q8.4 Correlation Coefficient</td>
<td>0.077</td>
<td>0.169</td>
<td>0.164</td>
<td>0.088</td>
<td>0.149</td>
<td>1.000</td>
<td>0.241</td>
<td>0.687**</td>
<td>0.762**</td>
<td>-0.299</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.686</td>
<td>0.373</td>
<td>0.386</td>
<td>0.645</td>
<td>0.432</td>
<td>0.199</td>
<td>0.000</td>
<td>0.000</td>
<td>0.109</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Q8.5 Correlation Coefficient</td>
<td>0.178</td>
<td>0.017</td>
<td>0.082</td>
<td>0.058</td>
<td>0.241</td>
<td>1.000</td>
<td>0.056</td>
<td>0.074</td>
<td>-0.057</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.347</td>
<td>0.930</td>
<td>0.665</td>
<td>0.759</td>
<td>0.161</td>
<td>0.199</td>
<td>0.768</td>
<td>0.699</td>
<td>0.766</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Q7  Correlation Coefficient</td>
<td>0.295</td>
<td>0.224</td>
<td>0.228</td>
<td>-0.084</td>
<td>0.184</td>
<td>0.687**</td>
<td>0.056</td>
<td>1.000</td>
<td>0.783**</td>
<td>-0.302</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.114</td>
<td>0.233</td>
<td>0.226</td>
<td>0.660</td>
<td>0.331</td>
<td>0.000</td>
<td>0.768</td>
<td>0.000</td>
<td>0.105</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Q9  Correlation Coefficient</td>
<td>0.265</td>
<td>0.270</td>
<td>0.921</td>
<td>0.0152</td>
<td>0.026</td>
<td>0.762**</td>
<td>0.074</td>
<td>0.783**</td>
<td>1.000</td>
<td>-4.22*</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.157</td>
<td>0.149</td>
<td>0.083</td>
<td>0.421</td>
<td>0.891</td>
<td>0.000</td>
<td>0.699</td>
<td>0.000</td>
<td>0.020</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Q10 Correlation Coefficient</td>
<td>0.152</td>
<td>0.197</td>
<td>0.286</td>
<td>-0.110</td>
<td>0.169</td>
<td>0.929</td>
<td>0.507</td>
<td>0.302</td>
<td>-4.22*</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>0.421</td>
<td>0.297</td>
<td>0.126</td>
<td>0.564</td>
<td>0.371</td>
<td>0.109</td>
<td>0.766</td>
<td>0.105</td>
<td>0.020</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
</tbody>
</table>

Table 16 shows matrix of correlations coefficients amongst 10 questions which are Q3, Q6, Q7, Q8.1-5, Q9 and Q10. In most the questions, the correlations were very weak as there were less than 0.5. However, there was strong positive correlation, between Q7 and Q8.4, Q7 and Q9, and Q8.4 and Q9, as the correlation coefficients were 0.687, 0.783 and 0.762, respectively.
The table 16 portrays that:

- There is positive correlation 0.358 between the number of years employees spent in the organisation and the threat in the work environment. This is bad for the GDE because the implication is that the more experiences employees get the more threatened they are which could be the reason of employee turnover experienced in the four units of the GDE. It also means that 77% of the long serving employees presumably with a lot of experience in the organisation could depart due to the threatening work environment as a result of management practices.

- There is a negative correlation of 0.321 between the managers’ practices and the threatening work environment. Improved (increased) managers’ practices would result into (decreased) less threatening environment. This therefore suggest that for the well-being of employees the environment should not be a threatening one implying that managers’ practices need to be constantly improved.

- There is a positive correlation of 0.337 between the salary packages and the Employee Assistance programmes and Employee Retention programmes. The better the programmes the better the salaries. With a mean of 2.40 for salary packages, employees are positive about the employee programmes implemented by GDE.

- There is a high positive correlation of .687 between job satisfaction and the consistency of the management’s actions and behaviour. The more consistent the management’s actions and behaviour are the higher the job satisfaction. Job satisfaction is core to employee turnover intention. Employee with high job satisfaction would stay and the management should promote that through being consistent in their actions in dealing with employees.

- There is high positive correlation of .762 between the management’s actions and behaviour and managers’ practices. The more the managers’ practices improve the more the management actions and behaviour improves and this create an improved work environment employee will be satisfied with.

- There is a high positive correlation of .783 between job satisfaction and managers’ practices. Improved managers’ practices would result in increased employee job satisfaction.
• There is a significant negative correlation of -.302 between job satisfaction and unit’s employee turnover. The implication is that the higher the employee job satisfaction, the lower the employee turnover.

• There is a significant negative correlation of -.422 between managers’ practices and the unit’s employee turnover. Improved managers’ practices would result in less turnover in the unit and vice versa.

4.5 The reliability of the measuring instrument

In order to test the reliability of the data collection instrument, Cronbach’s alpha and inter-correlation items were used. Cronbach’s alpha tests for internal consistency by measuring the degree to which instrument items are homogeneous and reflect the same underlying construct (Cooper and Schindler 2011). The researcher therefore used the Cronbach’s alpha coefficients calculations to assess the internal consistency and the reliability between the statements in the research instrument. The Cronbach Alfa coefficient is an index that indicates the degree to which all the items as measured and tested, measures the same attribute (Struwig & Stead, 2004). The coefficient is based on the correlation of variables. A greater value for the coefficient indicates a higher consistency and improved reliability.

It is for that reason that the researcher relied on the Cronbach’s alpha statistics to measure survey items internal validity and reliability. The reliability was measured on the satisfaction scale of the variables and the reliability statistics measured the Cronbach’s alpha which came out greater than 0.7 for the three constructs. That means the survey questions are reliable for the constructs; job satisfaction, managers’ practices and the unit’s employee turnover with Cronbach’s alpha of 0.858, 0.941 and 0.821 respectively. There was low reliability on the construct, factors leading to high employee turnover with a Cronbach’s alpha of 0.230, however strong correlation co-efficiency with other constructs.
Table 17 represents the calculated Cronbach Alfa coefficients for this study.

<table>
<thead>
<tr>
<th>Cronbach Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 There is a threatening environment at work</td>
<td>0.221</td>
<td></td>
</tr>
<tr>
<td>8.2 Employee Assistant Programmes (EAPs) and Employee Retention Programmes (ERPs) are inadequately implemented at my work</td>
<td>0.221</td>
<td></td>
</tr>
<tr>
<td>8.3 Salary package/monetary incentives are sufficient in my organization</td>
<td>0.221</td>
<td></td>
</tr>
<tr>
<td>8.4 Management’s actions and behaviours are very consistent</td>
<td>0.221</td>
<td></td>
</tr>
<tr>
<td>8.5 Salaries, medical aids subsidies and housing allowances are low compared to similar organisations</td>
<td>0.221</td>
<td></td>
</tr>
<tr>
<td>7. Job satisfaction</td>
<td>0.858</td>
<td></td>
</tr>
<tr>
<td>9. Managers’ practises</td>
<td>0.941</td>
<td></td>
</tr>
<tr>
<td>10. Unit’s employee turnover</td>
<td>0.821</td>
<td></td>
</tr>
</tbody>
</table>

4.5.1 Job satisfaction

The following items relate to job satisfaction:

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1</td>
<td>I am satisfied with the management’s concern about my welfare at work</td>
</tr>
<tr>
<td>7.2</td>
<td>I am satisfied with my involvement in partaking in decisions that affect my work</td>
</tr>
<tr>
<td>7.3</td>
<td>My work is fairly equivalent to the rewards and benefits attached thereto</td>
</tr>
<tr>
<td>7.4</td>
<td>I have decided to stay with my current employer</td>
</tr>
<tr>
<td>7.5</td>
<td>Overall, I am happy with the organizational culture and work environment</td>
</tr>
</tbody>
</table>

Table 18 Reliability of Job satisfaction

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
<th>Cronbach’s Alpha</th>
<th>Cronbach’s Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.858</td>
<td>0.854</td>
<td>5</td>
</tr>
</tbody>
</table>
4.5.2 Factors leading to high employee turnover

The following items relate to factors leading to high employee turnover:

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1</td>
<td>There is a threatening environment at work</td>
</tr>
<tr>
<td>8.2</td>
<td>Employee Assistant Programmes (EAPs) and Employee Retention Programmes (ERPs) are inadequately implemented at my work</td>
</tr>
<tr>
<td>8.3</td>
<td>Salary package/monetary incentives are sufficient in my organization</td>
</tr>
<tr>
<td>8.4</td>
<td>Management’s actions and behaviours are very consistent</td>
</tr>
<tr>
<td>8.5</td>
<td>Salaries, medical aids subsidies and housing allowances are low compared to similar organisations</td>
</tr>
</tbody>
</table>

Table 19. Reliability of factors leading to high employee turnover

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.221</td>
<td>0.230</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 20. Reliability of items 8.2, 8.3 and 8.5

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.154</td>
<td>0.120</td>
<td>3</td>
</tr>
</tbody>
</table>

4.5.3 Managers ‘practices

The following items relate to managers ‘practices:

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1</td>
<td>Sound principles seem to guide management’s behavior</td>
</tr>
<tr>
<td>9.2</td>
<td>Management has a strong sense of justice in addressing disputes between employees and management and employees themselves</td>
</tr>
<tr>
<td>9.3</td>
<td>Management tries hard to be fair in dealings with other employees</td>
</tr>
<tr>
<td>9.4</td>
<td>Management has leadership capabilities that can increase employees’ performance</td>
</tr>
<tr>
<td>9.5</td>
<td>Management is very capable of performing its main responsibilities</td>
</tr>
</tbody>
</table>
Table 21. Reliability of managers’ practices

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach’s Alpha</td>
</tr>
<tr>
<td>0.941</td>
</tr>
</tbody>
</table>

4.5.4 Unit/ Directorate’s employee turnover

The following items relate to the unit/directorate’s employee turnover:

10.1 Employee turnover is common in my unit/department

10.2 My unit supervisor’s negative behaviour towards subordinates causes the current employee turnover in the unit

10.3 Employee turnover increases our workload in the unit

10.4 Employee turnover reduces our work morale.

10.5 Employee turnover in the unit increases our intentions to leave

Table 22. Reliability the unit/directorate’s employee turnover:

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach’s Alpha</td>
</tr>
<tr>
<td>0.821</td>
</tr>
</tbody>
</table>

4.6 Hypotheses test

- The primary objective of this study was to evaluate the impact of management practices on employees’ turnover in the Gauteng Department of Education. Data analysis shows a significant negative correlation of -.422 between managers’ practices and the unit’s employee turnover. Improved managers ‘practices would result is less turnover in the unit or high employee turnover is likely to be experienced if less improved managers’ practices.

- The impact of employee turnover on organisational effectiveness. A total of 21 (70%) respondents agree that turnover reduces work morale. The figure is also
so significant and warrants GDE’s attention because low work morale is associated with low productivity in the workplace.

- The impact of job satisfaction on employee turnover. Analysis of data shows a significant negative correlation of -0.302 between job satisfaction and unit’s employee turnover. If employees have high job satisfaction the organisation will experience minimal employee turnover.

4.7 Conclusion

The aim of the present research was to evaluate the impact of management practices on employees’ turnover in the Gauteng Department of Education. This research thus focused on the impact of management practices in relation to employee turnover. Literature has shown that employee turnover may be caused by several factors including poor employee benefits, job dissatisfaction, poorly implemented employee programmes, high workload, low employee morale and remuneration. Employee turnover is very costly to organisations especially with the departures of experienced employees. This is however ignored by organisations which later render them dysfunctional due to the deterioration in productivity due to valuable human assets leaving for better and unthreatening work environment elsewhere.

The results of this investigation show that workload, feeling of being threatened, poor implementation of ERPs, inconsistent management behaviours emerged as reliable predictors of. Taken together, these findings suggest a role for the management in promoting employee wellbeing through allocating adequate workload to employees, fully implementing the ERPs, being equally and consistently fair in their behaviour towards all employees, promoting OCB and offer benefits comparable to similar institutions around because competing with rivals should also include competing in terms of benefits to own employees. Therefore, employees need to be remunerated market related packages. And all the factors mentioned are under the control of management whose unwelcomed conduct also aggravates employee turnover.

The insights gained from this study may be of assistance to the management in both the private and public sector. The generalisability of these results is subject to certain limitations. For instance, some respondents might have experienced some challenges in the interpretation of the questionnaire and hence obscure the analysis thereof.
Furthermore, the degree of severity of certain contributing factors in the public and private sectors might vary extensively. This could result in varied findings.

Notwithstanding these limitations, the study suggests that management practices are core contributors to the success of organisations if put in the hands of prudent leaders. Further that employees, irrespective of being in the public and private sector reacts in a similar pattern to issues of their wellbeing.

This research has thrown up many questions in need of further investigation. The impact of managers practices on employee turnover during economic expansion and during economic contraction as Miller (2017) postulate that the reaction of dependent variable reacts differently according to economic cycles.

4.8 Findings and recommendations

4.8.1 Findings

With respect to the main hypothesis, it was found that a strong relationship between management practices and employee has been reported in the literature. Akinyomi (2016) postulates that, where there were cases of improper management practices and policies on employee matters especially when employees are not recruited systematically, promotions of employees not based on spelled out policies, absence of grievance resolution procedures in place, would lead to high employees’ turnover.

Findings also indicate that GDE employees perceive their workload increased due to employee turnover which is validated by a high mean of 3.00 and a high percentage of 75%. While it is economically sound for GDE to make the most output out of the less input, employees are being exploited of going beyond their prescribed job description covering for the departed employees. Contrary to expectations, this study did not find a significant direct link between supervisor’s negative behaviour towards subordinates and the current employee turnover in the directorates. A mean of 2.23 and a 55% agreed which cannot be generalised.

Consistent with the literature, this research found that respondents attribute increased workload and declining work morale to employee turnover (Surji, 2013). The results corroborated that with a high mean of 3.00 and a high percentage of 75% on increased workload and a mean of 2.8 and 70% on decreased work morale. Findings indicate that experienced employees of GDE feel threatened at the work-place. A high
percentage of respondents with a mean of 2.23 indicated that they feel a threatening work environment.

This is further substantiated by a positive correlation of 0.353 between the number of years in GDE and the feeling of a threatening environment at work. Most of the respondents are long serving employees (77%) with 6 to 10 years of working experience. This is the part of the staff which is presumable very productive as a result of their experience in the field. Literature indicates that departure of these category of employees negatively affects productivity and the competitive edge of an organisation where in profit-making organisation the bottom line is adversely affected.

The mean of 3.00 on increased workload and a percentage of 75% is so high and that suggests that GDE should consider ways of reducing employee turnover so as to avoid overloading its current employees. Furthermore, findings indicate that employee benefits at GDE are not comparable with benefits in similar organisations. A mean of 3.03 making 70% of the respondents corroborates that which has a potential of creating employee turnover.

Inconsistencies in the management’s actions and behaviour are another challenge and 51.7% of the respondents support the statement which is contrary to fair labour practices. Employee Assistance programmes and Employee Retention programmes are not adequately implemented at GDE and 59.2% of the respondents agree. The increased employee turnover rate in the four directorates corroborates poor implementation of EAPs and ERPs as per the research results.

According to these data, we can infer that management practices whether through direct encounter or implementation of the institution’s bureaucratic policies that causes employee dissatisfaction directly impact on the employee turnover thereby supporting the hypothesis. To develop a full picture of employee turnover’s reaction towards managers’ practices, additional studies will be needed that will investigate the reaction of this dependent variable during economic expansions and contractions in the country.

**4.8.2 Recommendations**

In order to reduce employee turnover resulting from poor management practices, GDE should consider full implementation of their Employee Retention Programme.
especially on experienced employees who possess a wealth of experience as they are regarded as the expensive assets of any organisation. GDE should promote the building of Occupational Citizenship Behaviour where employees feel welcomed and appreciated. Furthermore, the behaviour of supervisor towards their subordinates needs to be fair and unbiased so that employees feel equally appreciated. GDE’s management should not be biased when approaching different situations or dealing with different employees. Consistency in dealing with people builds integrity and trust by subordinates thereby promoting Occupational Citizenship Behaviour among employees. Managers also need to take steps to enhance the employee-supervisor relationship either by promoting team related activities or by enabling employees to work independently as postulated by Gupta and Shaheen (2017).

Recruitment of employees to replace the departed ones should be speedily replaced to avoid overburdening the remaining employees with work. In addition, remuneration should commensurate with the workload. GDE should therefore adhere to, and not overstep individual employee’s job description when allocating responsibilities. Employees should hence be made to account only for work prescribed in their job description. GDE should hence allocate work adequately and equitably to avoid further loss of employees which attributes to decreased work morale which could further aggravate the turnover problem at GDE.

The literature indicates that experienced employees have the work expertise and very crucial in terms of productivity in any organisation. It will therefore be economically beneficial to prioritise the retention of these long serving employees at all costs. GDE will then have to find ways of increasing their employees’ work morale and eliminate their feeling of being threatened at work to promote Occupational Citizenship Behaviour and ensure GDE’s sustained productivity.

GDE should advocate for employee assistance and retention through EAPs and ERPs which should be made accessible by every employee. GDE management should ensure that benefits commensurate with responsibilities to avoid dogmatism which saws distrust to management by employees.

GDE should benchmark their employee benefits with similar institutions around so that they do no lose their experienced and skilful employees to rival institutions based on unequal employee benefits. GDE should also review all its bureaucratic policies that
directly relates to employees especially clauses those that have a potential to trigger employee dissatisfaction which could result in employee turnover.
References


Feng, W.C. and Angeline, T., 2010. Turnover intention and job hopping behaviour of


Glen, C., 2006. Key skills retention and motivation: the war for talent still rages and retention is the high ground. *Industrial and commercial training, Vol 38*(1).


Hassen, E., 2011. Reinvent to remain relevant: The challenge for unions as the voice of the working class. *Transformation Audit*


Kar, R., 2013. Retaining and Rewarding the Key Employees Analyzing and Managing Employees. *Nims University, Jaipur, Rajasthan, Vol. 2*(1).


Masemola, S.E., 2011. *Employee turnover intentions, organisational commitment and job satisfaction in a post-merger tertiary institution: the case of the University of Limpopo* (Doctoral dissertation, University of Limpopo (Turfloop Campus)).

Maurer, T.J. and Lippstreu, M., 2008. "Who will be committed to an organization that provides support for employee development?" *Journal of Management Development, Vol. 27 (3): 328 – 347.*


STATSOFT, Inc. 2009. STATISTICA (data analysis software system), version 9.0.


The Serious Pursuit of Happiness. www.millergroup.com • miller@millergroup.com


Addendum A: Questionnaire

SECTION A

BIOGRAPHICAL INFORMATION

Mark the applicable block with a cross (X). Complete all questions.

1. My personnel number is ………………………

2. My gender is

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1</td>
</tr>
<tr>
<td>Female</td>
<td>2</td>
</tr>
</tbody>
</table>

3. My age group is

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20 – 29</td>
<td>1</td>
</tr>
<tr>
<td>30 – 39</td>
<td>2</td>
</tr>
<tr>
<td>40 – 49</td>
<td>3</td>
</tr>
<tr>
<td>50 – 59</td>
<td>4</td>
</tr>
<tr>
<td>60+</td>
<td>5</td>
</tr>
</tbody>
</table>

4. My race is

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>African</td>
<td>1</td>
</tr>
<tr>
<td>White</td>
<td>2</td>
</tr>
<tr>
<td>Coloured</td>
<td>3</td>
</tr>
<tr>
<td>Indian</td>
<td>4</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
</tr>
</tbody>
</table>

5. My highest qualification is

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Matric</td>
<td>1</td>
</tr>
<tr>
<td>Diploma/Degree</td>
<td>2</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>3</td>
</tr>
</tbody>
</table>
6. My years working experience

<table>
<thead>
<tr>
<th>Experience</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 6 months</td>
<td>1</td>
</tr>
<tr>
<td>6 months to 1 year</td>
<td>2</td>
</tr>
<tr>
<td>1 year to 3 years</td>
<td>3</td>
</tr>
<tr>
<td>3 years to 6 years</td>
<td>4</td>
</tr>
<tr>
<td>6 years to 10 years</td>
<td>5</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>6</td>
</tr>
</tbody>
</table>

SECTION 2

Indicate the degree to which you agree with each statement by using the following scale:

<table>
<thead>
<tr>
<th>7. Job satisfaction</th>
<th>Disagree completely</th>
<th>Disagree to some extent</th>
<th>Agree to some extent</th>
<th>Agree completely</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 I am satisfied with the management’s concern about my welfare at work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7.2 I am satisfied with my involvement in partaking in decisions that affect my work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7.3 My work is fairly equivalent to the rewards and benefits attached thereto.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7.4 I have decided to stay with my current employer</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7.5 Overall, I am happy with the organizational culture and work environment</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
### 8. Factors leading to high employee turnover

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree completely</th>
<th>Disagree to some extent</th>
<th>Agree to some extent</th>
<th>Agree completely</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 There is a threatening environment at work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.2 Employee Assistant Programmes (EAPs) and Employee Retention Programmes (ERPs) are inadequately implemented at my work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.3 Salary package/monetary incentives are sufficient in my organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.4 Management’s actions and behaviours are very consistent</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.5 Salaries, medical aids subsidies and housing allowances are low compared to similar organisations</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

### 9. Managers’ practices

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree completely</th>
<th>Disagree to some extent</th>
<th>Agree to some extent</th>
<th>Agree completely</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1 Sound principles seem to guide management’s behaviour</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9.2 Management has a strong sense of justice in addressing disputes between employees and management and employees themselves.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9.3 Management tries hard to be fair in dealings with other employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9.4 Management has leadership capabilities that can</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9.5 Management is very capable of performing its main responsibilities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10. Unit/department’s employee turnover</th>
<th>Disagree completely</th>
<th>Disagree to some extent</th>
<th>Agree to some extent</th>
<th>Agree completely</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1 Employee turnover is common in my unit/department</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10.2 My unit supervisor’s negative behaviour towards subordinates causes the current employee turnover in the unit</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10.3 Employee turnover increases our workload in the unit</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10.4 Employee turnover reduces our work morale.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10.5 Employee turnover in the unit increases our intentions to leave</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
Addendum B: Letter of consent from The Gauteng Department of Education

![Gauteng Province Letterhead]

**GDE RESEARCH APPROVAL LETTER**

<table>
<thead>
<tr>
<th>Date:</th>
<th>28 September 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Validity of Research Approval:</td>
<td>06 February 2017 – 29 September 2017</td>
</tr>
<tr>
<td>Name of Researcher:</td>
<td>Mmakoe E.T</td>
</tr>
<tr>
<td>Address of Researcher:</td>
<td>7 Roodia Flats</td>
</tr>
<tr>
<td></td>
<td>269 Walter Sisulu Avenue</td>
</tr>
<tr>
<td></td>
<td>Potchefstroom, 2531</td>
</tr>
<tr>
<td>Telephone Number:</td>
<td>011 355 1039 084 983 4631</td>
</tr>
<tr>
<td>Email address:</td>
<td><a href="mailto:mmakotebogo@yahoo.com">mmakotebogo@yahoo.com</a></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:Emanuel.Mmakoe@gauteng.gov.za">Emanuel.Mmakoe@gauteng.gov.za</a></td>
</tr>
<tr>
<td>Research Topic:</td>
<td>Evaluating the impact of management practices on employee turnover in the Gauteng Department of Education.</td>
</tr>
<tr>
<td>Number and type of schools:</td>
<td>none</td>
</tr>
<tr>
<td>District/s/HO</td>
<td>Head Office</td>
</tr>
</tbody>
</table>

**Re: Approval in Respect of Request to Conduct Research**

This letter serves to indicate that approval is hereby granted to the above-mentioned researcher to proceed with research in respect of the study indicated above. The onus rests with the researcher to negotiate appropriate and relevant time schedules with the school(s) and/or offices involved to conduct the research. A separate copy of this letter must be presented to both the School (both Principal and SGB) and the District/Head Office Senior Manager confirming that permission has been granted for the research to be conducted.

![Logo: Making education a societal priority]

Office of the Director: Education Research and Knowledge Management

7th Floor, 17 Simmonds Street, Johannesburg, 2001
Tel: (011) 355 0488
Email: Faith.Tshabalala@gauteng.gov.za
Website: www.education.gpg.gov.za